

# Shell's Relationship With Host Communities In Nigeria And Theoretical Perspectives To Corporate Social Responsibility

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**Abstract:** *The peaceful co-existence of business organizations and the communities where they are situated is very imperative to their growth, thus, the emphasis on Corporate Social Responsibility (CSR). However, there may exist clash of interests as to the self-ascertained needs of the host communities and the organisations' CSR priorities. This paper discussed the CSR of a multinational company, Shell, in order to determine if it has in any way, affected its relationship with its host communities in Nigeria. This is due to the recurring disputes that have been recorded between the former and the later in the past and recent years despite the huge CSR programmes that have been organised by Shell in those years. In order to demystify the reasons behind this anomaly, this paper discussed Shell's CSR programmes for their host communities in Niger Delta, the major concerns of their host communities through a careful review of existing literature on the discuss and CSR theories that bother on CSR for host communities. The CSR theories – Carroll's CSR Pyramid, Stakeholder's theory and the Triple Bottom Line theory, were reviewed to understand angles to CSR in order to make plausible suggestions to cub the constant rift between Shell and its host communities. The findings show that apart from their economic responsibilities, Shell's CSR have mostly revolved around philanthropy while the major concern of their host communities bother on their environment which is constantly polluted by the activities of Shell. Thus, the paper recommends that Shell should prioritize working on oil spillage that affects the environment and that effective communication with the company's stakeholders should be the highest determinant of CSR priorities to host communities.*

**Keywords:** Shell, CSR, Multinational Corporation, Host Communities, Niger Delta, Nigeria

## I. INTRODUCTION

The main essence of all business enterprise is the maximization of profits for its owners or stakeholders. But, business organizations should not only be profitable tools, but also responsible citizens vis-à-vis maintain corporate social responsibility. These business enterprises are accountable to itself, its stakeholders and the public – Corporate Social Responsibility (CSR). Social responsibility is a responsibility and obligation to protect, foster, increase and enhance the benefit of stakeholders and social people (Tai & Chuang, 2014). The activities of organization impact upon the external environment. When an organization undertakes an activity which impacts upon the external environment then this affects the environment in ways which are not reflected in the traditional accounting of that organization the environment can be affected positively, through for instance landscaping project, or adversely, through for instance oil spillage or the creation of heaps of waste. These actions of an organization impose costs and benefits upon the external environment. These costs and benefits are imposed without consultation, and in reality form part of the operational activities of the organization. These actions are however excluded from the traditional accounting of the enterprise and by implication from its area of responsibility. Thus, such costs and benefits have been externalized. The concept of externality therefore is concerned with the way in which these costs and benefits are externalized from the organization and imposed on others.

The purpose of corporate social responsibility by business organizations therefore revolves around giving back to the business milieu and creating social value. Multinational

corporations are gradually embracing and employing CSR to make a difference and build a positive brand around their business. They often demonstrate CSR to their host communities through efficient and effective wastes and pollution reduction processes, provision of portable water, electricity, hospitals, scholarships, economic empowerments and donation to good causes (Hopkins & Crowe, 2003).

Shell corporation is one of the multinational corporations (MNC) in Nigeria operating largely in the Niger Delta region of the country. Despite huge corporate social responsibility by Shell in Nigeria and the Niger Delta region in particular, there still exists, sporadic confrontations and strife between the company and its host communities. This paper therefore, tries to understand CSR, theoretical perspectives to CSR, Shells relationship with its host communities vis-à-vis Shell's CSR efforts and the reason for the unending periodic conflicts.

## II. REVIEW OF RELATED LITERATURE

### Corporate Social Responsibility

Because of the growing importance and benefits of corporate social responsibility, every business organization has a policy concerning corporate social responsibility and often produces a report annually detailing its activity. Highlighting the place and importance of corporate social responsibility to organizations, a report by the World Economic Forum stated thus:

In the face of high levels of insecurity and poverty, the backlash against globalization, and mistrust of big business, there is growing pressure on business leaders and their companies to deliver wider societal

value. This calls for effective management of the company's wider impacts on and contributions to society, making appropriate use of stakeholder engagement. (Smith, 2003, p. 54).

The broadest definition of corporate social responsibility is concerned with what is – or should be – the relationship between global corporations, government of countries and individual citizens. It is more or less concerned with the relationship between a corporation and the local society in which it resides and/or operates. Another definition is concerned with the relationship between a corporation and its stakeholders.

There is however no agreed definition or conceptualization of CSR, so this raises the question as to what exactly can be considered to be CSR. According to EU commission (2002, p.347) "... CSR is a concept whereby companies integrate social and environmental concerns in the business operations and in their interaction with their stakeholders on a voluntary basis."

In line with the foregoing, corporate social responsibility refers to the obligations of the firm to society or, more specifically, the firm's stakeholders – those affected by corporate policies and practices (Smith, 2003 p. 53). Similarly, CSR is seen as "a process with the aim to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered stakeholders." (Wikipedia, 2021).

### **Multinational Corporation**

Multinational corporation is an organization that owns or controls the production of goods and services in at least one country other than its home country (Pitelis & Roger, 2000). Similarly, Black's Law Dictionary suggests that an organization or company should be considered a multinational corporation if it derives twenty-five percent (25%) or more of its revenue from external (away from its home country) operations. However, a company that owns or controls fifty-one (51%) of a foreign subsidiary also controls the production of goods and services in at least one country other than its home country and therefore, would also meet the criterion, even if that foreign affiliate generates only a few percent of its revenue.

Multinational Corporation (MNC) also referred to as Multinational Enterprise (MNE) or Transnational Corporation (TNC) is simply a large corporation incorporated in one country which produces or sells goods or services in various countries. They are often characterized by their large size and the fact their worldwide (beyond one country's borders) activities are centrally controlled by the parent company. Most MNCs are involved in: importing and exporting goods and services; making significant investments in a foreign country; buying and selling licenses in foreign

markets; engaging in contract manufacturing – permitting a local manufacturer in a foreign country to produce its products; opening manufacturing facilities or assembly operations in foreign countries.

### **Multinational Corporations and the Need for Corporate Social Responsibility**

Corporate Social Responsibility also referred to as corporate citizenship, corporate conscience or sustainable responsible business and is typically understood as a way through which a company achieves a balance of social, economic and environmental imperatives (Dartey-BaahI & Amponsah-Tawiah, 2011). It is a process towards peaceful positive and sustainable engagement of business-stakeholders in general and its host community in particular, specifically when the *modus operandi* of such enterprise have a way of impacting (negatively) the environment or other interests of such a community (Lugard, 2014). All stakeholders of a company benefit from corporate social responsibility activities, but, the company itself benefits even more, as it allows for peaceful atmosphere for operations and also helps build a good reputation for the company in more ways than one. Chan (2014) paid attention to specifics:

1. A company that indulges in active CSR is seen as a good corporate citizen as it supports good causes and protects the environment
2. It is used to weigh how a company is governed.
3. A company with good CSR care about their employees and as such, help increase employees' satisfaction and morale, lower turnover rate, attract more talent, ensure workplace safety, and establish excellent work relations with employees.
4. A good CSR ensures for steady and sustainable development of the company
5. Incorporating good CSR strategies helps in limiting disagreements among stakeholder groups,
6. Ultimately, good CSR activities helps reduce risks and maximise profits.

### **III. SHELL'S CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES FOR ITS HOST COMMUNITIES IN THE NIGER-DELTA**

Shell operates in the Niger Delta region which is located in Southern Nigeria. It comprises of nine states namely: Akwa-Ibom, Rivers, Delta, Bayelsa, Cross-River, Edo, Abia, Imo and Ondo States (Obialo, 2019). Shell has contributed greatly in the economic growth of Nigeria because, oil, which they deal on is the mainstay of the country's economy. Apart from focusing on profit-making, which is the topmost priority of every organisation, Shell is expected to consider the plight of their stakeholders and particularly for this study, their host communities. The corporation has of course, invested a lot in the development of their host communities as seen in some of their CSR reports. Shell (2008, 2009, 2010, 2012) cited in (Lugard, 2014, p. 166-167) provided some of Shell's CSR efforts that concerns the host communities thus:

- In 2013 and 2012 respectively, the sum of \$104.1 million \$103.2 was spent by the company as its contribution to community development projects. Shell's CSR is centred around their three global strategic themes of enterprise development, road safety and energy access, and on locally tailored programmes covering community development, disaster relief, education, health and biodiversity.
- In 2011, Shell's community investment amounted to \$76.3 million which was directly invested by SPDC and SNEPCo towards addressing social and economic development challenges in the region in the following areas: education, community health, enterprise development for youths and women, and community-driven development initiatives via the Global Memorandum of Understanding (GMOU) between SPDC and communities.
- In 2008, SPDC and the joint venture partners contributed directly a further \$84 million (Shell's share of \$25.2 million) to community development projects, many of which were undertaken in partnership with other organizations or government and international agencies.
- In 2007, the SPDC joint venture contributed another \$68million to community development projects, many of which were delivered in partnership with government agencies, companies, local and international NGOs, and the UNDP. In 2006, it introduced Global Memoranda of Understanding (GMOUs) to improve its relations with communities which has helped a great deal in fostering better business-community relations.
- In 2003, Shell spent \$60 million on community development to generate employment and calm "restive youth". Shell also offers sabbaticals and student internships at their offices in Port Harcourt to "introduce new concepts in underground evaluation techniques using the latest technologies."
- In 2016, SPDC and its JV partners donated a modern public library to the Port Harcourt literary society equipped with books, internet access and reliable power supply. SPDC JV is said to have contributed \$5 million for the library.
- Also, in 2017, they invested \$5.2 million in scholarships.
- Through the liveWIRE programme, Shell has trained 6,780 Niger Delta youths in enterprise development and provided business start-up grants to 3,493 in 2017. Also, two beneficiaries of the programme received merit awards of \$5,000 each in recognition of their innovative ideas.
- In 2017, SNEPCO in partnership with three UK universities (University of Birmingham, Newcastle University and Plymouth University), launched its first Post Graduate Scholarship Award programme for qualifying applicants nationwide to further their

education in courses that are relevant to oil and gas industry.

The efforts of Shell for its host communities in the Niger-Delta region are not limited to the above. Against this backdrop, this paper went serves as a study to unveil the reason(s) behind the unfriendly relationship between Shell and its host communities.

#### IV. MAJOR INTERESTS OF COMMUNITIES IN THE NIGER DELTA

Nigeria is mono-cultural based economy, with the mainstay of the national economy derived from sale of crude oil found in the Niger Delta region in the southern part of the country. This region (Niger Delta) is made up of nine states and has an estimated population of about 28 million amounting to 16.7% of the Nigerian population (Obi 2019). The Niger delta area has suffered the dire effects of oil exploration with its concomitant environmental degradation for years. Oil revenues account for about 95% of Nigeria's foreign exchange earnings and 95% of federal revenue (Obi, 2019). Billions of US dollars have accrued to the country from the combined operations of various oil companies including the Nigerian National Petroleum Corporation (NNPC), which conduct oil and gas business on behalf the country. The NNPC operates mainly through joint venture contract. The greatest joint venture partner of NNPC remain: The Anglo Dutch Conglomerates, Shell Petroleum Development Company, Chevron, Mobil, Texaco, Elf and; Nigeria Liquefied Natural Gas.

Despite the inundation of oil companies and the heightening of their operations in the Niger Delta region, there is marked unmatched development in the region in particular and in Nigeria as general. The oil companies claim and show evidences of several executed projects in the host communities as part of their Corporate Social Responsibility. The claims include: construction of hospitals, roads and schools, provision of portable water, electricity, sponsorship, scholarships, and; supporting health campaign programmes among others. Notwithstanding, the host communities in the Niger Delta region seem not to have acknowledged the effectiveness and efficiency of the CSR in taking care of their major interests. According to Omole (2000), the relationship of cordiality which existed between oil communities and the oil companies in the good old days has given way to hostility and violence. The hostility takes the form of pipeline vandalism, kidnapping, shutting down of oil companies, seizure of oil installations, militancy, intra and inter-community conflict (Alabi & Ntukeko, 2012).

According to (Amodu, 2012), one of the major popularity of Niger Delta is the frequent conflicts associated with oil production in the region. However, the Niger Delta area, prior to the activities of oil and gas, had abundant and diverse natural resources, good agricultural land coupled with flourishing oil palm trees, rubber trees and other economic

crops. The forest was extensive with all kinds of animals and plant species (Osanojo, 1998). This caused most of the inhabitants of this region to be heavily dependent on the environment for livelihood through fishing and farming (Uzoagu, 2015).

In the advent of oil companies in the Niger Delta, the disposition of the host communities was positive because it raised the hopes of the indigenes in respect to the long awaited development (Saiyou, 2006). These hopes began to wither when the source of their livelihood (farming) began to dwindle rapidly due to the activities of these supposed messiahs. Since this sad discoveries, they have been “engulfed in crisis of instability such as protest against environmental degradation, palpable poverty, lack of basic social amenities and employment opportunities. The communities have charged the oil companies of insensitivity centred on the problems occasioned by oil spillages such as, the clean-up of spilled oil, delay in assessment of impacted areas and failure to pay compensation for damaged economic crops and fish ponds. In many instances, the grievances have turned into outright antagonism, leading to abduction of company officials, sabotage of company properties and violence against companies” (Palowei et al., 2014, p. 48). Egbe and Paki (2011, p.129), “the presence of SPDC in a community spell doom arising from the countless oil spillages, and gas flares that renders the environment desolate with devastating consequences on the local economies”, particularly, the farmland and rivers. With this as a constant phenomenon, Shell became an integral part of the Niger Delta Conflict instead of been a solution to the already existing problems like poverty and unemployment (WAC Global Services, 2003).

As at 2015, there were a total of 11 court cases involving different groups, with Shell as a co-defendant in all of them (Shell, 2017). The lawsuit the Bodo community in Rivers state filed against Shell in London High Court on 23 March 2012 over oil spills which occurred in 2008 and 2009 lingered till May 24 2018. They asked for compensation for losses suffered to their health, livelihoods and land which needed clean-up of oil pollution (Business and Human Rights Resource Centre, n.d.). On May 17, 2018, there was an oil leak on the Trans Ramos pipeline within Shell’s oilfield at Aghoro communities in Bayelsa and this caused a huge disagreement between shell and the host communities especially on determining the size of area affected by the spill (Premium Times, 2018). In 2017, the people of Belema and Ofuyama communities in Kula Kingdom, Akuku Toru Local Government Area, Rivers State went on a warpath with SPDC with Shell over alleged abandonment for over 37 years as well as destruction of economic life (Iheamnachor, 2017). Their concerns revolved around joblessness, suffering great illness with no health facility, lack of electricity and polluted water which should all be part of the CSR of Shell.

Based on this backdrop, one would observe that the major concern of the communities in the Niger Delta is to get their

lives back; that which has been deprived them because of the activities of oil companies such as Shell. The philanthropy Shell offers might be good moves of CSR but they need to set their priorities right.

## **V. THEORETICAL PERSPECTIVES TO CORPORATE SOCIAL RESPONSIBILITY**

### **Carroll’s CSR Pyramid**

Carroll’s (1991) theory which is one of most used and quoted models of CSR, is composed of four responsibilities that organisations must follow hierarchically (as seen in fig.1), in order to achieve their aims smoothly. These responsibilities include: philanthropic responsibilities, ethical responsibilities, legal responsibilities and economic responsibilities. Companies are expected to work on these responsibilities in order of importance. Dartey-BaahI and Amponsah-Tawiah (2011, p.127) gave the explanations of these responsibilities as follows:

The economic component which is at the base of the pyramid gives top priority to economic performance serving as the foundation of the other components of the pyramid. The thinking and position here is that a business has to be profitable, plan for the future and provide shareholders with sufficient and attractive returns. The legal component which is the second on the hierarchy expects businesses to comply with the laws and regulations of the society whilst pursuing profit within the framework of the law. The third hierarchy in Carroll’s pyramid is the ethical responsibilities which are about how society expects businesses to embrace values and norms even if the values and norms might constitute a higher standard of performance than required by law. Furthermore, it involves avoiding questionable practices. At the top of the pyramid is philanthropic responsibility. The philanthropic responsibilities are those actions that society expects from a business to be a good corporate citizen. It involves giving back to the community and being a good corporate citizen through donations and active participation in charities or other community welfare programs.





**Fig 1: Carroll's CSR pyramid. Source: Carroll (1991)**

This Carroll's pyramidal depiction of CSR was clearly done with American-type capitalistic societies in mind and it also played a role in Europe and interlink in some manner (Crane and Matten, 2016). However, some researchers argued that the flow according to Carroll's pyramid may not be applicable in African countries. According to Dartey-BaahI and Amponsah-Tawiah (2011), culture has its influence on CSR priorities. This is why Wayne (2010) cited in Brin and Nehme (2019) revisited the pyramid in developing countries as he observed that economic responsibility continues to get the most emphasis as in other nations of the world, but philanthropy is given the second highest priority followed by legal and then ethical responsibilities.

### **Stakeholder Theory**

Stakeholders typically are defined as individuals, groups and organizations that have an interest in the processes and outcomes of the firm and upon whom the firm depends for the achievement of its goals (Harrison and Wicks, 2007 cited in Harrison et al., 2015, pp.859). The stakeholder theory was developed by Freeman (1984). Freeman described that a firm is a series of connections of stakeholders that the managers attempt to manage. Freeman (1984) opined that CSR is conceived as one that balances a multiplicity of interests, such that while striving for large profit for shareholders, it also takes into account other stakeholders' interests. In line with the foregoing, Harrison et al. (2015, p.861) explained that, "the bulk of the thinking on stakeholder theory has emanated from Western countries. This may be, in part, because of the predominance of the shareholder maximization perspective found in many popular Western business theories. That is, because shareholder primacy grew out of the West, stakeholder theory was necessary to provide a more balanced perspective on the objective of the corporation and how to manage it".

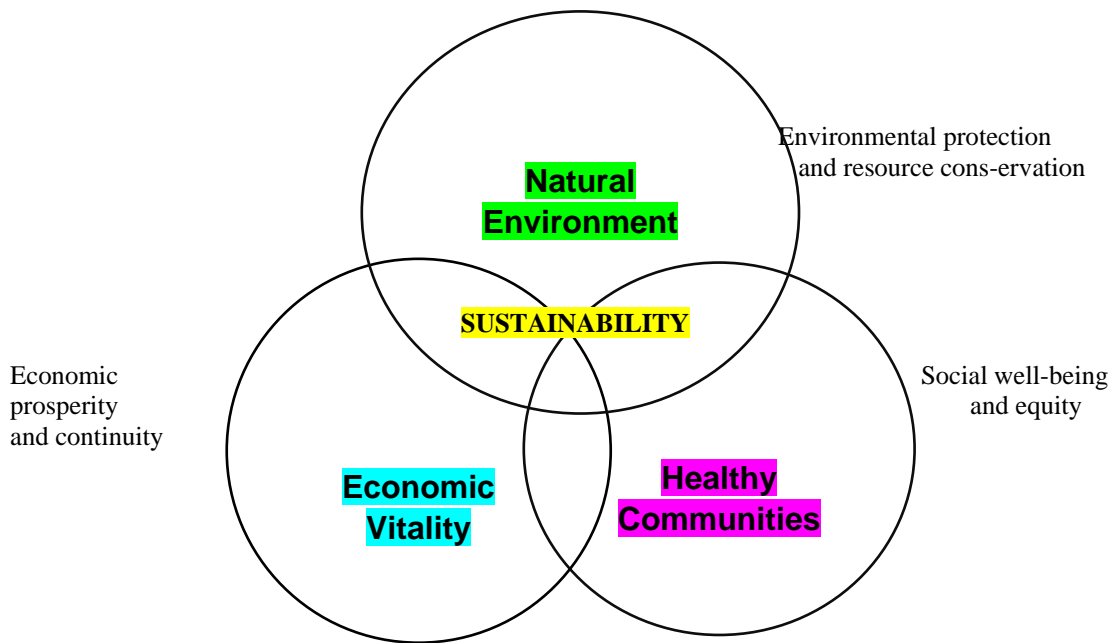
Brin and Nehme (2019) opined that by incorporating the participation of stakeholders in the corporation's board of directors (at least one representative per stakeholder group), directors and leaders of such organisation can be more responsive. For example, by making host communities emotional stakeholders by ensuring their active engagement and participation in designing and framing CSR efforts that

would minimize environmental pollution, extend their human capacity training and deliver sustainable development (Lugard, 2014). Harrison et al. (2015) mentioned seven areas in which firms who buy the ideas of this theory attempt to create value for stakeholders thus:

- better stakeholder relationships
- stakeholder dialogue
- better work environment
- environmental preservation
- increased customer base
- local development and
- improved reputation

### **Triple Bottom Line Concept or Theory**

The term "triple bottom line" (TBL) was coined by John Elkington in 1994 in an attempt to create a new language to express what was perceived as an inevitable expansion of existing corporate models, from purely economic values to economic values as a part of managing sustainable conduct (Mark-Herbert, et al., 2010). His idea was that sustainable results come from the three dimension of TBL and that companies must apply TBL in order to achieve continuous profits and long-term social and environmental projects. "Their performance in each category represents their perceived commitment to their stakeholders, the natural environment and their economic profits, respectively. It suggests that the relationship between the categories is not necessarily a trade-off where one must be conceded in order to achieve the other, but where a balance must be achieved in order to maximize the potential benefits in each category" (Dixon, 2014, p.1). Below is an illustration of the above explanation:



**Fig. 2. The triple bottom line illustration from Elkington’s (1994) explanations**  
 Source: Mark-Herbert, et al. (2010)

Some critics question its validity and practical usefulness. According to Norman and MacDonald (2004), the Triple Bottom Line theory is inherently misleading because of its inability to deliver its literal meaning. Also, Pava (2007, p.108) argued that the theory “is used metaphorically to challenge conventional thinking that corporate performance can be assessed or summarized by any single indicator, such as net income; and that it serves as a reminder that corporate performance is multi-dimensional”. Nonetheless, many corporations and non-profit organizations have adopted the TBL sustainability framework to perform CSR projects (Dixon, 2014).

#### **VI. ASSESSING SHELL’S CSR EFFORTS THROUGH THE EYES OF THE REVIEWED THEORIES**

Multinational Corporations have a responsibility to give something back to the communities in which they operate as a form of social responsibility (Egbe & Paki, 2011, p.123). Shell as a multinational corporation could beat its chest with its head up high and proclaim that it has done so much to help its host communities as observed from the words of the former SPDC MD, Mutiu Sunmonu as reported by Alaran (2019, p.3), “In the past years, we were heavily involved in the provision of infrastructure in the communities. We are building roads, schools, clinics, and providing portable water. Though these are typical areas for government intervention, we stepped into the gap to help in improving the standard of living of local communities”. However, some researchers do not applaud its methods in its entirety.

According to Lugard (2014), from Shell’s standpoint as can be gleaned from their reports, making financial provision for community development is all CSR entails, however, they need to prioritise their Corporate Environmental Responsibility (CER) as an organisation. Shell is an oil company and its activities constantly pollute the environment (land and water) but its CSR programme concerning its host communities focus more on philanthropy as proposed by Carroll’s model of CSR than of environmental protection as proposed by the Triple Bottom Line theory.

SPDC (2013) cited in Dinkpa and Russell (2016) stated that Shell has been using a “cluster development board” since 2006, which involves bringing together communities, state representatives, non-profit organizations, local government and Shell, in a decision making committee. Nonetheless, Uzoagu (2015) maintained that shell Nigeria has been working on a top-down approach to development because they focus on what they felt the communities lack on their perception of poverty within the communities. Her research which was domiciled in Port Harcourt, Rivers State showed that as 2015, Shell’s CSR efforts did not improve enough on the socio-economic development and socio-economic lives of the host communities. Similarly, Lugard (2014) observed that local communities have not been fully incorporated into deciding on the best initiatives for them and how to effectively frame, design and implement them to deliver sustainable results.

The Stakeholder theory stressed on the need to involve every stakeholder group in certain decision making. So, making

CSR decisions that affect the host communities without understanding their plight through effective communication goes against everything the stakeholder theory stands for. The CSR programmes of Shell to their host communities was not exhausted in this paper, there are a lot more. However, one would not help but wonder why its relationship with its host communities is still unfriendly. One could quickly speculate based on the CSR programmes provided, the major reason for unrest in the Niger Delta and reviewed theories that the stakeholder theory is rarely or not adopted by Shell when it comes to CSR decisions involving their host communities.

The government has a job to protect its citizens and therefore they have a role to play in the practice of CSR by Shell and other oil companies. Ijaiya (2014, p.70) opined that, “the situation in the Niger Delta Region of Nigeria indicates a variance between practice and implementation of the components of CSR, it is not only companies that have abandoned their responsibilities as governments too have failed in its responsibility to provide a legal framework within which companies can effectively meet their obligations or be made to do so.”

## VII. CONCLUSION AND RECOMMENDATIONS

Shell has impacted positively on the Nigerian economy because the service they provide basically revolve around oil. The corporation has also made efforts to make impact in their host communities in the Niger Delta through several CSR programmes. These programmes aimed at making better the lives of local communities seem not to be enough. While Shell’s CSR focuses on philanthropy, its activities on daily bases degrade the environment and this has been the cause of the conflicts arising in the Niger Delta. The unfriendly relationship between Shell and its host communities despite the spending of billions of Dollars for sustainable development shows that there is a clash of interest. A few may have benefited from Shell’s benevolence but majority still depend on their environment (Land, water and air) which is constantly polluted to survive. Apart from making profits, Shell prioritises philanthropy and it shows a clear adoption of the Carroll’s CSR hierarchical pyramid and a less adoption of the stakeholder theory and the triple bottom line theory. If the host community as stakeholders are actively involved in CSR decisions, there would be some sort of agreement as to what is needed and thus, priorities would be set right. Also, the nature of Shell’s activities is of course, very unfriendly to the environment and this shows that they have failed in performing their environmental responsibilities which according to the triple bottom line theorist, is part of what is expected of every organisation if CSR is to be complete. Based on this backdrop, this paper concludes that the relationship of shell and its host communities is not very cordial. This might continue if the activities of shell continue to have significant negative consequences on the environment but can be amended if shell incorporates steady environmental checks as one of their CSR priorities.

In line with the foregoing, the following recommendations were made as a panacea:

1. Shell should prioritize working on the causes of oil spillage, such that affect the livelihood of people in the Niger Delta.
2. When adopting and developing CSR theories for sustainable development, the environment should be considered. It would be wrong to impose certain theories where it is hardly or entirely not compatible. For Shell, after considering the economic impact they have to make, the environment should be the next.
3. Shell should determine CSR activities by effective communication. The community’s pressing need can only be determined by communication. Constant communication will also help strengthen the relationship of Shell and its host communities. It will help them minimize hostility because a hostile environment does not allow companies to thrive as they ought to. They should quit acting for the people and learn to act with the people.
4. The Nigerian government should play their part to make sure that these proposed CSR programmes are implemented. This is because, it is their responsibility to protect the lives and property of Nigerian citizens.

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