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**CSR IN NIGERIA: A GROUNDED THEORY STUDY ON
STAKEHOLDER ENGAGEMENT STRATEGIES, LEARNING &
TRUST**

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ABSTRACT

CSR IN NIGERIA: A GROUNDED THEORY STUDY ON STAKEHOLDER ENGAGEMENT STRATEGIES, LEARNING & TRUST

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Over the years, sustainability failings, inadequate social capital, communication breakdown, intense social movements, stakeholder activism as well as less stakeholder engagement initiatives, among others, have led to poor CSR initiatives in Nigeria. The study identified the importance of CSR in relation to stakeholder engagement strategies; how learning could emerge and the level that could be attained were also in perspective. In the light of the analysis, stakeholder engagement in relation to CSR gives room for philanthropy, aligning of strategies, adherence to ethics, boosting of reputation, containing business risks and other infrastructural development. Involving companies were explorative, producing higher tendencies to uncover new things. Data collected indicated responding companies' chances were averagely inclined in nature, that is, they gradually fine-tuned their operations. Informing companies were the least. In essence, responding and involving companies yielded more trust and commanded respect from their stakeholders. Such engagements and adherence gave the companies an edge to remain competitive which makes them marginally profitable to significantly profitable. In terms of theoretical impact, the study also confirmed the importance of stakeholder theory in managing relationships. To find these, the research resorted to grounded theory and multiple case studies. Series of interviews was also conducted.

Keywords: Corporate Social Responsibility, Engagement, Stakeholder, Learning, Trust.

ÖZ

NİJERYA'DA KSS: YERLEŞTİRİLMİŞ BİR TEORİ ÇALIŞMASI PAYDAŞ KATILIM STRATEJİLERİ, ÖĞRENME VE GÜVEN ÜZERİNE

YAZID ALIYU

Yıllar geçtikçe, sürdürülebilirlik başarısızlıkları, yetersiz sosyal sermaye, iletişim arızası, yoğun sosyal hareketler, paydaş faaliyetleri ve diğerlerinin yanı sıra daha az paydaş katılımı girişimleri Nijerya'da zayıf KSS girişimlerine yol açmıştır. Çalışmada KSS'nin paydaş katılım stratejileri ile ilgili önemi; öğrenmenin nasıl ortaya çıkabileceği ve ulaşılabilir seviyede ve perspektif içinde olduğu belirlenmiştir. Analizin ışığında, KSS ile ilgili paydaş katılımı hayırseverliğe, stratejilerin uyumlaştırılmasına, etik değerlere bağlılığa, itibarın artırılmasına, iş risklerini içermesine ve diğer altyapı geliştirmelerine yer vermektedir. Şirketleri dahil etmek keşifçiydi ve yeni şeyler ortaya çıkarmak için daha yüksek eğilimler üretti. Elde edilen veriler, yanıt veren şirketlerin şanslarının doğada ortalama olarak eğimli olduğunu, yani operasyonlarında kademeli olarak ince ayar yaptıklarını gösterdi. Şirketlerin bilgilendirilmesi azdı. Temelinde, şirketlere cevap vermek ve dahil olmak, paydaşlarından daha fazla güven ve saygı duymalarını sağlamıştır. Bu tür taahhütler ve bağlılık, şirketlere rekabetçi kalmaları için bir avantaj sağladı ve bu da onları marjinal olarak kararlı ve önemli ölçüde kârlı hale getirdi. Teorik etki açısından, çalışma, ilişkilerin yönetiminde paydaş teorisinin önemini de doğruladı. Bunları tespit etmek için araştırma, gömülü teoriye ve çoklu vaka çalışmalarına başvurulmuştur. Bir dizi röportaj da yapıldı.

Anahtar Kelimeler: Kurumsal Sosyal Sorumluluk, Katılım, Paydaş, Öğrenme, Güven.

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LIST OF ABBREVIATIONS

CG	Corporate Governance
CNL	Chevron Nigeria Limited
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
CSV	Creating Shared Value
EGP	Escravos Gas Plant
ESG	Environmental Social & Governance
FEPA	Federal Environmental Protection Agency
GRI	Global Reporting Initiative
HSES	Health Safety Social and Environmental Sustainability
IMF	International Monetary Fund
LNG	Nigeria Liquefied Natural Gas
MESL	Mainstream Energy Solution Limited
MOD	Memorandum of Understanding
MPNU	Mobil Oil Nigeria Plc.
MTNF	MTN Foundation
NCC	Nigerian Communication Commission
NDDC	Niger Delta Development Commission
NESREA	National Environmental Standard and Regulatory Enforcement Agency
NGO	Non-Governmental Organization
NNPC	Nigerian National Petroleum Corporation
NSE	Nigerian Stock Exchange
NSE-SDGs	Nigerian Stock Exchange Sustainable Disclosure Guidelines
NUPENG	Nigeria Union of Petroleum and Natural Gas Workers

OML	Oil Mining Lease
PENGASSAN	Petroleum and Natural Gas Senior Staff Association
PIND	Foundation for Partnership Initiatives in the Niger Delta
SAP	Skill Acquisition Program
SNEPC	Shell Nigeria Exploration and Production Company
SPDC	Shell Petroleum Development Company
SOHPON	Society of Occupational Health Physicians of Nigerian
SRM	Stakeholder Relationship Management
UBE	Universal Basic Education
UNGC	United Nation Global Compact
UN-GPBHR	United Nations Guiding Principles on Business and Human Rights
UN-SDGs	United Nation Sustainable Development Goals

CHAPTER ONE

INTRODUCTION

1. Introduction

Presently, there has been an intense pressure to communicate more proactively and more often with stakeholders. Such pressures demand a well-broad engagement with wide range of stakeholders via heightened or better inclusiveness, cooperation and dialogue as well (Livesey, 2003). This shows that, organizations are now more than ever compelled or rather consumed by the pursuit of engagement strategies. So, this reinforces the notion that significant or oodles of companies are hurtling towards seemingly greater engagement strategies with its constituencies (Lawrence, 2002). Therefore, it is deemed noteworthy to describe what stakeholder and engagement are. The term stakeholder refers:

“To persons and organizations that affect, or are affected by, a corporation’s actions- that is, all those that have a stake in what a firm does”.

Stakeholders consist of wide range of constituents in and outside its surroundings. These constituents include diverse groups such as employees, customers, distributors, suppliers, government, social and environmental activists and non-governmental organizations (Freeman 1986; Post et al., 2002). Most extreme proponents of stakeholder theory suggest that the environment, animal species and future generations should be included as stakeholders. Therefore, Companies are being actively encouraged by social environmental activists, lobby groups to improve their attitudes towards stakeholders and to act in a socially responsible manner. One of the motivations of adhering or rather embracing sustainability derives from the premise that companies have a purely moral obligation to act in an ethical manner. Given that business play major roles in any society, people within a society expect that organization and firms will accept their roles as citizens and that these businesses will behave as good citizens. That is, behave ethically. This

assertion captures the essence of pure ethics perspective, which companies should aim to satisfy the interest of its stakeholders, because this is good (Solomon, 2007). This is by every means, intuitively interesting. This Approach is viewed as ‘non-instrumental ethics’ according to Quinn and Jones (1995). In their words, ‘company managers have no special rules that allow them to ignore their moral obligations as human beings and that, whether ethical behavior is profitable or not, it must be adhered to. In the same surface, they provided strong analytical thoughts, adding that agency theory which is anchored within the premise of remedying principle-agent problems could be applied on the following basis. These principles includes: to honor agreements; abstaining from lying; avoid harming others; and always respect the autonomy of others.

In essence, what seems to be the rationale behind forging a strong-lasting relationship? And what are the processes to forging such relationships? This idea at the same time seems to be more complex as it seems. This is intuitively appealing as it captures the notion of stakeholder engagement which this research is central to. In a nutshell, stakeholder engagement refers:

“Stakeholder engagement involves a stance mutual responsibility, information-sharing, open and respectful dialogue, and an ongoing commitment to joint problem-solving (Svendsen 1998; Waddock, 2002)”.

Looking at that direction, stakeholder engagements gave birth to and spawned the concept of corporate social responsibility. This foci is now on the forefront of many establishments having in mind its benefits. Its acumen has the tendency to transcends into or impart many more intergeneration. One of the key mechanisms for engagement is via CSR disclosure, mostly in form of a report (Herremans et al., 2016). This predicates the notion that stakeholder engagement gives the impression of CSR. It appears evident that if an organization shows commitment, through policy and practice, to stakeholder engagement it is acting responsibly towards these stakeholders: the more accountable and responsible that organization is towards these stakeholders (Greenwood, 2007). In

essence, these very notions will converge to one possible concept, the bearings of CSR. CSR is seen as way to act responsibly in the interest of legitimate stakeholders at large.

Looking at the shortcomings of non-stakeholder inclusion, sustainability could deem unsustainable due to adverse social and environmental impact which are of great concern to wide range of stakeholders. These echoes the words of Aram (2002), a shell executive then, “the converse: the company would fail to meet society’s expectations, thereby undermining its license to operate”. He goes on to state that: “if for instance, a company operates in a way that is not acceptable in the communities and the society in which it operates, over the long term it would not be allowed to operate. “Engagement also carried the risk of public failure, loss of control and the rising expectations beyond what the company could deliver”. This is evident that corporate engagement remains indispensable to companies to further strengthen their reputation (Lawrence, 2002). Companies will be more than ready to embark on such practices for the fear of legitimacy crisis. Otherwise they might gamble with their survival. For instance, externalities such oil pollution is an inevitable phenomenon that occur during exploration. This has been an issue of great concern in the Niger Delta region of Nigeria which is an oil prospecting area. The areas has endured and are still experiencing such problems such as oil spillage which in turn has been detrimental to marine wild-life, ecosystem through species elimination and delay in biota succession; substantial decrease in fishery resources; loss of aesthetic values of natural beaches (Fairinloye, 2006). Corporate engagement in general will be of great service to companies. Engaging with stakeholders will no doubt ease some of these difficulties at length. This will bring both parties to the table to discuss issues of great concern. The remedies and so on. This again remains the focal point of this research to explore the drivers and motivation of corporate stakeholder engagement in Nigeria. What is the extent of corporate stakeholder engagement? The research shall also endeavor to highlights the bearings of corporate stakeholder engagements necessary to foster long-lasting CSR tendencies. All this will no doubt lead to success of companies as it has the tendency to heighten their legitimacy (Lawrence, 2002). How learning will be utilized and

trust is also in the perspective of this thesis. This notion emerge due to wide range of consultations of mostly secondary data and also the effort to unearth a long standing contemporary issue.

That being said, according to Herreman et al (2016), in their path-breaking research found a varying degree of stakeholder engagement in relation to learning. Their findings range from little to in-depth utilization for stakeholder engagement for learning. For instance, informing stakeholder engagement strategy leads to little utilization of stakeholder engagement for learning. In the same vain, responding companies were believed to have moderately utilized engagement for learning purposes. And lastly, an in-depth utilization of stakeholder engagement was found within the confines of involving companies. Trust on the other hand is yet another issue that could emerge from stakeholder engagement. Effective stakeholder engagement seems to be a relatively gradual process. In most cases, interpersonal trust seems to be largely realized from engaging though the extension of this to inter-organizational trust depends largely on what the engagement aims to achieve (Burchell and Cook, 2006).

Given this background, this research will be carried out in the context of Nigeria. Nigeria represents an excellent context on the following basis.

Firstly, presently little research seems to capture the true picture of CSR in relation to stakeholder engagement; learning; and trust in less developed countries especially in Nigeria. Though there are a couple of such but is mostly streamlined to CSR and engagement and seems to be limited to the context of Canada (Sharma and Vredenburg, 1998) and Australia. Other study in this regard was the one by Burchell and Cook (2006). So, this study shall be unique as its promise to look at CSR in relation to engagement as well as how organizational learning and trust could emerge. To my knowledge no study has investigated the impact of difference stakeholders and stakeholder strategies in relation to learning with keen interest in trust. For example, this study shall unravel how companies directly communicate with stakeholder, how clearly the stakeholders are

identified or integrated in learning process, how feedback is collected from stakeholders and how organizational learning takes place from the stakeholder engagement.

CSR is still emerging in Nigeria thereby, arousing the questions of its continuous progression and less public consultations at the same pace in relation to other developed countries. According to Sharma and Vredenburg (1998), research in this context (stakeholder engagement) will certainly be appealing especially as this research is inclined towards incorporating engagements strategies, learning and trust. Other issue at hand remains whether the Nigerian institutional framework will allow and embrace CSR to improve having in mind its societal benefits. The next section shall highlight issues of great concern in Nigeria.

1.2 Issues of Concerns

CSR as highlighted in previous excerpts is relatively new in Nigeria. It appears to be in place in one way or the other (Ameashi, 2006). Presently, there has been a lot of curiosity in accessing contemporary issues such as environmental impact, workplace safety and the establishment of long-term relationships with customers and suppliers. Such issues in turn have shifted corporate governance from its main liminal (traditional) focus to address other contemporary issues such as accountability, transparency, ethics and more recently CSR. With regard to Nigeria, Helg (2007), in his sample assessed a quite substantial number of companies (in Nigeria) and, conclusively found that 85 per cent are aware of CSR but without significant actions, while 7.7 per cent either claimed there is almost no awareness with significant actions. The study revealed that there is more emphasis on community involvement, less socially responsible employee relations and almost none with regard to socially responsible products and processes (Amao et al., 2006). It is no longer news that Nigeria is at present beset with environmental challenges. For instance, oil pollution is an unavoidable phenomenon and a natural consequence of petroleum exploration. In the area of petroleum prospecting, the Niger Delta region of

Nigeria for more than two decade have been experiencing oil spillage problems which have generated the problems of damage to marine wild life, modification of the ecosystem through species elimination and the delay in biota succession; decrease in fishery resources; loss of aesthetic values of natural beaches (Fairinloye, 2006).

Likewise, according to 2019 Global Sustainable Competitive Index, Nigeria is ranked at 124 out of 180 countries. The first 5 countries are dominated by Scandinavian countries: Sweden; Finland; Iceland; Denmark and Norway. The UK is ranked at 17, US at 34 and Turkey at 77. This shows that Nigeria has a lot to do in this regard.

Other disturbing environmental problems in Nigeria major cities include: dust emissions from cement plants, wood dust from saw mills, fume and effluent from industries, littering of drainage system by non-biodegradable household products and, gas flaring which kills vegetation and suppress the growth of plants. At the heart of the problem lies a naïve belief, among corporate executives, in outsourcing business operations in order to improve short-term financial metrics.

These asymmetries reinforces what Heinrich Boll (2016) observed that there is need for Nigeria to have a more constructive and sustainable engagement among all stakeholders. The lack of such engagement remains the reason for such shortcomings. Companies must adopt people-centered approach and a dynamic government regulating process with a view to contain such asymmetries. However, CSR-inclined initiatives will create various and heightened forms of engagement. CSR lens can be applicable to every major decision in the company and should be central to other issues such as, should a company's product design and incorporate greater social benefits? Is the company serving their communities would benefit from their products? Are logistical approaches well sophisticated to ensure high efficiencies? Nevertheless, embedding such rationales shall lessen companies' operational impacts.

It is for this reason that the federal government establishes the Federal Environmental Protection Agency (FEPA) and the National Environmental Standard and

Regulatory Enforcement Agency (NESREA) for the purpose of monitoring industrial activities as they affect the environment and prescribe necessary control measures. Asechemie (1996) notes that it is reasonable for Nigerian governments to go beyond the establishment of these agencies to requiring organizations to report scorecards on environmental and other social issues. This will for certain reduce the disruptions in companies' operations, kidnapping, accusations and counter accusations of ill treatment of host communities. According to Davies and Okorite (2007), where the social activities of organizations are fairly reported in the financial statements, duly audited and attested to and published by the organization for all to see, some of the problems would be minimized, if not eliminated.

Despite some developments, more is still needed on the part of companies and its stakeholders. Few managers have a deep understanding of social and environmental issues required to move beyond today's CSR approaches, and few social sector leaders have the managerial training and entrepreneurial mind-set needed to design and implement shared value models. At the extreme, a lot of companies lack a human or sustainability director which is very alarming considering the dispensation we are now. Unfortunately, companies turn a blind eye on series of issues which could be detrimental to the people and the environment at large. For instance, in the last couple of years many sees Shell's reluctance to intervene to Saro Wiwa's case that later led to his death as outright disregard of human rights. This issue shall be revisited in the subsequent chapters. Again, there were issues of blatant violation of rights that led to social movement (this will be broadened in chapter two) on one lens (which echoes the CSR's social dimension by definition) which shows that sophisticated communication approach do not necessarily prevail. Rather acknowledgement and appreciation of stakeholder rights should be coupled with such communications (Boele et al., 2001). Based on this assertion, this endeavor will dedicate a section on 'social movements' and assertion of right (in the second chapter). Therefore, consistent and dynamic people-centered approach should be upheld so as to enhance involvement of stakeholders. This is because, engagement and dialogue offers companies

opportunity to engage. The ability to involve these parties more effectively than rivals provides the organization a competitive advantage (Wheeler and Silanpaa, 1997). On such premise, stakeholder engagement shall be viewed upon how it shall impact organizational learning and subsequently how trust could be established. This will no doubt lead to better relationship as well as attainment of invaluable of reputation. Hence, this underpins the goal of this research work.

1.3 Research Questions, Central and Key Terms

Unfortunately, the above assertions prove deep failings in CSR (in Nigeria). This in turn might lead to severe consequences such as break-down in relationships, reputation crises, unable to have an edge with competitors and so on. For instance, reputation crises could have an adverse effect on company's brand that can eliminate millions from a company's shares, customer's boycott and this will no doubt lead to recruitment problems (Boele et al., 2001). In the same surface, this remains the reason why renowned and established logos and brands are subject of direct attacks by activists (Klein, 2000).

However, how can a company avoid such or rather merit the confidence of its constituents? This question captures the essence of 'stakeholder engagement'. Stakeholder engagement is seen as a source of competitive advantage (Rhodes et al., 2014). And these engagements have the tendency to yield supernormal returns (Porter, 1980). Other benefits includes, minimizing of social risk will lead to building of social capital (Nahapiet and Ghoshal, 1998). Social capital is an asset derived from relationships of individual or firms. Hence, there is strong supporting evidence that network relationships and relational view of the firm could result in sustainable competitive advantage (Zaheer and Bell, 2005). In line with these assertions, they have helped to penciled in the central research question, which is:

How will the concept of stakeholder engagement in relation to CSR have bearing in Nigerian companies? This question will specifically look at the drivers, motivations of

stakeholder engagement. The extent of companies' engagement shall be explored as well as how will learning be utilized and trusts emerge?

It is now obvious that businesses and logistics systems all require new forms of communications between companies and their stakeholders (Leadbeater, 1999). Again, according to Harrison and St. John (1997) companies are confronted by growing powers of key stakeholder groups and complex links between them. The time has passed when interests or activities of all but the most obvious stakeholder groups could be conveniently overlooked (Boele et al., 2001). As a result, a movement has arisen which seeks to challenge the boundaries of corporate power and influence. For example, indigenous people, local communities, non-governmental organizations, ethical investors, consumers and the general public started to question the behaviors of corporations and the economic paradigm they represented (Hitchcock, 1997).

In general, stakeholder engagement seems indispensable to contemporary modern businesses. In a network where access to social capital (Nehapiet and Ghoshal, 1998, Cohen and Prusak, 2000), is becoming relevant to corporate success as access to financial capital, the ability to internalize and respond to the needs of stakeholders becomes of one the most important managerial capabilities to be nurtured (Sharma and Vredenburg, 1998; Sharma, 2001). Conversely, the withholding of resources by stakeholders, intellectual human capital or physical assets may lead to significant competitive disadvantage (Pfeffer and Salancik, 1978).

Also, this research will endeavor to unravel the extent of stakeholder engagement in Nigerian companies. This shall throw more lights on whether CSR or engagements mechanisms are embraced appropriately or otherwise. There are various strategies that could be employed by companies to engage its constituents; the primary approach is through sustainability report (Golob and Podnar, 2014). Sustainability report enfold company's economic, social and environmental issues. Other notable strategies are highlighted in the work of Morsing and Schultz (2006) but at the same time these strategies were originated and built upon the work of Grunig and Hunt (1984). They include:

informing, responding and involving. These strategies have paved way for the second research question, which is penciled in the following section. In this view, such strategies will be ascertained. Also, the emergence of learning and trust via engagement (Burchell and Cook, 2006) will be closely explored.

The question will investigate if companies should not only do some add-ons things, but should change their strategies and business models and really build the CSR/engagement approach into their management systems. What we see now is that businesses have beautiful ambition related to CSR/engagement strategies; the question however, remains how they are going to fulfill these ambitions?

Consistent with the above question, in this contemporary modern business environment, access to social capital (Nahapiet and Ghoshal, 1998; Cohen and Prusak, 2000) is fast becoming indispensable to corporate success as access to financials (is deemed important), the skills and competence to internalize and act upon the demands of stakeholders is no doubt of the most important core competence to be nurtured (Sharma and Vredenburg, 1998; Sharma, 2001). On the contrary, holding on to important resources by stakeholders such as human, physical or intellectual may have severe consequences that may be disadvantage to the firm (Pfeffer and Salancik, 1978). Therefore, this is consistent with Gales and Kesner (1994) argues that managers or directors are at the better position to bring invaluable resources to the firm, for instance, skills, information to key constituents and legitimacy.

This research intends to achieve the following goals:

- I. How will the concept of stakeholder engagement in relation to CSR have bearing in Nigerian companies? This question will specifically look at:
 - a) The drivers of stakeholder engagements.
 - b) The rationale as well as motivations of stakeholder engagements.

- II. What is the extent of stakeholder engagement? And to what ends? This will no doubt unravel the involved company's commitments. And does CSR/engagement require a paradigm shift? This aims to unravel the following:
- a. How these companies do engages with their stakeholders? Is it face to face or via email?
 - b. How often?
 - c. Are the current stakeholder mechanisms adequate or it needs more refinements? For example, MTN Group intends to design a well sophisticated stakeholder engagement mechanism.
- III. How will learning and trust emerge from stakeholder engagement? That is, how will engagement stimulate learning? This very question will help in developing a model on how engagement will stimulate learning in organization and how trustworthy can a company be? For example, it shall unravel:
- a. The utilization if any of stakeholder engagement for learning.
 - b. If there is, what category of learning? Is radical (exploration) or gradual (exploitation)?
 - c. And also, the degree of trust in terms of integrity, benevolence and ability.

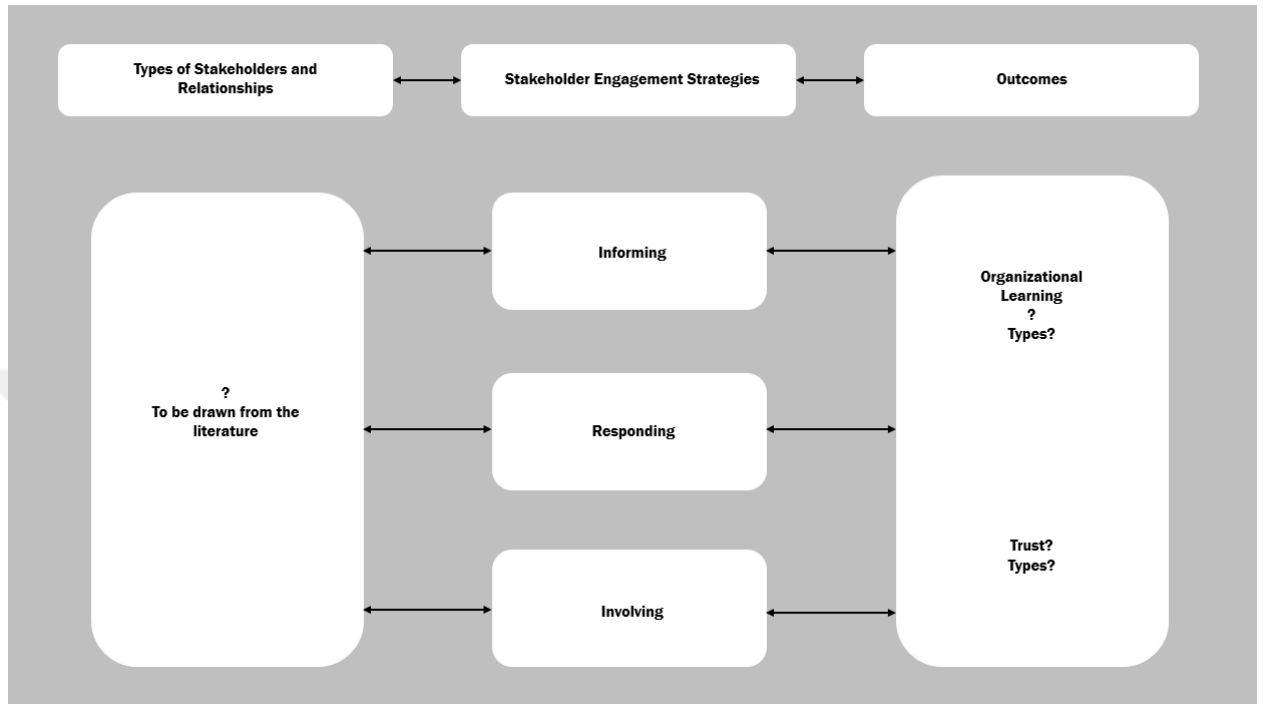


Fig 1.1 Proposed Conceptual Model (As drawn from the literature)

1.4 Research Methodology

This research work is qualitative based. The researcher intends to utilize inductive positivist grounded theory. Grounded theory seeks to develop theory that is grounded in data systematically gathered and analyzed (Myers, 2013). Again, grounded theory is very much indispensable in developing context-based, process-oriented descriptions and explanations of organizational phenomena (Myers, 1997c). Furthermore to the above assertions, the researcher intends to make use of the emergent data to ground a well-established theory (as identified in the literature review). This shall unleash some invaluable discoveries that will certainly pave way for further discoveries. Looking at the nature of the topic in line with the developed research questions, it is quite explanatory that the aim of this research work is anchored within the premise of identifying actual context-based, process-orientations metaphors and reasonable explanations of

organizational phenomenon. This seems to capture the main feature of grounded theory. That is, to explore, the context-based and processes of stakeholder engagements in relation to the assertion of some theoretical underpinning. Therefore, emergent discoveries through data collection, analysis and theory should stand in reciprocal relationship with each other (Strauss and Corbin, 1990).

Grounded theory is bottom-up approach. That is, it mostly starts with data collection. But this should not be the case in most scenarios. Rather this principle is adhered to avoid 'prejudice' or 'pre-judgments', as this is seen as a source of bias and therefore a further hindrance to true understanding of knowledge and objectivity. For this reason, this research shall be adherent to open-ended questions. This will give more room to unearth more information on the contemporary engagement strategies and techniques embedded by the involved companies. Reason been, CSR is quite known in Nigeria but not well embraced. This will left no stone unturned as it has the acumen to unravel unfavorable to pleasant scenarios. Therefore, gathering the data first will provide more lights and on its empirical state than having a preconceived idea of the western style CSR. This will enable the researcher to make comparison in further research in relation to other developed countries practices. This will add rigor and standardization.

Subsequently, this shall be supplemented with exploratory case studies. This was carefully chosen in order to address the research questions properly. Case study is a rigorous, general description as well as analysis of a circumscribed phenomenon (Merriam, 1998). In the words of Yin (2003), he specifies in precision more boundaries for case study. Firstly, it explores a present phenomenon based on its actual real-life scenario, especially in a case where the boundaries between phenomenon and scenario are not noticeably evident. Secondly, it handles technical situations in the case of numerous variables which are deemed important than data points: and as one outcome depend on multiple sources of evidence, with data requiring to converge in a triangulating manner; as well as other result, benefits from the prior development of theoretical propositions to guide data collection and analysis.

However, cases are suggested to lots of or are frequently described as somehow inferior with regard to other social science approaches, but with adequate rigor, case studies will produce well-to-do data capable of standing on the same basis with any other research approach. The major strength of developing theory from cases is that the continuous combination of conflicting realities compels individuals to reaffirm awareness into a fresh gestalt and bends to unfreeze thinking and so the process is likely to produce theory with lesser bias other than the theory built from incremental studies (Parkhe, 1993).

The researcher opted to employ cases of some companies in relation to their respective engagement with their stakeholders, so as to give an in-depth knowledge of the extent of their stakeholder engagements. Therefore, this research work is situated within these contexts. In addition, this research work will consider multiple case studies. The narrations of the involved cases are formal and the intention is to provide the reader with an insight and full understanding of the situation. These case studies was meant to give a broader picture the involved company's engagement strategies and will for certain serves as another avenue of data analysis.

To select the cases, the researcher looked at companies with keen interest in CSR in relation to stakeholder engagements. Companies were penciled in personally and via internet research and they were all contacted via email and telephone. At the other hand extreme, interviews will resorted to obtain the main data or information needed. The targeted interviewee is a Nigerian manager and expatriate. Drawn altogether, this will be triangulation. This is because; different source of collecting data is being utilized. The obtained data in all stages shall be subjected to coding: open, axial and selecting and mostly focused coding (Strauss and Corbin, 1990).

1.5 Significance of the Study

The study recognized the importance of CSR vis-à-vis engagements strategies as the bedrock for meaningful and purposeful relationships between companies and its

constituents. These issues will certainly paved way for more consolidated conceptual framework in identifying the commitments of companies towards CSR and engagement strategies. Other issues in between that that underpins successful relationship will certainly lead to organizational learning and trust. Furthermore, this study shall be of great importance to managers as it throws an overwhelming light on how managers can streamlined their resources that will certainly enhance their commitment to CSR and engagement capabilities. Other parties that this study will appeal to are policy makers, environmental activist and students in the area of CSR.

On the contrary, the world has changed dynamically; this has triggered some significant changes in business environment. Therefore, these changes have in turn prompted the evolution of CSR to serve as check and balance. This assertion has echoed the theme of a famous quote which says: “Don’t be afraid of change, rather embrace it”. To embrace such changes in any business environment, well-designed legislations must be in place so as to mitigate any negative effect of such changes. With regard to theoretical significance, this dissertation shall utilize stakeholder theory. This theory in view offers a very much explanations stakeholders in an appreciable manner and perspectives. This was clearly employed in an effort to continue stressing the importance of CSR, engagement techniques, interactions of organizational stakeholders, learning, trust and much of their penetrating works. This was in view to continue creating awareness of the whole subject matter.

1.6 Layout of the Study

To achieve the objective of this study, this work is structured into six chapters. Apart from one which this part concludes as introduction; issues of concerns; research goal; central question and key terms; and research strategy. Chapter two holds literature review and theoretical frameworks. Chapter three will enfold the research methods

employed. Chapter four shall enfold the cases. Next chapter is presentation and data analysis of results. Chapter six is summary and recommendations.



CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORKS

2.1 Introduction

In this chapter, the discussions will be central on the drivers, motivations, significance of stakeholder engagement as well as the meaning of corporate social responsibility. Given the nature of the topic; "stakeholder engagement, organizational learning, and trust", a thorough review of stakeholder engagement will be provided. This shall cover engagement strategies. Also, the likes of organizational learning and trust will be presented. In so doing, the aforementioned issues will be anchored within the premise of stakeholder theory. This theory has proved indispensability of such constructs.

To achieve this, the chapter is structured into the following sections. It shall proceed as follows; the first section which is above gives an idea on where the discussions will delve into. The second section is the literature on stakeholder theory. Next shall be engagement, different views on this regard and its strategies as well. After this, stakeholder will be clearly differentiated from stakeholder management. These two concepts are often seen as the same thing. But, in fact, they are not. It will draw mostly from the literature review and underlines the differences. A section will be dedicated to social movement. Literature will be presented on organization learning and trust in response to stakeholder engagements. And the next section which explains the gaps from the literature. These gaps shall endeavor to highlights some of the reasons that motivate the research work. Finally, concluding remarks shall come last in the chapter.

2.2 Corporate Social Responsibility

There is a growing curiosity in researching CSR; this is because companies are disclosing different aspects of CSR information in their annual reports. This responsiveness has increased predominantly since the latter part of the 1990s. As long as CSR disclosure remains mainly of a voluntary in nature, there is a tendency that academics will step up their efforts so as to comprehend motivations behind social reporting or social culture (Deegan, 2002).

CSR holds invaluable insights or rather concerns about how companies ought to operate; ideally highlighting rationales that transcends making profit (Ihlen et al., 2011). Even though the notion of CSR has become a house-hold name, there seems to be no consensus regarding its definition or any prevailing conceptual paradigm (Crane et al., 2008). Interestingly, CSR is a language used for communication between stakeholders, group of stakeholders, businesses and business politics (Ihlen, 2013). Intuitively, it is fast becoming the fabric that would certainly knit the world of business and commerce. Presently, CSR is widely practiced in Europe and the USA. Also, developing countries have not being left alone. For instance, 86% of US customers expect companies to act on social and environmental issues as 75% of customer are willing to cut ties in absence of this adherence. According to Cone Report (2017), the US stands at 34 out of 180 while the UK is at 17. Turkey stands at 77 out of 180. And, Nigeria stands at 124. The first 5 countries are dominated by Scandinavian countries: Sweden; Finland; Iceland; Denmark and Norway. So far, the World Bank is now evaluating whether encouraging CSR might be of interest and benefit to developing countries, having in mind the societal benefits attached to CSR. Reason being, developing nations could use CSR as leverage to attract investment and exports opportunities and also engaging in CSR activities could foster economic developments (O'Rourke, 2004).

According to free market liberals, CSR holds invaluable obligations that compel companies to operate within the confines of the society's rules and regulations (Henderson, 2001; Crook, 2005). Looking at shareholder-centric perspective,

organizations are required at the very minimal level to engage with their respective stakeholders with a view to ensure their expectations are being met. In a lay man's language, CSR however urge businesses to shun activities that will be detrimental or contain externalities at the course of their operations and at the same time should go beyond what is required by the law (Ihlen, 2013). This sugar-high requirement should not devoid the notion of making profit but rather urge businesses to look into other issues at hand. For instance, these businesses should ingratiate themselves with social concerns and environmental issues as well. In so doing, this ingratiation underscores the close link between stakeholders, their respective expectations and CSR imperatives and activities (Van Huijstee and Glasbergen, 2008). Again, such association will pave way for better 'engagement'. In an ideal clime, businesses should be engaging with their respective stakeholders in a view to determine what they deem important in relation to social and environmental issues (Devin and Lane, 2014). In broader sense, CSR encompasses several elements as highlighted above (such as the social, economic, environment and other ethnic issues). Other segment of CSR that proves indispensable is stakeholder engagement as this will be focal point of this dissertation.

Subsequently, CSR has strategic importance. Reason been, its enthusiastic strategic nature helps companies to negotiate their relationships with the society at large and eventually this will no doubt lead to securing a social license to operate. In essence, this wit strategic approach encourages organizations to map and evaluate the demands of stakeholders, as well develop and implement actions and policies to meet – or, in some instance, ignore – these stakeholder demands. Again, this approach assists organizations in handling environmental, social, and economic issues. Hence, CSR enables the organizations to meet stakeholder expectations (Ihlen et al., 2011; Hurst and Ihlen, 2018).

Organizations are inclined towards these expectation and keen at the same time due to growing reactionary external pressures. CSR programs have largely emerged to improve firm's reputations and are treated as a necessary expense. However, there are criticisms surrounding CSR. Anti-CSR minded set of people are of the opinion that it

incurs additional cost to shareholders and it will be to their detriment in the long run. Such notion is close to idea of residual costs. Residual costs are costs incurred unnecessarily for the company. But nevertheless, there is a growing consensus that overrides such opinion and categorically states that major improvements in environmental performance can often be achieved with better technology at nominal incremental cost and can even yield net cost savings through enhanced resource utilization, process efficiency, and quality. For example, regarding waste issue, a hybrid profit and non-profit enterprise in Bangladesh in recent years has built the capacity to convert 700 tons of trash, collected daily from neighborhood slums, into organic fertilizer, thereby increasing crop yields and reducing CO₂ emissions. Likewise, Wal-Mart, was also able to address issues regarding its packages and routing of its trucks and eventually cut 100 million miles from its delivery routes in 2009, saving \$200 million even as it shipped more products. Therefore, efforts that were known to have swayed this deepening course are now inevitably submerged by the latter assertion (Porter and Kramer, 2011).

Looking at other seminal papers of CSR, like the one widely recognized definition given by Carroll (1979), highlight links between CSR and stakeholder engagement: “the social responsibility of business encompasses the economic, legal, ethical and discretionary (later philanthropic) expectations that society has of organizations at a given point in time”. Industry regulators such as the European Commission (2011) and the International Organization for standardization (2009) identify the involvement of stakeholders in determining socially responsible behaviors. More specifically, the European Commission defines CSR as “close collaboration with their stakeholder”. This has become a bare necessity for organizations to fully meet their social responsibilities. While the International Organization for Standardization’s (2009) defines CSR “as taking into account the expectations of stakeholders”.

Despite the absence of consensus around the definition of CSR, many concede that CSR is constantly shifting and in state of flux as a result of changing societal expectations (Carroll and Shabana, 2010). In other words, CSR can be seen as an ever-changing social

construct. To illustrate this idea, business conduct that was previously tolerated – such as pollution from industry plants or dumping all waste landfills – can now be deemed as unacceptable by organizational stakeholders and result in an organization being heavily criticized in the media or punished by the government. In order to keep abreast of changing societal expectations therefore, organizations need to engage with their stakeholders and regularly map their organizational environment and the sentiments expressed here (Ihlen, 2008).

Coming back to the main subject matter, regardless of the paradigmatic approach taken in relation to CSR, engagement can be viewed as an important element in CSR. As argued above, and particularly illustrated in the definitions of CSR, organizations need to take into account stakeholder expectations around what is, or is not, considered socially responsible behavior.

2.3 Sustainability

The word sustainability is very much becoming a house-hold name and at the same time it is a broad and evolving construct given the dispensation we are in. There is no general definition of this construct. Likewise, it defies a universally accepted definition. Most definitions of sustainability are drawn from the principles of the Brundtland Commission: “Meeting the needs of the present without compromising the ability of the future generations to meet their own needs” (WCED, 1987). By extension, stakeholders should not in any way engage in detrimental actions or behaviors that will certainly lead to negativity. And in most extreme view of stakeholder theory (as stated in the previous section) includes: the environment, animal species and intergenerational (Solomon, 2007).

Indeed, an emerging consensus is that there are three standing pillars of sustainability; known as economic, social, and environmental (Elkington, 1998; Bansal, 2005). First pillar which is economic sustainability is central to corporate financial success – in the long run the corporation simply cannot survive if its running cost is greater than

what its making. Second, social sustainability holds the philanthropic aspect of businesses and relates to disadvantage issues such as income inequality; poverty; rampant disease such as HIV/AIDS; less quality health care; sanitation challenges; education; clean portable water; and other broader programs associated with the impact of globalization on economic development. Third, environmental sustainability looks at the impact of operations; quality and quantity of natural resources; ecological issues; global warming; waste management control; pollution control; energy efficiency (Townsend, 2008). All these issues are synonymous with externalities, the effect or unintended consequences of our activities (Gray et al, 1996). Likewise, the peril of global warming due to human activities (IPCC, 2007) indicates that three prevailing pillars are closely related as well as deeply intertwined (Scaltegger and Synnestvedt, 2002). Interestingly, the urge to address these three pillars of sustainability is well documented in the Millennium Development Goals of the United Nations (UN, 2006). This reinforces the notion in the first paragraph that sustainability is gaining prominence and as a result is becoming a bare necessity to organizations.

Despite its intuitive appealing advantages, there is little skepticism – whether their resolution is the responsibility of corporations (Bansal, 2002). And these skepticisms have also led to other questions “to what end”? Sustainability driven corporations has a tendency or wide range of benefits as it signal to its stakeholders its commitment to social and environmental priorities and this is consistent with corporate performance (Schmidt and Rynes, 2003); as well as edging out competitors (Porter and Kramer, 2006); customer loyalty (Ellen et al., 2000); enhanced company image and goodwill (Peterson, 2004); legitimacy (Bronn and Vidaver-Cohen, 2009); improvements in employee recruitment and retention (Aguilera et al., 2007); promise of increasing market value for listed companies (Moliterni and Mattei, 2018) and technological innovations such as energy saving products, green energy use and less usage of fossil fuels (Amri et al., 2019).

Sustainability driven organizations has the tendency of luring quite substantial number of customers due to heightened curiosity in such arena. This curiosity is due to

contemporary issues such as climate or global warming. Therefore, some have made it their concern to contribute towards containing such standing global issue. At the same time, companies will therefore have more benefits as it might add more weight as well as enhance their acceptability and reputation. As for other employees, many might prefer working with sustainability based companies due to their interests in such regards. However, engaging sustainably could incur additional costs (Jaffe et al., 1995), but at the same the management has a fiduciary duty to evaluate to ensure these expenses are aligned with shareholders' interests otherwise this could lead to 'residual losses. These losses emerge due to management misplaced priorities especially managing of the establishments' finances.

The relationship between companies, communities, and the environment is often complex and characterized by the dialectic between the responsibility of business to maximize returns to shareholders (Freidman, 1970) and benefits to a wider range of stakeholders, including the natural environment (Starik, 1995). As mentioned earlier, embracing sustainability and social culture will certainly aid organizations to address undesirable impacts of globalization and will also contribute to economic developments, poverty reduction and environmental protection. Likewise such activity is yet to be mandatory but it's now on the fore front of many millennial to compel companies to do such. In the same vein, these pressures are from three sources: internal; external; and institutional. Internal comprises of shareholders, employees, customers and suppliers. Externally, this made of regulations and legislations such as the United Nations Global Compact (UNGC; UN, 2007). Lastly, institutional forces refer to societal norms and general acceptance code of conduct. Either ways, corporations can be sustainably equipped via institutionally as well as via partnerships and collaborations (Selsky and Parjer, 2005).

Due to the nature of this research topic: stakeholder engagements, organizational learning and trust, its noteworthy to ascertained the link between CSR, sustainability and engagement as it seems complex. There are seemingly never ending attempts to introduce

new labels in this regard. For instance CSR is also seen as sustainability and corporate citizenship (Harwood and Humby, 2008). Also, other literature view it as Green Supply Chain (Srivastava, 2007); Environmental Purchasing (Cartel et al., 2000); Ethical Sourcing (Roberts, 2003); Socially Responsible Purchasing (Maignan et al., 2002); Shared Value (Porter and Kramer, 2011) to name but a few. These variations in terminology can be indeed confusing and are subject of a degree of current debate. On the other side, stakeholder engagement gives the impression of CSR. On this basis, this paper shall utilize the term CSR and engagement.

2.4 Stakeholder Theory

Development of stakeholder theory to more robust one is an enduring legacy of Freeman's work titled: Strategic Management (1984). This enduring long-standing legacy since then has seen the evolution and emergence of stakeholder approach into the mainstream arena of management literature. According to Freeman, stakeholder theory is central to enabling managers to understand and manage stakeholders strategically. However, as acknowledged by Freeman, Dill (1975) was the first scholar to extend the stakeholder concept well beyond shareholders and customers. This elaboration goes beyond mere 'customers and shareholders' to incorporate other stakeholders and in so doing, it set the tone as for strategic management. Upon deploying such construct (stakeholder) to incorporate other stakeholders where the tendency for conflict surfaces makes the aforementioned construct more meaningful (Frooman, 1999).

Being the pioneer in this arena, Freeman states that, "the stakeholder approach is about groups and individuals who can affect the organization, and is about managerial behavior taken in response to those groups and individuals". In the same line of reasoning, Donaldson and Preston (1995), views stakeholder theory as a theory that encompasses invaluable elements that deal with stakeholder relationships. All being equal, firm's success, sustainable wealth generation as well as its long-term survival is anchored within

the premise of its well established relationship with critical stakeholders (Donaldson and Preston, 1995; Post et al., 2002). This proves that, a good relationship is critical in attaining success. While at the same time, poor relationship will be detrimental to a firm's success. Within the inferring themes of stakeholder theory, the corporation is viewed as a socio-economic entity built to create wealth for couple of its constituencies. And these constituencies (stakeholders) are quite diverse, and see the firm from different perspective. Therefore, it's imperative to balance these relationships to avoid any potential conflicts (Mitchell et al., 1997). Hence, this has been on the forefront of contemporary managers to know and recognize its constituency's interests for the betterment of all. Drawn altogether, these assertions would certainly converge to three general questions regarding stakeholders. First, who are the stakeholders? Second, what do these stakeholders want? And third, how will they get what they want? Stakeholder theory is built on these three premises. And again, such questions will provide the basis for answering the research questions proposed in this thesis. For instances, it is on the basis of understanding stakeholders, their apparent desires and ends as well as their influence the researcher will understand the bearings of stakeholder engagements and other emergent construct such as organizational learning and trust. These issues shall be broadened in the subsequent sections (the aforementioned three general questions of stakeholder theory).

Regarding Freeman's definition, Goodpastor (1981) state categorically that, the very notion of stakeholder theory is built upon two main perspectives: strategic and moral. The former, which is strategic in nature, is central to management of interest. That is, stakeholder's interests must be addressed. And on such basis, the firm may accomplish its interests. The idea here is to make sure that firms understands any prevailing and underlying interests of its stakeholders as it deems such interests vital to its survival. In this view, the stakeholder literature intersects the strategy literature (Rowley, 1997). Also, strategic stakeholder tends to underscore the benefits to the organization in terms of its ability to fulfill its objectives. Greenwood (2007) further delineates the strategic view into the managerial and social construction. The managerial view, similar to Freeman's (1984)

strategic view, recognizes that the stakeholders can provide benefits to the organization in such a ways as legitimization and social license to operate, risk management, and learning (Sillanpaa, 1998). The social construction emerges from the critical theories and suggests a dominance of the organization over the stakeholders in an immoral or unethical manner (Livesey and kearins, 2002).

The moral stakeholder theory as oppose to strategic, opines that those impacted by an organization's activities have a moral right to be informed and also to demand certain standard of performance (Frooman, 1984; Mitchell et al. 1997), indicating a balancing of interests and benefits (Herremans et al., 2016). Here, the moral perspective is synonymous with ethics literature (Phillips, 1997). The emphasis here is for companies to be cautious and less destructive in discharging their operations. Reason being, some companies operational could be detrimental to its stakeholders. This moral view was applied by Williams and Adams (2013) to investigate employee disclosure from a stakeholder point of view. Stakeholders can be managed in various ways depending on the organizational value in an expected outcomes (Logsdon and Lewellyn, 2000; Rasche and Esser, 2006). Consequently, companies develop diverse types of relationships with their stakeholders.

2.4.1 Classification of Stakeholders

As highlighted above, a firm must identify its stakeholders, and then should place them in a hierarchical manner. This will enable the firm to know the high powered ones, high legitimacy and their influence as well. These include 'stakeholders identified as primary or secondary; as owners or non-owners of the firm; as owners of capital or owners of less tangible assets; as actors or those acted upon; as those existing in voluntary or an involuntary relationship with the firm; as right holders, contractors, or moral claimant; as resource providers to or dependents of the firm; as risk takers or influencers; and as legal principle to whom agent-managers bears a fiduciary duty' (Mitchell et al., 1997). The way

and the manner that defines stakeholders are based on how stakeholder is conceived. For instance, a typical delineation of the word stakeholder as “having something at risk on the firm” is either drawn from and also shapes the basis of Clarkson’s work of risk-based stakeholder model (Phillips, 1999).

In an effort to reach a concession as regards to stakeholder identification, oodles of definitions have been characterized. In 1984 Freeman suggests that stakeholders could be viewed as ‘narrow’ and ‘broad’. In essence, narrow stakeholders are consistent with primary stakeholder. While on the other hand, broad stakeholders are consistent with secondary stakeholders. In furtherance to this suggestion, narrow stakeholders are stakeholders who are deemed important to the success and survival of the firm and they include: shareholders; managers and employees. On the extreme, broad stakeholders are any group or individual ‘that can affect or affected by the corporation’ knowingly as customers; suppliers; the government; trade unions; local communities; and general public.

Organizations do exist as result of the above stakeholders based on their collective creation of values. In general, stakeholders are motivated to participate in an organization if they receive inducements that exceed the value of the contributions they are required to make. Inducements are rewards such as money, power, and organizational status. Contributions are the skills, knowledge, and expertise that organizations require of their members during task performance. Before going further, it’s imperative to define these aforementioned stakeholders as in hierarchy. Shareholders are people who are closest to an organization and have the strongest or most direct claim on organizational resources. Their contributions are to invest and provide liquidity on daily basis to ensure the running of organizational affair. And inducement will be in anticipation of dividends in proportion to their respective investments. Managers and organizational employees are responsible in running the organizational affairs. They are saddled with coordinating organizational resources and ensuring that an organization’s goals are successfully met. Collectively, their skill and expertise is required in this regard and this will yield inducements such as

salaries, wages, bonuses, status and power.

The outside stakeholders are synonymous with secondary or broad stakeholders. Customers are usually an organization's largest stakeholder group. Customers are vital to an organization's survival as their inducement and they are keen on satisfying their ends and thereby their contributions come as revenue to firms and the value is reflected in the quality of goods or services they received. As long as the organization produces a product whose price is equal to or less than the value customer feel they are getting, they will continue to buy the products and support the organization. In the reverse, customers shall withdraw their support and this will be a massive loss to organizations. Suppliers provide reliable raw materials and component parts that allow the organization to reduce uncertainty in its technical or production operations and thus reduce production costs. Suppliers have a direct effect on the organization's efficiency and an indirect effect on its ability to attract customers. Their contributions will be to provide high quality inputs for revenue in return. Other important stakeholder in this regard is the government. They urge and make sure companies operate in a fair and just manner by providing suitable environment. The government is responsible for providing legislations, standardizing regulations and other related issues. A trade union comes next. The relationship between a trade union and an organization can be one of conflicting or cooperation. The nature of the relationship has a direct effect on the productivity and effectiveness of the organization and the union. Cooperation between managers and the union can lead to positive long-term outcomes if both parties agree on an equitable division of the gains from an improvement in the company's fortunes. After trade union come the local communities and the general public. Local communities have stake in the performance of organizations because employment, housing, and the general economic well-being of a community are strongly affected by the success or failure of local business. The general public is happy when organizations do well against overseas competitors. This is hardly surprising, given that the present and the future wealth of a nation are closely related to its success of its business and its economic institutions.

2.4.2 Relationships

Relational aspect is another segment that is worthy of discussion. This is because, other studies highlights it and examine the stakeholder connections (Frooman, 2010; Frooman and Murrell 2015) from dynamic perspective including the context within which the company operates (Herreman et al., 2016). In essence, the choice made by stakeholders to influence companies is more a function of company-stakeholder relationships than the demographics of stakeholders and will more fully explain the type of stakeholder engagement of the company (Frooman and Murrell, 2005).

Building on the theme of stakeholder relationships, Onkila (2011) suggested that different management tools are required for various types of stakeholder relationships. Those relationships could be power-based also known as one-sided, conflicting, and collaborative and each type of relationship entails different attributes, actors and interests. In power-based or one-sided relationships with stakeholders are based on the power of stakeholders over the corporation. In this type of relationship, corporations respond to stakeholders that have the power to expect, demand, and evaluate certain actions. In conflicting relationships, corporations address those stakeholders whose interests are considered to be legitimate. In this type of relationships, the corporation assesses the legitimacy of all stakeholders' interests and only takes into account those that are considered to have legitimate demands. In collaborative relationships, corporations and stakeholders have strong interactions, and all the stakeholders in the society who may have interests in social actions are taken into account. The relationships under this category are based on trust and honesty.

According to Hess (2008), he argued that the ultimate goal in using sustainability reporting as a mechanism to engage with stakeholder should be to change corporate social performance. In a nutshell, corporate social performance takes into consideration social, ethical and environmental issues. These issues collectively are termed social culture. These social culture or corporate social performance collectively unfolds and underpins

initiatives aimed at improving internal control mechanisms in the area of social and environmental risk management (ACCA, 2000). All things being equal, its appeal is not only streamlined to risk management but rather it could yield better financial returns. For instance, there is a growing perception within the corporate and shareholder communities that companies that perform well in the social, ethical and environmental arena also perform well financially (Solomon, 2007). In the same line of reasoning, Innovest Strategic Value Advisors, an organization that rates companies in more than 50 industries according to a wide spectrum of social, environmental issues, have provided evidence that companies with superior social and environmental ratings, as well as CSR, also have the best performing shares (Pension Week, 2003). In the academic literature there are number of reasons given for a possible positive relationship between CSR and corporate financial performance. One reason that corporate financial performance may be positively related to corporate social and environmental performance derives from the view that if a company management act in a socially responsible manner they are more likely to possess the skills to run a company well, improving its financial performance and making it an attractive investment (Alexander and Buchholz, 1978).

In furtherance to the above assertions, sustainability as key to engagement as well as delving into the whys of stakeholder relationships, Brower and Mahajan (2013) found that companies that are sensitive to the demands from a variety of stakeholders and are facing greater exposure (such as consumer goods companies) tend to incorporate breadth into their corporate social performance.

Greenwood (2007), p. 318) defined stakeholder engagement as a practice that the organization undertakes to involve stakeholders. Given that companies perceive value and disclosure transparency differently, it is logical that they would engage stakeholders using different approaches. As argued by Maon et al. (2009), sustainability since its emergence, has been developed in response to stakeholder demands. Consequently, stakeholder and strategy identification to have a dialog with them are fundamental for sustainable operations.

2.5 Stakeholder Engagement

CSR encompasses several elements such as the welfare of the people/social, the economic, the environment and other related issues. CSR suggest ample of seemingly indispensable rationales on how firms, corporation should behave. The notion of CSR posits that a corporation's obligation goes beyond economic and legal but also to certain obligations to the society at large (McGuire, 1963, p. 144). In the same vain, CSR refers to those set of motivations which should be held in high regards by businesses in relation to their economic activities and most importantly their performances (Backman, 1975, p. 2). In addition, Eells and Walton (1961), further stresses that CSR is seen as a pre-requisite towards mending any potential or maintaining a long standing relationships between corporations and the society at large. In so doing, this underscores the importance of stakeholder centered approach that necessitates organizations, at the very least; to engage with stakeholders to ensure their expectations are being met.

Furthermore, it is noteworthy to flip the other side of the coin. That is, to highlight the link between CSR and stakeholder engagement. A number of regulators for instance, International Organization for Standardization (2009) has highlighted the importance of stakeholder involvement in shaping social responsible behaviors. Looking at CSR (as defined), it recognized "close collaboration with stakeholders" is necessary for organizations to fully meet their social responsibilities, while the International Organization for Standardization's (2009) definition of CSR clearly states that it should take "into account the expectations of stakeholders". The most popular strategies include: involving, responding and informing.

CSR is now seen as an ever-changing social phenomenon. To clarify such stance, issues that were earlier accepted are now deemed unacceptable and hold severe consequences. In most cases, it could lead to punishment. For example, pollution, dumping of unnecessary waste could attract severe consequences. In order to keep abreast of such changing social phenomenon, organizations need to engage with their stakeholders and regularly map their organizational environment and the sentiments expressed here

(Ihlen, 2008). In essence, stakeholder engagement gives the impression of CSR (Greenwood, 2007).

In furtherance to above assertions, it is evident that CSR goes hand in hand with stakeholders. Reason being, the overriding principle of such construct lies within the premise of protecting the well-being of stakeholders and environment at large. In this direction, it includes stakeholder engagements (Greenwood, 2007). These notions combined together capture the essence of CSR (BSR, 2006). That being said, CSR will be better employed when stakeholders are involved. This inclusivity will lead to information sharing between organizations and its stakeholders that will lead to learning. The processes of knowledge sharing and organizational learning were central to many of the outcomes engagement identified by participants. In several instances, engagements had been the key to understanding and easing great difficulties and pressures faced by companies and clarifying the way out behind decision making process (Burchell and Cook, 2008). In face of greater inclusivity, greater learning and trust will likely emerge as well as a company desiring to learn from its stakeholders would ask for feedback or carry out dialog (or engage) with stakeholders to understand their expectations (Bowen et al., 2010; Grunig and Hunt, 1984; Morsing and Schultz, 2006). In the same vein, Herremans et al., (2016) in their study reasonably found that stakeholder engagement can be utilized for learning.

Coming back to the subject matter, engaging stakeholders is also seen as a great source of competitive advantage. Looking at both the structural view (Porter, 1980) and the resource based view (Barney and Clark, 2007) companies that solicit or rather engages with stakeholder has a great tendency of astronomical consistent returns. Nevertheless, ineffective embedded stakeholder engagement initiatives could be detrimental as well. The former and latter studies failed to highlight some of these shortcomings. Furthermore, achieving superior gain or value in the value chain is likely when partners are willing to make relation-specific investments and combine resources in unique ways (Dyer and Singh, 1998). Stakeholder engagement and partnerships can be

seen as trust-based collaborations between individual and/or social institutions with different objectives that can only be achieved together (Rhodes et al., 2014). This assertion reinforces the idea of minimizing firm's social risk, establishing relationships with stakeholders and building social capital (Rhodes et al., 2014). Social capital is a non-monetary asset derived from relationships (Nahapiet and Ghoshal, 1998). Therefore, in view of the above, Dyer and Singh (1998) points that, there is an immense support that network relationships and relational view of the firm will no doubt position the firm towards sustainable competitive advantage. Embracing stakeholder engagement is therefore crucial to maintaining sustainable competitive advantage.

Firms that effectively manage these often-complex stakeholder relationships require a well-developed stakeholder engagement capability. Stakeholder management refers to “communicating, negotiating, contracting, and managing relationships with stakeholders and motivating them to behave in ways that is beneficial to the organization and its stakeholders” (Harrison and St John, 1996, p. 24). Moving from traditional forms of stakeholder management to proactive forms of stakeholder engagement requires a new capacity of resources. Capabilities are unique bundles of knowledge, skills and processes that arise from tacit knowledge, span levels of the organization, and enable the activities in a process to be carried out (Sharma and Vredenburg, 1998; Teece et al., 1997). The capability for stakeholder engagement draws on the knowledge, understanding and behavior of people in all parts of a company, working through structures and processes that cross traditional organizational boundaries such as hierarchical levels or business units.

Furtherance to the above assertions, it's imperative to highlights the various views of stakeholder engagement.

2.6 Multiple Mechanisms of Stakeholder Engagements

In particular, looking at the various set of organizational constituents, engagement

practices do have a role or rather will appeal to many organizational settings. For example: management, human resource, accounting, customer services and supplier relation (Greenwood, 2007). In this surface, engagement may possibly be perceived in several forms. Some of the notable mechanisms include mechanism for control (Owen et al., 2000), as a mechanism for building trust (Swift, 2001), as a mechanism for transparency and accountability (Gray et al., 1997), as a mechanism for continuous learning (Sillanpaa, 1998), as mechanism for discharging fiduciary duty (Evans and Freeman, 2004), as a mechanism for earning legitimacy and for deflecting criticisms (Deegan, 2002), as a mechanism for participation (Arnstein, 1969), as a mechanism for consent and enhancing stakeholder voice/corporate governance (Van Buren III, 2001), as a mechanism.

Having highlighting these mechanisms, it is imperative and thoughtful of this paper to broaden these aforementioned mechanisms. First, stakeholder engagement is seen as mechanism for enhancing control (Owen et al., 2000). In contrary to the practiced CSR in the last three decades, contemporary CSR appears to seemingly engage wide range of stakeholders, thereby discreetly contributing to the principles of uttering multiple voices on organizational performances (Gray et al., 1997). In contrast, given the openly foci on 'business case' for CSR, one might reason if stakeholder engagement is merely a guise for controlling and capitalizing on stakeholder views and for commercial gain. Echoing this call, organizations are now more than ever taking into consideration of multiple issues with a view to dominate and strengthen their presence. It is part of the management goal to anticipate and control forces within and outside the organization. For instance, this has led to what are known as environmental scanning and competitive intelligence. Environmental scanning refers to screening huge chunk of information to detect trends and create a set of scenarios. While on the other hand, competitive intelligence is gathering accurate information about competitors that allows management to anticipate competitors, customer and other stakeholders' actions and behaviors. This entire information gathering is possible via engagement. Therefore, adhering to such measures will pave way for management to anticipate and control their respective stakeholders and the environmental

as well. On the same surface, Gonella et al (1998) suggest that being receptive to stakeholder views serves as a means of securing long-term economic success and, by implication that social and economic objectives are not necessarily in conflict.

Second, engagement could be viewed as a social control and construction of trust and distrust. Sustainability (1999) highlights the shifting interactional trends between organizations and their respective stakeholders. Such shifting patterns have led to important transitions from 'trust me' organizational culture to a 'tell me' and 'show me' social culture in which stakeholders are engaged on regular basis. These notable observations suggest that contemporary practice is characterized by more transparency and corporate accountability via stakeholder engagement and dialog (telling and sharing viewpoints). Stakeholders thus have a reason to trust organizations based upon their engagement experiences and dissemination of information to them via focus groups, interviews and corporate social reports (Swift, 2001). According to Cumming (2001), stakeholder engagement is happening on an unprecedented scale. The aforementioned methods are mostly utilized to engage with stakeholders. Interestingly, organizations will certainly attempt to solicit stakeholder views via social, ethical auditing and reporting, and then self-reporting on their trustworthiness as a means of reputation building. These meetings will for certain lead to better understandings and pave more way to strengthen relationships that will be beneficial to both parties. Hence, stakeholder engagement in this regard is deemed to be a soft form of accountability (Gray et al., 1997).

The third in line is engagement is seen as a form of accountability. Accountability is considered as the duty to provide an account by no means necessarily a financial account or reckoning of those actions for which one is held responsible (Owen, 1996). But the question remains, to whom is the account made? Benston (1982) streamlined three possible targeted groups which account is made to them. They include shareholders, stakeholders and the society. Accountability in general works from the premise of embracing and accelerating the collective social interest of the society. This desired interest includes – increase in transparency; identify social and environmental cost of

economic success (externalities) and lastly, discharge complete information to shareholders. As stated earlier, social issues will be extracted via interaction from wide range of stakeholders via interviews, focus groups, questionnaires and other related means. And all these means of communication forms the basis of engagement. Hence, stakeholder engagement is deemed to be a soft form of accountability (Gray et al., 1997). Subsequent to this relationship (stakeholder engagement and accountability), discharging accountability revolves around responsibilities to assume in line with certain actions in order to provide an account of those actions. These responsibilities are vested upon the management who are charge with proper management of resources under their control. In an attempt to fulfill their obligation, they will try to ensure maximum efficiencies in terms of disclosing additional social and environmental report so as to be accountable and divert any threat that could possibly damage their reputation. And it is this credible threat of divestment that is the main form aim of organization in terms of accountability in producing all the benefit of internal efficiency while sustaining all the requirements to achieve the necessary success (J.Roberts, 2010). Accountability again is a form of engagement. Reason being, engagement is a pre-requisite to being accountable.

Forth is engagement as a form for continuous learning. Involving stakeholders has the tendency to improve organizational learning on regular basis. For instance, engaging stakeholders in direct dialog is one of the most important and sensitive processes in internalizing social culture. In essence, such engagements will pave way for further stakeholder wide communication approaches such as face-to-face conversation, surveys, questionnaires and focus groups. And this will give rise to identifications of long standing and pressing issues from both parties. These communications collectively are intended to capture perception of the company's performance against both stakeholder-specific needs and core values articulated by the company. As a result, this process of engagement will helps shape the future cycles, enable indicators and data presentation to be fine-tuned for future cycles, unite stakeholders behind a common purpose and helps sets priorities for future action by the company (Sillanpaa, 1998). In view of the above, target and future

priority settings will no doubt set the tune and leverage for continuous learning and improvement as a company will be able to identify its shortcomings and weaknesses so as to eliminate any tendency of its demise. This again forms the basis for continuous learning and improvement as well.

Engagement is also seen as way for adhering to the status quo. In other words it compels or rather reminds the management of their social contract and given mandate: ‘fiduciary duty’. This mechanism will be the fifth mechanism in line. In essence what seems to be the meaning of fiduciary duty? A fiduciary duty is an obligation to act in the best interest of another party. For instance, a corporation’s board member has a fiduciary duty to the shareholders as well as other stakeholders. Likewise, management bears a fiduciary duty relationship to stakeholders and to the corporation as an abstract entity. In view of this, it must act in the interest of its collective stakeholders so as to ensure the survival of the firm. Furthermore, the corporation should be managed for the benefit of its stakeholders: its owners, employees, customers, suppliers, and the local community. Collectively their rights must be balanced in as much as to avoid treating one as means to another. And this will be possible via participation (Arnstein, 1969) or rather engagement, in some sense, in decisions that substantially affect their welfare. In retrospect, corporation do gives shareholders more attention and until recently, the law has evolved to effectively constraint the pursuit of shareholder interest at the detriment of other parties. Coming back to rationales of this mechanism, it is with no doubt that it compels corporations to discharge its fiduciary duties appropriately via engagement. Similar reasoning may be applied to this assertion – the Labor Unions across countries do engage with corporations even the governments when there is clear violations or infringement of rights. Again, this avenue could be utilized to initiate products recalls and other related issues. Based on this, it is evident that engagement remains imperative to discharging well ill-free management duties.

The sixth mechanism is being utilized to earn or regain legitimacy and deflect existing or potential criticisms. And this is mostly attributed to Deegan (2002). In his

words, the notion of legitimacy is anchored within the premise of legitimacy theory. In essence, it is widely employed in this regard. Legitimacy theory affirms that businesses repeatedly make an effort towards ensuring they are operating within the confines of their stipulated rules and norms of their respective societies. This effort in turn is to constantly shape the perception of their target group that their economic activities are “legitimate” in nature. In essence, these norms and bounds are yet regarded as invariable, but rather could be changed or altered in due course. Therefore, businesses are required at all-time to respond to any ethical issues surrounding its business. This in some cases could mean to be proactive instead of reactive.

According to Lindblom (1994), in her part-breaking work, she clarifies the difference between legitimacy which is deemed highly significant, and legitimation which she sees to be the means of gaining an outstanding reputation so as to be judge legitimate. In addition she also, defined legitimacy as a situation that exists when a firm’s visionary projections and standards are consistent with the regulatory framework of the society as a whole in which the firm is also seen as a part. In case of any discrepancy either potential or actual that seems to exist amongst two systematic values, the company’s legitimacy is at stake. Such perceived threats to legitimacy will certainly compel the management to act in accordance with a view to mitigate the perceived or actual threat to its legitimacy. In contrast to this, there will be resistance in many forms. For example, consumers might initiate boycotts or eliminating the demands, factor suppliers eliminating the supply of labor and financial capital to the business, or constituents lobbying government for increased taxes, fines or laws to prohibit those actions which do not conform to expectations of the community (Deegan, 2002).

Based on the premise of legitimacy theory, “legitimacy” is regarded as an indispensable resource upon which an organization could depend on for its survival (O’Donovan, 2002). These are all possible by combining four course of action which includes: educating and relevant publics; change the perceptions of the relevant publics; manipulate perception by deflecting and; change external expectations of its performance

(Lindblom, 1994). This in essence forms the basis of engagements as in relation to legitimacy, such strategies may include perhaps controlling or collaborating with other parties who in themselves are considered to be legitimate (Fiedler and Deegan, 2002). A firm may educate the public by providing information in order to contain or offset negative news in circulation.

The seventh mechanism is allowing stakeholders to participate in the firm. Participation is synonymous to engagement in this regard. These ideas of citizen participations or rather engagements will no doubt heighten stakeholder's sense of belonging as well as feeling of togetherness. In the words of Arnstein (1969), participation aims to contain existing, long-term or potential asymmetries. For instance, it aims to redistribute and balance power distance of disadvantage and advantage class of people so as to ensure fairness and equity in the political and economic landscape. In the same vein, it is the strategy by which the have-nots join in determining how information is shared, goals and policies are set, tax resources are allocated, programs are parceled out. In short, it is a means by which they can induce significant social reform which enables them to share in the benefits of the affluent society. These assertions capture the essence of stakeholder engagements.

Next is, engagement is indispensable in providing consent as well as strengthening the effects of corporate governance. This notion is very much attributed to the workings of Van Buren III (2001), where he categorically linked the relationship between fairness, consent and corporate governance. In his words "organizations are mutually beneficial schemes of cooperation among stakeholders". Therefore, corporations are urged to operate legitimately within the confines of societal norms. Reason being, in absence of such adherence, corporation will suffer in the market place as its stakeholders will not do business with it. Going back to the former assertion mutual corporation will be achieved via being fair and just as well as consenting and engaging stakeholders. In essence, what seems to be fairness in reality? Fairness underpins principles of justice that free and rational people would choose from a position of original equality. And discharging such

fairness will pave way to giving consent as well as engaging stakeholders on wide range standing issues being, powerful or powerless stakeholders.

That been said, for consent to be meaningful, it must be freely given and not coerced. The company that takes advantage of the economic and political powerfulness of a minority community in order to locate a hazardous plant there has not obtained true consent – implied or actual – from that community. Nevertheless, a company must fairly play by the rules and not take advantage of less powerless stakeholders or rather be compelled to comply. In view of this, a company has obtained an obligation of fairness (Phillips, 1997). This is because; stakeholders make sacrifices for and contribution to the organizations. For instance, some of the contributions entail opportunity cost and purchasing of company's goods and services. Other contributions might include the assumption of externalities; the best example in this regard is the community that accepts a plant that emits toxins into the environment.

In the same line of reasoning, the earliest insights from stakeholder theory reflect an emphasis on corporate governance as a means of ensuring consideration of non-shareholder stakeholder interests. Corporate governance refers to the structures, process, cultures and systems that engender the successful operation of the organization (Keasey and Wright, 1993). And also, it holds the promise of inclusion of non-shareholder on the board. Drawn altogether, these measures will converge towards the betterment of all. This is consistent with the notion that organization would cease to exist without contributions and sacrifices of its stakeholders.

Based on the above, it's obvious that stakeholder engagement could be utilized to further quite a number of issues. Organizations could exonerate (Gray, 2002) itself by adhering to mechanisms of fairness, transparency and accountability via involving the stakeholders in decision making and governance (Van Buren III, 2001). Furthermore, stakeholder engagement holds the promise of performing the aforementioned functions depending on the situation (Greenwood, 2007).

The next sub-section unfolds the engagement strategies.

2.7 Stakeholder Engagement Strategies

This section is streamlined to different forms of stakeholder engagements but before then, it does deem imperative to trace its roots. In essence, where does a stakeholder engagement originated from? According Porter and Kramer (2011) in their famous research piece, titled “Creating Shared Value”, stakeholder theory and stakeholder engagement practices could be traced to deep Scandinavian roots. Scandinavian (which consist of Denmark, Norway and Sweden) countries exhibit deep-seated traditions around stakeholder engagement. For instance, a reverence for democracy may be linked to stakeholder engagement across Scandinavian societies. The Swedish scholar Rhenman’s 1968 book *Industrial Democracy and Industrial Management* represents efforts to apply democratic principles within the industrial setting. Also, it represents the first use of the word stakeholder in the management literature anywhere in the world (Strand et al., 2014).

In relation to stakeholder engagement, such countries were able to exhibit such practices due to their cultural and institutional structures in place. These structures are tightly commingled and serve to influence and give rise to new cultural norms and institutional structures. For example, Norway’s 2005 law mandated its companies to at least give 40% representations to women and this was at least to ensure gender equality. Other obvious reasons include: cultural dimensions as they were categorized as least masculine cultures in the world, with Denmark scoring 16 (0 low – 100 high), Norway, 8 and Sweden scoring 5; considerations for the well-being of current and future generations; much more regulations; self-regulation; corporatist bargaining and institutionalized engagement among firms and their stakeholders. Intuitively, it makes sense that feminine cultures tend to have stronger CSR mechanisms than their counterparts (masculine) as they embrace cooperation and have higher concern for quality life. Drawn altogether this has led Scandinavian social democracies espouses the virtues of stakeholder engagement, which

has again led to some of the highest levels of social and environment regulations and programs on the planet (Strand et al., 2014).

Given that companies perceive value and disclosure transparency, it is logical that they would then engage stakeholders using different approaches. These techniques will be carefully selected as they shall be utilized to analyzed and comprehend the commitment or extent of stakeholder engagement with the selected companies. On this surface, this endeavor shall point to its audience (that is readers) how organizations undertake to involve its stakeholders (Greenwood, 2007, p. 318).

Engagement with stakeholders could be achieved via several avenues (Golab and Podnar, 2014). The main approach utilized by companies to communicate is via sustainability report (Morsing and Schultz, 2006). The later research was built upon and at the same time consistent with work of Hunt in 1984 that captures the distinct public relation strategies. They include: informing; responding; and involving. Other similar strategies for engaging are transactional, transitional and transformational (Bowen et al., 2010). Looking at the first strategy which is, transactional, the communication is one-way. The company informs the targeted stakeholders or its audience no more any less. This technique is mainly supervised and coordinated by the company's top management without any intention to gain invaluable insights or change from the transaction but rather to send message to its audiences of building general goodwill. In the view of the above, if this descriptive stakeholder engagement framework for example is incorporated in relation to access to crucial resources at minimal cost (resource dependency), this become apparent to why companies resort to this strategy (Herremans et al., 2016). CSR's renewed vitality is remarkable and necessary at the same time as it offers quite inexorable benefits. For instance, engaging with stakeholders helps companies to minimize their transaction and production costs by reducing uncertainty (Williamson, 1991).

The response approach as identified by Morsing and Schultz (2006) is much more similar to transitional (Bowen et al., 2010), engagement process. They are both based on

two-way communication as contrary to the first strategy. On the other hand, the flow of information is uneven, that is, asymmetrical. In this strategy, more information is passed down to stakeholders than otherwise. And also, a stronger line of communication is maintained but in most cases is often not face-to-face. In the case of face-to-face engagement, the company could pass on information and the stakeholders' act on, give feedbacks, or ask questions at precise specific period rather than engaging in an on-going discussion or dialog to develop a more intimate and beneficial communication. This means of communication is been utilized when a company sees an opportunity via its sustainability report to strengthen its competitive incisiveness or market dominance, ensuing in an extensive, proactive approach instead of securing access to resources (Herremans et al., 2016). In the same line of reasoning, stakeholder management approach positions an organization to search for opportunities or prevent damage (Van Huijstee and Glasbergen, 2008).

The third strategy which is, involving (Morsing and Schultz, 2006) is also similar to transformational (Bowen et al., 2010) engagement is a two-way communication process. But contrary to aforementioned strategy (response), it is very much intense, on-going, and resulting to dialog (Schouten and Remme, 2006). Other features of this engagement include: face-to-face meeting, joint decision making or joint management of project. Here stakeholders are quite regarded to the extent they may recommend or propose corporate activities (Morsing and Schultz, 2006) and at the same time the process could enhance capacity building (Herremans et al., 2016).

Due to it intensive processes, engagement has the tendency to yield better ideas and increase knowledge for the all the parties involved in respect to continuous improvement (Van Huijstee and Glasbergen, 2008). In this fashion, it is evident that it offers inexorably benefits. This is because, transformational engagement (Bowen et al., 2010) is central to better involvement (Morris et al., 2006) to an opportunity to learn from wide range of stakeholders (Barringer and Harrison, 2000). This approach is dynamic in nature and thus the flow is symmetrical, suggesting that even information is transferred

from the firm to its stakeholders and vice versa. Learning must take place to generate transformations that meet stakeholder expectations. Companies with a desired learning outcome “recognize the value of new knowledge, assimilate it, and apply it in a business setting” (Barringer and Harrison, 2000). One of the biggest advantages of this strategy is it affords companies to develop capabilities to transform and involve.

Lastly, the researcher shall utilize engagement strategies by Morsing and Schultz (2006) as it found it to be more suitable to this research work. Also it garners more audience at the moment in relation to the study of Bowen et al (2010). Either ways this study do not aims to offer critique for the respective studies but rather use the most suitable as they both offer appreciable perspectives on stakeholder engagements.

2.8 Stakeholder Engagement as Corporate Social Responsibility

This sub-section intends to highlights the apt salience of stakeholder engagement in relation to CSR. This will for certain shade more lights on how these constructs overlapped each other or rather supplement one another.

The concept of CSR was developed in response to stakeholder demands. One of the key mechanisms for engaging stakeholders is via CSR disclosure, often in the form of a report. According to Greenwood (2007), stakeholder engagement gives the impression of CSR. She goes on to state that, it's evident and acknowledgeable that if an organization embraces such social behavior, culture and commitment via policy and practices to stakeholder, the more an organization engages with its stakeholders, the more accountable and responsible that organization is towards these stakeholders. The very idea of CSR and responsible organization is anchored within the premise of the latter excerpt (BSR, 2006). This underpins or rather mirrors the rationale of the aforementioned construct (CSR) as this will be the foci of this research work. At the other extreme, stakeholder engagement is understood as a practice the organization undertakes to involve stakeholders in a positive manner in organizational activities. CSR is taken to mean the responsibility of the

corporation to act in the interest of legitimate organizational stakeholders. The social reporting process is often depicted as an engagement between the company and its stakeholders can participate in the activities of the company.

In the light of the above, stakeholder engagement is indispensable to organization's CSR activities but little theorizing is done in this regard (Lane and Devin, 2017). This same gap is also highlighted by Greenwood (2007) in her part-breaking research. CSR is typically seen as a propeller to gain more financial muscles (Lee, 2008). Such financial imperatives have impelled oodles of organizations to embrace such culture. This is because CSR is very much gaining prominence day-by-day as the community and the society at large are becoming CSR conscience. This drawn altogether has given rise to more stakeholder-centric governance approaches (Shahzad et al., 2016). However, in countries like Denmark, Norway and Sweden the propellers of CSR seems to be anchored within the premise attaining corporate reputation and stakeholder supports thereby, eclipsing considerations of financial performance, innovation, and even quality of products and services (Strand et al., 2014). On the same surface, this meant that organizations are increasingly focusing on identifying and satisfying stakeholders expectations. This desire to become more attuned or rather receptive to stakeholder expectations means more and more organizations are embracing stakeholder engagement as an integral part of their CSR activities (Lane and Devin, 2017).

Organizations do engage with their respective stakeholders to identify and perhaps meet their expectations and to communicate how they are being responded to (Devin and Lane; Dobeles et al., 2014). By engaging with stakeholders around CSR, organizations can achieve CSR objectives (Dobeles et al., 2014) and ensure that the organizational decisions and objectives are socially acceptable (Green and Hunton-Clarke, 2003).

The synergies between CSR and stakeholder engagement have produced a rich setting for the growth of a body of the literature that seeks to define and characterize engagement (Devin and Lane, 2014). Indeed, the domain of CSR has become so enmeshed with the notion of stakeholder engagement in the literature that is often hard to determine

which came first. According to Bowen et al (2010, p. 297), they describe engagement as a subset of a firm's CSR activities; whereas Morsing and Schultz (2006, p. 323) position it as the communication that organizations put about their ethical and socially responsible initiatives. Due to the nature of CSR, it is very much voluntary engagement of firms with their stakeholders (Dahlsrud, 2008). This means that the notion of CSR and stakeholder engagement is closely intertwined (Van Huijstee and Glasbergen, 2018). In essence, stakeholder support is also an apparent outcome of CSR performance; while elsewhere, CSR performances are considered an apparent result of stakeholder engagement (Vidaver-Cohen and Bronn, 2009).

In furtherance to the above assertions, stakeholder engagement can be seen as a guiding mechanism that encourages and shapes CSR efforts. This is because its overriding principle ensures and orchestrate the fluidity of what CSR underpins or rather what CSR holds dearly. In essence, based on the said imperatives, stakeholder engagement could be viewed as a pre-requisite to sustainable CSR initiatives. Reason being, as organizations engages with their respective stakeholders, they will certainly be attuned of their stakeholders' expectations. And at the same time, such engagement shall crystalize any impending issues that can prove problematic. Typically, containing such asymmetry will not doubt exponentially replete and expedite ample of sustainable breakthroughs.

Drawn altogether, the engagement of stakeholders via CSR initiatives can be a critical building community endeavor (Babiak and Kihl, 2018). As a result, there have been mounting pressures for companies to not only respond to the challenge of CSR, but to also engage effectively with a wide range of stakeholders. This notion echoes the words of Freeman (2000), where he suggests that investing time and resources in understanding and addressing stakeholder interest, needs, and demands is a justifiable and essential managerial activity which serves as a tool to manage conflicts or dissent or to enhance relation with key groups. This community building is one of the key reasons that inspires this research work as it shall unfolds what transpires in one of the Nigeria's region due to breakdown in relationships. This uncertainty and social movement (written in the

subsequent section) exemplifies low engagement and possibly less existent of CSR of initiatives. The latter assertion has eluded once again the main foci of this research work: the essence of stakeholder engagement and its possible outcomes such as organizational learning and trust.

2.9 Stakeholder Engagement as a Pre-Requisite to Stakeholder Management

This section is committed to dissecting the differences between stakeholder engagement and stakeholder management. The two constructs should not be seen as the same but rather they supplement one another. They are two different things (Boele, 2001). But obviously, ‘stakeholder engagement could be a complex process; it is an indispensable organizational action for the firm to fulfill its economic self-interest and stakeholder expectations via its organizational strategic management mechanisms’ (Loi, 2015).

Stakeholder management holds invaluable processes that are beneficial to both parties (by definition). That is, the company and its stakeholders. It integrates stakeholders with keen interest in the firm into managerial decision making (Bowie, 2012). While on the other hand, effective stakeholder engagement and participation is regarded as a symbol of good democracy, good business and management. Mostly, companies do engage with their stakeholders in order to build a long-standing platform with a view to attain legitimacy (Morsing and Schultz, 2006; Lawrence, 2001). One of the main differences between these two constructs is, stakeholder engagement goes beyond identifying stakeholders, negotiating but rather it offers resolution. On the contrary, stakeholder management, it is quite possible that in some instances those relationships are amenable to being managed per se (Boele et al., 2001).

Therefore, it is now evident that stakeholder engagement goes beyond or rather supersedes stakeholder management. This is because; it is on the basis of effective engaging that the latter could be harnessed. It is complex (Loi, 2015) as it encompasses

several management process such as, ensuring well meaningful planning, budgetary process, enhancing reports (Manetti, 2011), feedback (Kaur and Lodhia, 2018), ensuring effective communication channel (O’Riordan and Fairbrass 2006), monitoring performance - is a situation wherein supervisors erasures that the employee is progressing towards the goals and objectives established during the goal setting (Loi, 2015). And these processes when glued together ensure smooth management.

2.10 Stakeholder Engagement in Relation to Organizational Learning and Trust

It is evident that CSR goes hand in hand with stakeholders. Reason been, the overriding principle of such construct lies within the premise of protecting the well-being of stakeholders and environment at large. In this direction, it includes stakeholder engagements (Greenwood, 2007). These notions combined together capture the essence of CSR (BSR, 2006). That been said, CSR will be better employed when stakeholders are involved. This inclusivity will lead to information sharing between organizations and its stakeholders that will lead to learning. The processes of knowledge sharing and organizational learning were central to many of the outcomes of engagement identified by participants. In several instances, engagements had been the key to understanding and easing great difficulties and pressures faced by companies and clarifying the way out behind decision making process (Burchell and Cook, 2008). In face of greater inclusivity, greater learning and trust will likely emerge. As well, a company desiring to learn from its stakeholders would ask for feedback or carry out dialog (or engage) with stakeholders to understand their expectations (Bowen et al., 2010; Grunig and Hunt, 1984; Morsing and Schultz, 2006). In the same vein, Herremans et al., (2016) in their study, they reasonably found that stakeholder engagement can be utilized for learning.

Their findings range from little to in-depth utilization for stakeholder engagement for learning. For instance, informing stakeholder engagement strategy leads to little

utilization of stakeholder engagement for learning. In the same vein, responding companies were believed to have moderately utilized engagement for learning purposes. And lastly, an in-depth utilization of stakeholder engagement was found within the confines of involving companies. Trust on the other hand is yet another issue that could emerge from stakeholder engagement. Effective stakeholder engagement seems to be a relatively gradual process. In most cases, interpersonal trust seems to be largely realized from engaging though the extension of this to inter-organizational trust depends largely on what the engagement aims to achieve (Burchell and Cook, 2006).

2.11 Social Movements

Just like other construct, there is no single consensus of the definition of social movements. Social movements refer to well-coordinated efforts of individuals or organizations with a focus idea or rather central goal to carry out, resist or undo a social change. Social movements encompass several struggles in pursuit of socio-economic goals. Such movements should not be streamlined to political but rather it covers other struggles such as cultural. In this era, such movements are central in shaping the world we live in today, its social settings as well as its practices along its significance and cultural orientations and its tendency or potential to change. Social movements tend to surface on the basis of modern crisis, they position themselves towards the structure of new orders, most importantly, and it represents a new perception of political and social life itself. On this surface, they form the very quiet uniqueness of collective identities which 'foster social and cultural forms of relating and solidarity to a response to crisis of meanings and economies that the world faced today' (Escobar, 1992, pp.396, 397).

In the words of Melucci (1985), social movement seems to surface from the daily experiences under the state of affairs of domination. This makes the construct more appealing as questions regarding people's lives, cultural changes, democracy, and the state of the nation and the redefinition of political practice and development are closely

entwined (Jelin, 1987). This construct will for certain becomes rampant due to deep failings of party systems to contain or resolve problem, nosedive of global capitalism, an increasing hostility, environmental degradation, the progress of bureaucratic state and the obvious social inequalities (Boggs, 1986, p. 5). They are situated within the confine of the ever unfolding inconsistencies of a rapidly varying industrial order, as an element of the notable efforts to ensure a well sincere democracy, social equality and peaceable relations contrary to the necessities of manipulation and dominance (Boele et al., 2001). In essence what makes power becomes apparent and visible? This power becomes noticeable when social movement emphasizes rights and challenge relations and structures (Melucci, 1989).

However, 'there seems to exist couple of interpretations on the origin of human rights' (Stammers, 1995), 'human rights and other rights as well are socially constructed in the context of social movement challenges to existing relations and structures of power' (Boele et al., 2001). Intuitively, the prevailing associations or dealings and power settings form the platform or rather template within which the social movements becomes operational and form the challenges they set (stammers, 1999). Human rights is indispensable as it is crucial in supporting movements, people with genuine course, whose rights are been targeted illegitimately by power structure or been marginalized. It gives voice to voiceless and oppressed as it validates their point of view and identities as well. In essence, this is likely achievable by engaging or initiating a social movement (Boele, 2001).

In reference to the above assertions, this explains what Boele et al (2001) emphasizes in their ground-breaking research in sustainability. According to them, this is why social movements remain crucial in debates regarding the very nature and essence of CSR and stakeholder relationships with businesses. These concepts combine together are invaluable to remedying what CSR holds dearly. On the contrary, companies or power settings could avoid any potential conflict by adhering and respecting human rights. In the case where any individuals, groups or more appropriately stakeholders are deemed

marginalized, social movements will likely be on the way. And the consequences might be significant. For instance, refer to the case of Shell in Nigeria and Nike (Boele et al., 2001). Therefore, a company must adhere and operate in a manner that will not be detrimental to its stakeholder. This assertion captures the actual essence of social movements, human rights as well as CSR.

At a very basic level, the competitiveness of a company, smooth operations and the health of the communities around it is closely intertwined. Every business that aims to progress accordingly needs a successful community free off any movements that could scupper it goals. And likewise, not only a community to operate and create demand for its products but also to be able to provide critical public assets and a supportive environment. A community needs successful businesses to provide jobs and wealth creation opportunities for its citizens. This interdependence means those publics that undermine the productivity and competitiveness of businesses are self-defeating themselves, especially in the global economy where facilities and jobs can easily move elsewhere.

Similarly, in communities where little benefits is realized and profits increases there will be brewing social movement. Companies are urged to offset high unemployment and reduce other severe community distress. Otherwise companies will be regarded as low considerate. Equally, companies that took on a broad range of roles in meeting the needs of workers, communities, and supporting business are seen as the best (Porter and Kramer, 2011).

2.12 Gaps from the Literature

This section will draw mostly from the above phases and the literature review. As the heading implies, what seems to be the loopholes in this regard? Or more appropriately, what is the rationale for this research? This research intends to achieve couple of things as this will definitely gap or address numerous issues. For example, there are lots of ethical and sustainability failings on the part of companies. Other asymmetries include: reputation

crisis; inadequate social capital; communication break down and so on. If not addressed properly, this will render organizations less competitive, thereby their survival and reputation might be at risk. Shell is a noteworthy example in this regard. Looking at their actions (Shell) if analyzed on the basis CSR and conventional approaches to stakeholder management, their so called case appears as an example of underperformance compounded by a significant failure of communication- with tragic outcomes (Boele et al., 2001).

Therefore, to meet these ever-growing social anticipations and demand at the same time, companies need to look outside the box to build a concrete strategic stakeholder oriented relationships. It is obvious that companies do not have what it takes in terms of requisite knowledge and expertise to address these societal expectations (Rhodes et al., 2014), but rather have to work with others in spirited platform of corporation and competition (Biondi et al., 2002). In essence, this captures the notion that ‘a tree cannot make a forest’. Again, companies will need to develop internal capabilities (Rhodes et al., 2014) and mechanisms that will seemingly be impossible to grasp. These processes, procedures and systems should capture the core essence of stakeholder engagement as it will incisively integrate relational knowledge and facilitate sustainable development (Tushman and O’Reilly, 2002). This means that, effective and innovative engagements strategies are deemed necessary in this rapidly changing environment so as to ensure well decisive sustainability development (Rhodes et al., 2014). Though, there is much literature that captures the essence of SD (Grayson et al., 2008; Nidumolu et al., 2009) but little is reciprocated in terms of factors that ensures stakeholder engagement (Porter and Kramer, 2011). This assertion is consistent with the recent study of Rhodes et al (2014), where they point that ‘the optimal way to manage different stakeholders’ interests and leverage engagement between stakeholders and SD is still inconclusive’. Hence, it is the intention of this endeavor to delve into such issues with a view to develop a framework for companies to leverage their relationship for the greater good. This will no doubt increase a better balance in economic, social and environmental innovations.

In the past couple of years, an effective engagement of stakeholders in fair trade coffee resulted in the CAFÉ practices (CAFÉ, 2010). This again highlights the importance of such engagements.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This research work is qualitative based. The researcher intends to utilize inductive positivist grounded theory. And this shall be supplemented with exploratory case studies. This was carefully chosen in order to address the research questions properly.

3.2 Grounded Theory

Grounded theory seeks to develop theory that is grounded in data systematically gathered and analyzed (Myers, 2013). Again, grounded theory is very much indispensable in developing context-based, process-oriented descriptions and explanations of organizational phenomena (Myers, 1997c). Furtherance to the above assertions, the researcher intends to make use of the emergent data to ground a well-established theory (as identified in the literature review). This shall unleash some invaluable discoveries that will certainly pave way for further discoveries. Looking at the nature of the topic in line with the developed research questions, it is quite explanatory that the aim of this research work is anchored within the premise of identifying actual context-based, process-orientations metaphors and reasonable explanations of organizational phenomenon. This seems to capture the main feature of grounded theory. That is, to explore, the context-based and processes of stakeholder engagements in relation to the assertion of some theoretical underpinning. Therefore, emergent discoveries through data collection, analysis and theory should stand in reciprocal relationship with each other (Strauss and Corbin, 1990).

Grounded theory is bottom-up approach. That is, it mostly starts with data collection. But this should not be the case in most cases. Rather this principle is adhered

to avoid 'prejudice' or 'pre-judgments', as this is seen as a source of bias and therefore a further hindrance to true understanding of knowledge and objectivity. For this reason, this research shall be adherent to such. Reason being, CSR is quite known in Nigeria but not well embraced. Therefore, gathering the data first will shed more lights on its empirical state than having a preconceived idea of the western style CSR. This will enable the researcher to make comparison in relation to other developed countries practices. This will add rigor and standardization. The next method section is case studies.

3.3 Case Studies

The researcher will employ case study as another method of investigation. Case study is a rigorous, general description as well as analysis of a circumscribed phenomenon (Merriam, 1998). In the words of Yin (2003), he specifies in precision more boundaries for case study. Firstly, it explores a present phenomenon based on its actual real-life scenario, especially in a case where the boundaries between phenomenon and scenario are not noticeably evident. Secondly, it handles technical situations in the case of numerous variables which are deemed important than data points: and as one outcome depends on multiple sources of evidence, with data requiring to converge in a triangulating manner; as well as other result, benefits from the prior development of theoretical propositions to guide data collection and analysis (p.13 – 14).

However, cases are suggested to lots of or are frequently described as somehow inferior with regard to other social science approaches, but with adequate rigor, case studies will produce well-to-do data capable of standing on the same basis with any other research approach (Parkhe, 1993). The major strength of developing theory from cases is that the continuous combination of conflicting realities compels individuals to reaffirm awareness into a fresh gestalt and bends to unfreeze thinking and so the process is likely to produce theory with lesser bias other than the theory built from incremental studies (Parkhe, 1993).

The researcher opted to employ cases of some companies in relation to their respective engagement with their stakeholders, so as to give an in-depth knowledge of the extent of their stakeholder engagements. Therefore, this research work is situated within these contexts. In addition, this research work will consider multiple case studies. The narrations of the involved cases are formal and the intention is to provide the reader with an insight and full understanding of situation. These cases studies were meant to give a broader picture the involved company's engagement strategies and will for certain serves as an avenue of data analysis.

3.4 Data Collection

The data gathering will be streamlined to interviews, case studies and extracting information from data. How to go about shall be discussed below.

3.4.1 Interview

Middle to senior managers were interviewed and it covers the following issues: CSR practices; stakeholder engagements; its extents; motivations as well as its probable consequence that could emerge such as learning and trust. In order to obtain diverse views, a Nigerian manager/executive and other subsidiaries are targeted. This method is carefully employed so as to obtain rich data in order to answer the research questions. This diversity will render the work more worthwhile and compelling. The target companies must be Nigerian based. Also, they should publish at least one report of this kind as well as involved in CSR activities in way one way or the other. Through (interview) this, the researcher will find out where their CSR polices; which vision lies on the basis of their CSR policy and; which way is the vision related to the general corporate mission? In the sense, the data from the interview shall reveal more of their CSR policies and ideologies. For instance, Chevron's values are built on the basis of the penetrating rationales of CSR.

Therefore, CSR is seen as a guiding principle in the company. Likewise, the target individuals are the managers/executive; those who deal directly with CSR; those who deal with stakeholders for example, suppliers or procurement officer and those saddled with reaching out to external stakeholders. The aim is to explore CSR rationales, strategies, motives, engagements and their overall effectiveness of their outlined initiatives. Also, the interview questions should be 'open-ended' and 'discovery-oriented'.

The target individuals were informed one month prior to the date of the interview via letter. This letter hold why they will be interviewed and the significance of the research work. This is to enable the target individuals to fix another date in case of busy schedules. More than 30 companies and several individuals were contacted and letters were dispatch too. These letters were dispatched via DHL. Interestingly, most of these companies did not respond via this avenue. I had to resort to contacting individuals and companies via LinkedIn and I was successful in this approach. A total number of 16 companies promised to give audience but up to this moment I was able to get 12 audiences in total.

In essence, what seems to be the appropriate number of interviews to be conducted? Well, according to Myers (2013), which he says that he is not convinced that there is such a thing as the ideal number of interviews. For instance, Ahuvia (2005) conducted two in-depth interviews in an article published in one of the top marketing journal, whereas Kozinets (2001) conducted 65 email interviews in an article published in the very same journal. Myers (2013) concluded that the necessary thing is to present a compelling arguments and reach the point of saturation. That is, no new insights are being discovered. These assertions are consistent with the interviews conducted in this research work. Theoretical sampling was employed so as to gather bulky information from interviewees as well as other sources like annual sustainability reports. This method is employed in order to pre-empt any and include all information pertaining CSR, engagement as well as organizational learning and trust. And that has proven to be a success as most interviews were more than 45 minutes. Most of the interviews and cases do converged to similar imperatives. And at the same time 'saturation' is at it's peaked.

Company	Positions	Means of Interview	Industry
1	Sustainability Manager	Telephone	Telecommunication
2	Business Opportunity & ESG Manager	Telephone	Oil & Gas
3	Head Environmental & Social Performance	Telephone	Cement/Conglomerate
4	Sustainability Manager	Telephone	Oil & Gas
5	Environmental Performance Advisor	Zoom	Cement/Conglomerate
6	Environmental Manager	Telephone	Oil & Gas
7	Health Environmental and Safety Manager	Telephone	Energy
8	Health Environmental and Safety Manager	Telephone	Conglomerate
9	Environmental Consultant	Telephone	Consultancy
10	Health Safety Social and Sustainability	Telephone	Conglomerate
11	Health Safety Environment Advisor	Zoom	Oil & Gas
12	Publisher – Covering CSR Relating Issues	Email	Media

Table 3.1: Interviewees

The interviews were conducted via telephone, Zoom, Microsoft Meeting in order to minimize travelling cost. There was one case where an Email interview was granted due to the individual's tight schedules (Myer, 2013). All interviews were recorded with the exception of one which was not. All interviews was in English with the exception of one that was conducted using the researchers' native language, Hausa.

The interviewees positions ranges from Sustainability Managers, Senior Sustainability Directors, Environmental Manager, Environmental Directors to Health and Safety, Social and Environmental Managers. Others were consultants and Sustainability and Environmental Advisors respectively.

The researcher was well prepared and master the art of interviewing before time. This is in view to avoid any potential interview questions such as lack of time; constructing of knowledge and so on. The researcher shall adhere to model of interview (Myers and

Newman, 2007). The researcher intends to employ a technique called 'snowballing'. This is in view to gain access to other interviewees in order to obtain critical mass of interview data as suggested by Myers (2013). Also intend at the same to employ 'mirroring'. That is taking the words and phrases the subjects used in their other documents such as annual sustainability report.

Last but not the least, case studies shall be presented (as listed in the next section) in order to supplement these interviews. These cases were chosen following most of the criteria used to choose interviewed companies. It should be noted that not necessarily interviewed companies will be selected for research cases. They might differ. Reason been, interviews are very difficult to secure. One thing that is consistent in selecting cases and interviews shall delve into same industry and same selecting criteria. This shall be clearer in the following section below.

3.4.2 Documents

Documents will be utilized. Documents includes: private, public and historical. Private include those as minute's meetings, budgets and memos. Public are always meant for public consumption. These includes: annual reports, articles (Payne and Payne, 2004). According to Al-Kwari (2006), annual reports are considered as a principal official and legal document which a firm prepares on regular basis so as to communicate with their stakeholders. This in turn will give the true pictures of the contemporary issues within the selected companies. Most importantly, it will aid in making comparison. Likely, this study might analyse sustainability reports from the 2016 up-ward so as to investigate companies disclose engagement issues. Obvious reason is, these dates were carefully chosen to reflect the latest contemporary issues of engagements, learning and trust the selected companies. Other port of information that researcher might resort to could be archives. This source could vital as it shall unearth historical information as well as background to several companies involved.

In essence, examining these annual reports will certainly give the true picture of why companies or enterprises are resorting to CSR engagements as well as benefits attached to (CSR) it.

In view of the above, any information retrieved shall be subject to thorough scrutiny so as to ensure its authenticity. That is, to ensure it is genuinely grounded. Second port of call is to ensure its credibility with a view to be free from error and distortion. Representativeness comes next. This has to do with typical of its kind to ensure absolute consistency. Last but not the least; documents should be clear and comprehensible. All these four criteria were attributed to the work of Scott (1990).

3.5 Criteria for Selecting the Companies

The study shall endeavor to select higher caliber companies. Reason being, CSR is less embraced in Nigeria thereby, major or top companies will be the ones taking the lead in social practices and set examples for the other companies. For this reason, the involved companies must be listed in Nigerian Stock Exchange (NSE). Therefore, the researcher intends to draw from this population of at least 7-12 companies with a good track record on CSR. For example, for a company to be chosen, it must embark on CSR practices for so long as well as operating in an industry that could have a tendency of environmental operational consequences. A suitable sector in view is the oil and gas sector or rather energy sector. Though, other companies from other sectors will be considered but the majority shall be from energy and telecommunication sector. Energy companies remain one of the most companies that remind us the most penetrating rationales to embrace social culture. Engaging in such endeavor leads us to the notion of accountability (Gray et al., 1996) as well as legitimacy and stakeholder theories (Deegan, 2006).

The above theories should not be regarded as clearly distinctive theories. Instead, both theories were developed from a correspondingly philosophical context and both complements and overlap one another. From both perspectives, they view firms as

segment of a far-reaching social structure upon which they continuously impacted, as well as outstanding features capable of stirring the expectations of other group or parties within a given social structure. Hence, this proposed study is inclined towards providing deeper understandings of factors that motivate socially and environmentally disclosure practices in relation to engagement, learning and trust. According to the Commission Green Paper (2001), the CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

Another obvious reason for selecting energy companies is their core product is based on location specific, the industry is highly dependent on its stakeholders for access to raw materials. Critical resources providers, often communities, can constrain or facilitate access due to environmental or social concerns. This is the case of the Niger Delta in Nigeria as discussed in previous sections.

Based on the above assertions, it's obvious that these companies were chosen accordingly on size wise, location or geographic dispersion wise as well as core product wise. Another factor that could prove indispensable is selecting companies on their adherence to GRI guidelines. Companies that adhere to GRI are well knowledgeable in CSR/sustainability issues as well as having significant reporting experiences. Other initiatives or bodies worthy of emulation are the United Nations Global Compact (UNGC), United Nations Guiding Principles on Business and Human Rights (UN-GPBHR), the United Nations Sustainable Development Goals (UN-SDGs). The last but not the least, is a company should also aligns its practices with the Nigerian Stock Exchange's Sustainability Disclosure Guidelines (NSE-SDGs).

Lastly, an independent body shall be selected as part of the interviewee. This could be a CSR-driven agency or an independent media house that channels its efforts toward CSR causes. One obvious reason to do this is to make the study more rigorous as well as getting independent notions on CSR causes in Nigeria.

3.6 Data Analysis

To analyze the data, the researcher will employ coding; memos; series of events and critical incidents.

The three engagement strategies identified by Morsing and Schultz (2006) is used to ascertain the level of commitments of the involved companies. Other variable to view in relation to stakeholder engagement will be organizational learning. This is viewed from two perspectives which include: exploration and exploitation. Exploration involves finding new ways to managing the environment. While on other hand, exploitation involves refinement and improving existing settings. The last construct is trust and is viewed in relation to integrity; benevolence and; ability.

CHAPTER FOUR

CASE STUDIES

4.1 Introduction

This chapter enfold case studies which will be analyzed in next chapter. To achieve this, the chapter will proceed accordingly. The case shall draw on how these companies engage with their stakeholders.

4.2 Case Overview: Mixed Industries

The sample consists of Multinational Companies (MNCs) with strong presence in Nigeria. At the same time, the researcher as highlighted earlier tends to draw mostly from major oil and gas companies and few shall be drawn from other industries like telecommunications. This research will be carried out in the context of Nigeria. Nigeria represents an excellent context on the following basis. Presently little research seems to capture the true picture of CSR in relation to stakeholder engagement; learning; and trust in less developed countries especially in Nigeria. Though there are a couple of such but is mostly streamlined to CSR and engagement and seems to be limited to the context Canada (Sharma and Vredenburg, 1998) and Australia.

The Federal Executive Council on May 21, 2018 approved the development of a CSR policy for the country to instill ethical behavior in Nigerian business practices (Adeyanju, 2020). The policy was initiated amidst widespread public awareness and outcry of flagrant pollution of the environment especially by oil and gas companies in the Niger Delta region of Nigeria where corporations exploited the local communities for wealth maximization and profitability. Selection this sectors shall remind us the most

penetrating rationales to embrace social culture. Based on these facts, oil and gas as well as energy sector indicates that this industry is suitable for this study.

Limiting to these industries helps to control for differing characteristics among industries, such as institutional pressures, traditions or customs in CSR/reporting, and types of stakeholders, thus narrowing the phenomenon of interest and context (Yin, 2003). Because its core product is location specific, the industry is highly dependent on its stakeholders for access to raw materials. Critical resource providers, often communities, can constrain or facilitate access due to environmental or social concerns. However, the communities and the industry are inter-dependent, as both communities and the industry can benefit from economic and social development activities. Dissatisfied stakeholders can request a hearing through the regulatory hearings. Property holders exert power over resources and have been successful in preventing or halting operations when they are concerned about environmental, health, and safety effects of the proposed operations.

Given this background, the sections below shall unfold a much broader cases of the involved companies.

	Companies	Industry
1	MTN Communications	Telecommunication
2	Shell petroleum Development Company (SPDC)	Oil & Gas
3	Nestle Nigeria Plc.	Food
4	ExxonMobil	Oil & Gas
5	Chevron Nigeria Limited (CNL)	Oil & Gas
6	Total Nigeria Plc.	Oil & Gas & Energy
7	Mainstream Energy Solutions Limited (MESL)	Energy

Table 4.1: List of company cases

4.3 Case 1: MTN Communications

MTN Telecommunications Limited is a modern evolving mobile operator with an overtly clear vision to lead the service delivery of a bold, new digital world. In the liminal nascent stages, its services were more of providing mere calls and messages to its customers. This is not the case any longer, the nascent company has transcends into more pastures of niches such as digital services provider, enterprise and wholesale.

The above services are what its 233 million customers enjoy across 21 countries. MTN Telecommunications is one of the well-regarded brands in Africa and also amongst the valuable brands in Africa. As a result of this, the company has become a house-hold name especially in Nigeria and South Africa. In the same line, it's one of the largest companies listed on the JSE in Johannesburg with its market capitalizing standing at R168 billion at the end of 2018. In the dawn of democracy the company was established in 1994. Subsequently, the company has grown by chronically investing in well-sophisticated communications infrastructures and simultaneously by utilizing the pool of its talent and diverse team workers.

MTN Telecommunications operates mainly in Africa and partially in some Middle East countries. These countries include: Nigeria, South Africa, Ghana, Uganda, Rwanda, Zambia, Botswana, Cameroon, Ivory Coast, Benin, Guinea-Bissau, Congo, Liberia and Sudan. Other countries include: Syria, Yemen, Afghanistan and South-Sudan. Drawn altogether, they boost 233 million subscribers with 79 million active data users. On the other hand they have 27 million active MoMo users in 14 different countries. Also, their workers strength stands at 18,835. Its revenue is pervade or comes from the countries above. Nigeria accounts for 30% of its revenue which is the highest then followed by South Africa that stands at 29%. The remaining countries collectively accounts for the 41%.

4.3.1 Case Description and Content

As seen collectively, MTN Nigerian Telecommunications is a proud member of the MTN group – an emerging market communication services provider at the forefront of technological and digital innovation. As a proud member, CSR is very much crystallized and embedded into their core business strategy and all things being equal, it provides significant social, environmental and economic challenges and opportunity. MTN seeks to employ CSR as a tool and enabler to address the effect of its business on the environment and society while creating economic value (MTN Sustainability Report, 2019). As MTN engages in social culture, it is imperative to know that it is an avenue to reaching out to its communities. And these activities could be found at its yearly sustainability report. These reports collectively speak to its material topics as digital enabler and telecommunications service provider and demonstrate their commitment to using business as a tool for social and environmental good.

As one of the criteria for choosing a company, MTN disclosures are guided by the GRI standards, UNGC, UN-GPBHR, UN-SDGs and NSE-SDGs. Their report also indicates how their activities support the United Nations Sustainable Development Goals (SDGs) Agenda 2030. In line with these adherences, its report is comprehensively sourced via internal and external sources, including annual surveys, stakeholder engagement feedback, internal reporting systems, and management and committee reports. Secondary data were obtained from external sources including industry specific and sustainable business research reports, benchmark surveys and assessments of MTN Nigeria's sustainability performance impacts undertaken by external organizations (MTN Sustainability Report, 2019, 2020).

4.3.2 CSR at MTN Communications

As a communication and digital enabler, MTN is fully aware of the responsibility and critical role to play in driving sustainability and contributing to the sustainable social, environmental and economic development of Nigeria. In this regard, they are striving to make sustainability a key consideration and component of all its business process, employees' everyday lives, and the lives of the people in all the communities where they operate. It is imperative to highlight that MTN Telecommunication drives its CSR as well as social culture via a vehicle or rather initiative known as Corporate Social Investment (CSI). It is via this vehicle that its CSR's initiative and much of its penetrating rationales could be highlighted. For this reason, MTN Nigeria Foundation was incorporated in 2004 to drive the various CSI initiatives of MTN Nigeria. The Foundation is funded with 1% of MTN Nigeria's Profit after Tax (PAT) as its main source of project funding. Since inception, the Foundation has spent in excess of 21.8 billion Naira in 852 people-centered projects across the 36 states and the FCT, and impacted 18.6 million lives (MTN Foundation Report. 2019).

Through the Foundation, MTN has achieved significant impact and sustainability in various communities. Some of the sustainability initiatives and impacts cut across Youth Empowerment, Health, Education, Infrastructural Development, and Arts and Culture.

4.3.3 Stakeholder Engagement at MTN

Based on the above excerpts, it is imperative to reflect on the other part of the coin which will certainly apt to the foci of this research work; stakeholder engagements. Part of that direction, this research work will be streamlined to Nigerian context.

MTN Telecommunications has a keen interest in this regard. Their lengthy acquaintance in CSR has led to number of invaluable or rather indispensable impact driven initiatives.

“To deliver on our strategy and create value we require the trust and support of various stakeholders. In 2018, MTN developed a blueprint for stakeholder engagement and reputation management for the group and our operating companies. Apart from being governance imperative, the framework aims to facilitate quality reporting, assisting strategy development and delivery”.

Based on the above excerpt, CSR is very much crystalized and embedded their day-to-day activities as they are well attuned of its governance importance. Moreover, this will for certain wittingly hone their competitive edge. Accordingly, when engaging with their stakeholders, they aim to build a long standing relationship, drive reputation and proactively manage issues (MTN Integrated Report, 2018). For instance, MTN were able to successfully resolve their long standing issue with the Nigerian regulatory body, Nigerian Communication Commission (NCC). In this direction, MTN was also able to sponsor ALTON Nigeria Tech Innovation and Telecoms Awards. Via engagement, the regulators and policy makers were able to dissect issues like improvement of quality of services; financial inclusion; tax compliance and other support to meet fiscal targets. Based on this surface, MTN has strengthened their commitment to enhance their service delivery and offerings. Also, MTN has embarked on numerous financial inclusion initiatives since 2019 as well as utmost priority to tax adherence.

In government related grid engagement, state security, socio-economic development and digital human rights issues and national data sovereignty were in sight. Therefore, MTN response was to provide communication and logistics support to security agencies. In 2019, MTN Nigeria embarked on numerous community projects. This was based on civil society engagement centered on community impact and youth empowerment. The immediate grid in this regard is the customer/subscribers. To ensure customer loyalty, MTN has a transparent billing system as well as quality services at significantly affordable prices. Other related grids of engagement includes; engagement

with the media; engagement with the trade unions; engagement with the trade partners; engagement with investment community; engagement with the company employees and engagement with the mobile industry.

Drawn altogether, proactive engagement will foster business friendly environment that supports industry growth that is inclusive as well as minimizing risk of regulatory issues that will disrupt operations. This shall ultimately pave other benefit such as knowledge sharing, research, collaboration to overcome industry-related challenges.

Other notable highlights include: engagements with the judiciary and police force to explain how mobile financial service work and what potential risk are, including how customers may be defrauded. Again, engagements with partners were also the cards on issues related to fraud management in the loans process (MTN Sustainability Report, 2019).

All these were made possible via MTN Foundation. This Foundation was incorporated in 2004 and was commissioned in 2005. The Foundation was mandated to with sole aim of driving CSR's initiatives in Nigeria. The commission is funded by up to 1% profit from MTN for impact-change projects. To date over 180 billion naira has been committed to this course and over 550 MTNF project sites in 36 states including the FCT Abuja. Key focal areas were identified and developed via wide range of stakeholder engagement. Other strategy in line the MTN's sustainability is its BRIGHT Strategy. This strategy is noteworthy to mention for the following reasons. Bright strategy is aimed at sustaining value for MTN and its stakeholders through ensuring the best customer experience, being more efficient and delivering financial returns. This will certainly ignite their commercial performance as well as addressing the issues important in the heart and minds of its stakeholders and ensuring technology excellence. Bright Strategy is essentially an approach to ensuring operating sustainability (MTN Integrated Report, 2018).

4.3.4 CSR, Engagement and Trust in MTN

From the above assertions, CSR and engagement as well as corporate governance are very much crystallized in the company's settings. This shows it is well imbibe in its day to day dealings and fully subjected their operations to sustainability-engagement approaches as a way of building trust and maintaining investors' confidence (Sustainability Report, 2019). As MTN aims to strive to maintain the highest quality of service in a bid to drive profitable growth and build long-term shareholder value, it shall continue to uphold global standards of corporate governance/sustainability which are requisite to building an environment of trust, transparency and accountability fostering long-term investment, supporting stronger growth and more inclusive society. MTN Nigeria engages with different stakeholders who include: government, regulators and policy makers, civil society, customers, media, trade partners, organized business, mobile industry, judiciary and investment community.

Feedback from internal and external stakeholders, global and local trends as well as contribution from sustainability professionals was infused into MTN's materiality. And this enabled them to understand which area to focus their effort and resources. For instance, via series of engagement of the aforementioned, MTN were able to highlights series of matters than ranges from significant to least significant. Top matters include: state security, socio-economic development, quality of service, regulatory compliance, financial inclusion and the list goes on. Moderate matters include: cultural sensitivity, multiple taxation, capacity building, issue resolution, inclusive decision making and conditions of basic employment. In the least matters there are environmental degradation, responsible corporate citizen, accessibility and transparency of leadership as well as industry competition, regulation and stability (MTN Sustainability Report, 2019).

In summary, MTN believes that adherence to governance as well as sustainability imperatives builds trust and predictability, maintain investors' confidence, ensures

corporate success and economic growth and forms an essential foundation for sustainable corporate success. That being equal, MTN Board is confident that the company will continue to deliver on the vision of being the biggest and most trust provider of higher quality ICT services in Nigeria by maintaining high governance and regulatory standards that ensure they are in line with local and global best practices.

4.3.5 MTN Performance in Relation to CSR

Interestingly, MTN Sudan wins the Ethics Institute Initiative of the Year Award; MTN South Africa is a runner-up (MTN Integrated Report p. 28, 2018). In 2021, it was year to remember for MTN as they won series of awards in relations to Sustainability namely: Social Impact Award and CSR Team of the Year.

4.4 Case 2: Shell Petroleum Development Company (SPDC) Nigeria Plc.

Royal Dutch Shell started business in Nigeria in 1937 as Shell D'Arcy and was granted an exploration license. In 1956, Shell Nigeria discovered the first commercial oil field at Oloibiri in the Niger Delta and started oil exports in 1958. Prior to the discovery of oil, Nigeria like many other African countries strongly relied on agricultural exports to other countries to support its economy. Many Nigerians thought the developers were looking for palm oil. Shell Petroleum Development Company (SPDC) is the largest fossil fuel company in Nigeria, which operates over 6,000 kilometers of pipelines and flow lines, 87 flow stations, 8 natural gas plants and more than 1,000 producing wells. SPDC's role in the Shell Nigeria family is typically confined to the physical production and extraction of petroleum. It is an operator of the joint venture, which composed of Nigerian National Petroleum Corporation (55%), Shell (30%), Total S.A. (10%) and Eni (5%). Until

relatively recently, it operated largely onshore on dry land or in the mangrove swamp. Since 1993 to date, Shell Petroleum has expanded and diversifies its activities into the following ventures; Shell Nigeria Exploration and Production Company (SNEPC), Shell Nigeria Gas, Shell Nigeria on Oil Products and Nigeria Liquefied Natural Gas (LNG). Other partners are Nigerian National Petroleum Corporation (NNPC) holds 49%, Total 15% and Eni 10.9% (Shell Sustainability Report, 2018; 2019; 2020)

4.4.1 Case Description and Content at Shell Petroleum Development Company (SPDC)

In the 1990s tensions arose between the native Ogoni people of the Niger Delta and Shell. The concerns of the locals were that very little of the money earned from oil on their land was getting to the people who live there, and the environmental damages caused by the recurring sabotage of pipelines operated by Shell. In 1993 the Movement for the Survival of the Ogoni People (MOSOP) organized large protests against Shell and the government, often occupying the company production facilities. Shell withdrew its operations from the Ogoni areas. The Nigerian government raided their villages and arrested some of the protest leaders. Some of these arrested protesters, Ken Saro-Wiwa being the most prominent, were later executed, against widespread international opposition from the Commonwealth of Nations and human rights organizations.

Other impact include: incessant oil spills. Individuals from villages surrounding oil production facilities occasionally drill holes into Shell Oil pipelines for the purposes of capturing oil and transporting it illegally out of Nigeria for monetary gain. This process, known as "oil bunkering", is estimated to cost Nigeria as much as 400,000 barrels of crude oil per day. Typically, when the oil theft operation is finished, the pipeline is left open, which results in an oil spill (Boele et al., 2001).

In addition to the spills caused by 'oil bunkering', oils spills can also occur as a result of the quality of the equipment being used to extract and transport the oil. These spills are referred to as 'operational spills' and can be caused by corrosion, a lack of regular maintenance of the equipment, and overall underinvestment in the equipment being used. 18.7% of the spills reported by Shell since 2011 are labeled to be 'operational spills'. Oil spills can also occur as a result of natural hazards causing damage to pipelines. In 1970, there was an oil spill from a Shell pipeline caused primarily by corrosion and operational failure resulting in over 250 barrels of oil spilled. The resulting effects included the pollution of the surrounding air, water, and soil, as well as, a loss of the surrounding ecological and aquatic species. Health problems in the surrounding areas were also cited as an impact of the oil spill. In 1978, another spill from a Shell pipeline due to corrosion and operational failure was reported to have leaked 580,000 barrels of oil. The resulting impacts were air, water, and soil pollution in the area of the spill.

In 2006, a team of experts in environmental assessments from Nigeria, the United Kingdom, and the United States were independently organized to conduct a Natural Resource Damage Assessment in the Niger Delta. They concluded that over the past fifty years, around nine million to thirteen million barrels of oil had been estimated to have spilled in the Niger Delta. Shell is responsible for around fifty percent of the oil production in Niger Delta. Between 1998 and 2009, Shell oil was responsible for 491, 627 barrels of oil spilled, averaging about 41,000 barrels per year.

In 2011, Shell started publishing the reports it has been required to take every time an oil spill occurs. These reports, titled 'Joint Investigation Visit' or JIV, record when the spill began, where the spill took place, the cause of the spill, and the estimated amount of oil lost. JIV reports are important to not only keep track of the oil spills, but also to determine whether or not the surrounding communities will be able to receive forms of compensation for any damage on their homes, fisheries, or fields resulting from the oil spilled. Communities receive compensation only if the spill is not caused by sabotage or third party interference. This practice is based on Nigeria's 1990 Oil Pipelines Act that

requires the company to compensate any person that is suffering from the damages of an oil spill, unless caused by a third party. The data from these reports have been published online since 2015 by the National Oil Spill Detection and Response Agency (NOSDRA). Since 2011, 1,010 oil spills with an overall sum of 110,535 barrels, or 17.5 million liters, of oil have been reported as lost by Shell (Shell Sustainability Report, 2017).

Due to the above deep sustainability failings, Shell were seen more of a problem to these communities they operate. Based on these, they faced series of court cases. The sub-section below shall highlight some notable cases as it will shed more light to understanding why shell embraces the notion of CSR.

4.4.2 Court Cases Involving SPDC with Host Communities

Shell's oil extraction activities have been challenged in Court by various Nigerian host communities. These communities sought to use the state and its judicial instruments to demand justice from the Shell Corporation. Many communities have reported being disappointed by the legal process due to lengthy delays and the Court's perceived favoritism for the oil company. The court cases shall be unfolded in the following paragraphs.

First, is the Ejama-Ebubu Court Case. In 1970, an oil spill occurred at one of Shell's oil extraction facilities located in the Ejama-Ebubu community. The exact cause for the oil spill is disputed with some claiming that the spill was caused by a bomb exploding during the Nigeria-Biafra civil war. Others reject this claim, and instead believe Shell's equipment is responsible for the spill. Although the cause for the spill is disputed, it is agreed that roughly two million barrels of crude oil was spilled, affecting 631 acres, or 255 hectares, of surrounding land. Additionally, it is known that the spilt oil caught fire and burned for weeks. Chief Isaac Osaro Agbara, Oneh-eh Eta Ejaman XI, Emere Nkunna I of Eleme explained the fire by stating, "One early morning, there was a blow-out.

Everywhere was dark, but there was fire at the same time. People were running helter-skelter. The fire burnt sand into coal tar. Most of our people had to flee the community to neighboring towns and villages." In 2011, forty-one years after the spill, researchers have reported still being able to see oil when looking down into deep crevices and have found that eight centimeters of refined oil floats on groundwater in the region. The spilt oil is also said to have negative health consequences for members of the community, such as, causing respiratory problems because toxic gases are released. According to community members, SPDC had promised to clean up the affected land, but oil pollution remained. The long-lasting environmental impacts, the health consequences of the oil spill, and the unfulfilled promises to take action ultimately led the Ejama-Ebubu community to file a lawsuit against SPDC in 2001.

Iwherekhan Court Case is likely the second notable case filed against SPDC in Nigeria. In the Iwherekhan community, a Shell facility located only 500 meters away from the village is dedicated to gas flaring. According to Shell, it is common that when oil is brought to the Earth's surface, gas is produced as well. This gas is seen as an unwanted by-product and consequently, burned off in a process known as gas flaring. Many subsistence farm lands are located near the gas flaring station, and local community members have argued that the flaring activities contribute to environmental and health problems. In 2005, an Iwherekhan community member filed a lawsuit against SPDC in an attempt to shut down the gas flaring facility.

The Bodo Community Settlement Case is third in line. In 2008, two oil spills occurred in the Bodo community. An investigation team was sent to determine the cause of the oil spill. Upon learning that operational failures of the pipelines caused the oil spills, Shell accepted responsibility. SPDC stated that the spills "were deeply regrettable operational accidents, and as in all cases of operational spills SPDC acknowledged responsibility to pay compensation as required by Nigerian law." The oil company and the community were reportedly "in and out of" negotiations from 2009-2015, until finally an agreement suitable to both sides was crafted (Human Right Watch, 2017).

4.4.3 CSR at Shell Petroleum Development Company (SPDC)

Shell Royal Dutch Petroleum (SRDP) operates in virtually all of the Oil Producing Countries. From Saudi Arabia, Iraq, Iran, Kuwait, Libya, Qatar, Mexico, Algeria, Angola, Nigeria, Equatorial Guinea and Sudan where exploration of Oil and Gas takes place. The company produces million barrels of crude on daily basis from these countries in form of Joint Partnership Ventures (JPC) with host oil companies.

Shell Petroleum is first among equals in all Multinational Oil Companies (MOC's) operating in Nigeria. In a nutshell, the company has expanded its partnership with other MOC's like Agip, Eni and Total in exploration activities by investing huge amount of resources in their operations with modern technologies, equipment, infrastructures and human resources for the success of their day to day operation.

Shell has been operating different sustainable/CSR activities in its host communities since its beginning of operation in Nigeria. This is achieved by working with local organizations around its operation areas to make the host communities aware of their activities and what they will benefit with Shell.

SPDC in Nigeria involves in giving fair series of Scholarships and other educational programs. In 2018, approximately \$5.9 million (N1.78 billion) was invested in scholarships by The Shell Petroleum Development Company of Nigeria Limited operated Joint Venture (SPDC JV) and Shell Nigeria Exploration and Production Company (SNEPCo) with over 14, 000 people benefitting with the Shell Scholarship since its inception in 1952 for various undergraduate and Postgraduate studies in Nigeria, Europe and North-America.

The second notable CSRS driven impact is the harnessing the talent via, youth development. This program is labeled LiveWIRE. LiveWIRE Nigeria is a youth enterprise development program supported by the SPDC. The program operates in the Niger Delta region and aims to inspire, encourage and support young people aged 18-30 to start up

their own businesses in the Nigerian states of Edo, Delta, Bayelsa, Rivers, Abia, Imo, and Akwa-Ibom. Each year, Shell LiveWIRE Nigeria provides training and finance for young entrepreneurs in the Niger Delta to set up and grow their businesses. Shell LiveWIRE is a social investment program that aims to help young Nigerians between the ages of 18 to 35 explore the option of starting their own business as a viable career option and thereby create employment.

Shell LiveWIRE Nigeria is the flagship of the youth enterprise development programs. The initiative was launched in Nigeria on March 27, 2003, to provide access to entrepreneurship training, business development services as well as business start-up capital for youth-owned businesses. The program also provides opportunity for beneficiaries to access fund from financial institutions. To date, 6,580 youths have been trained and 3373 have received business start-up grants most of whom are now employers of labor. Shell LiveWIRE Nigeria provides opportunities for young people to realize their potentials through the creation and development of their own businesses.

Healthcare: Health care is one of the biggest challenges in Nigeria and the rest of Africa. SPDC currently supports 27 health facilities in the Niger Delta, including three new ones built in 2009. More than 880 government-employed community health staff works at these facilities. In 2009 they treated more than 265,000 people and helped to deliver more than 2,000 babies. In addition, the company reached more than 114,000 people through their health outreach programs, which provided a range of services including health education, vaccinations, eye-testing, treatment of malaria and minor ailments, the distribution of mosquito bed nets, HIV screening and de-worming school children (Shell Sustainability Report. 2019).

In March 2010, SPDC and the Rivers State government in the Niger Delta launched the first community-based health insurance program in Nigeria that involves the private sector, government and community. “SPDC is particularly proud to be a part of this program, which will undoubtedly go a long way to deliver health care in the

communities, thus improving and saving lives in the communities we operate,” said Mutiu Sunmonu, Shell Nigeria Country Chair and Managing Director of SPDC.

“Health in Motion” is one of the most popular CSR activity undertaken by Shell Health-In-Motion takes free medical services to remote rural communities in the Niger Delta, where many people live on less than \$2 a day. In the oil-rich Niger Delta, many people are too poor to make long journeys to health clinics or to pay for HIV tests and treatment. Health-In-Motion takes testing facilities into remote communities and employs local health workers to provide support. Shell also support the Oil Producing States of Bayelsa, Rivers, Ondo, Edo, Delta, Cross Rivers and Akwa-Ibom with funds in areas of HIV/AIDS, Immunization and Taming Malaria with over \$19 Million spend between 2013 and 2018.

4.4.4 Engagements in Shell Petroleum Development Company (SPDC)

Based on the above series of excerpts, it is worthy to flip the other side of the coin. That is to highlights the importance of engagement in its activities. And most importantly, to see how has engagement benefit the company. The notion of engagement remains central to this research work. In view of this, Shell has acknowledged the importance of such as they proclaimed “our people are essential to the successful delivery of Shell strategy and to sustaining business performance over long term”. To make things equal, Shell takes pride in accelerating development in its people as this will be the basis to grow and strengthen and hone their leadership capabilities.

Suffice to say, all these are possible via stronger engagements (Shell Sustainability Report, 2019). Therefore, engagement is very much crystalized in their day to day activities. For instance, SPDCs average time complete clean-up of the free and or residual spill oil has decreased from 13 days in 2016 to 7 days in 2019. This was made possible via stronger engagement with communities has helped SPDC to have access to spill location more quickly, meaning an average, joint investigation commence within 3 days

in 2019 compared with 6 days in 2016. Likewise, Shell's engagement is not only streamlined in one aspect but rather utilized inwardly – employee engagement. There is high level of such practice as it further motivates the employees as well as increases great sense of belonging, affiliation and commitment to Shell. It provides a great deal of insights into employee views and has had a consistently high response rate. In 2019, the response rate stands at 85.5% which was an increase of over 3% points compared with 2018. On average, employee engagement was 78 out of 100, an increase of one points compared with 2018. This results has remarkably proliferate Shell's place among its leading peers across a range of industries. Strong employee engagement is especially important in maintaining strong business delivery in times of change.

SPDC is tirelessly working to minimize the impact of third party incidents and spills. Therefore, the company works with government agencies, non-governmental organizations and communities to proactively prevent and minimize spills from illegal activity. SPDC have it the back of their mind that their activities can affects indigenous people who hold specific rights for the protection of their cultures, traditional ways of life and special connection to land use and water. The company do seeks support and agreement of such indigenous people potentially affected by its project. This is done via engagement and impact management processes.

Shell has also developed a public position statement on Free Prior and Informed Consent (FPIC), a principle recognized in the UN Declaration on the rights of indigenous peoples. They work to ensure they meet the requirements of FPIC for governments and companies to obtain the support of the indigenous peoples before starting a project that may affect their rights. For example, LNG Canada joint venture (Shell interest 40%) was planned and designed by working closely with the Haisle Nation and six other indigenous communities. In addition to securing support for project, Shell in general look for opportunities to minimize the impact on any involved indigenous neighbors and their land rights. In 2019, Shell Canada returned around 0.2 square kilometers of land to Aamjiwaangs First Nation. This land is next to Shell's Sarnia's manufacturing facility and

was acquired by Shell Canada in the 1960s. This is the first time Shell Canada has returned land to its ancestral owners and is result of several years of engagement. The indigenous community plans to build around 60 homes on the land.

Also, Shell as being one of the biggest MNCs in the world, their engagements is not only streamlined to one region but rather stretch to its various operational regions in the world. For example, in 2010, Shell Pipeline Company LP started construction of the Falcon Pipeline that will connect three major ethane source points in Pennsylvania and Ohio, USA. In the course of such construction, around 1,200 landowners were engaged and over 320 square kilometers was surveyed in order to identify site of archeological importance. Such engagements were quite instrumental in avoiding pipelines path. This enabled them to protect, among other areas, a prehistoric Native America site and a residential and farming complex containing historic artifacts.

In area of security, engagement is also seen a bare necessity (Shell Sustainability Report, 2019). For instance, VPSHR clauses is very much incorporated in their private security contract template and at the same time this raise their principles of engagement with the public security forces. This engagements paved way for annual security assessments and develop plans to manage the identified risks. To maintain smooth and sustainable operations, Shell is committed to maintain its role in meeting global demand. Therefore, the company focuses on producing wide range of products responsibly. One in view is its Shale – also known as right gas and oil. Such production is conducted via following their onshore operating principles, which holds safety, air quality, water protection and usage of land and most importantly series of engagements with the local communities.

Furthermore, in 2015 SPDC in Nigeria on behalf of SPDC JV and the Bodo community signed a Memorandum of Understanding (MOD) granting SPDC access to begin the clean-up of areas affected by two operational spills. As part of this initiative, two contractors were selected to conduct the clean-up, overseen by an independent project

director. After two years of significant engagement with the Bodo community and others, managed by the Bodo mediation initiative, the first phase of clean-up activities started in September 2017. In the same vain, SPDC also works with a range of stakeholders in the Niger Delta to build trust in the spill response and clean-up processes. Local communities take part in the remediation work for operational spills. In certain instances, some NGOs have also participated in joint investigation visits along with government regulators, SPDC and members of impacted communities to establish the case and volume of oil spill.

Remarkably, this was all made possible due to engagement with various groups and individuals to understand specific concerns about their business and its impacts worldwide, particularly relating to the environment and society. SPDC consider the views of others such as NGOs, customers, media, academics, investor, employees and most importantly their suppliers. Suppliers and contractors are critical to the betterment of business. They are involved in almost every step of operations – are often instrumental to having a positive impact on the community and achieving successful business outcomes. Opinions and advice are gathered via different channels including formal and informal meetings, workshops and surveys. Collectively, these enable SPDC to receive, track and respond to questions and complaints from community. The company maintains a huge network of around 100 community liaison officers and acts a bridge between the local and the businesses.

In 2019, SPDC developed a tool to check the effectiveness of their community feedback mechanisms. And this was build according to stipulated UN principles. This was taken into consideration that collaborating and engagement with these groups will certainly prove indispensable in my regards. For instance, Shell believes collaboration and engagement is a proven way to learn new things, share best practices, achieve specific objectives, set future goals and build trust with wide range stakeholders who have an interest in Shell (Shell Sustainability Report, 2019). The above paragraphs shows higher level engagements in SPDC as well as its obvious bearing. It is important to note that SPDC do engage in wide range of issues but only the ones with greater importance are

stated. Therefore, the researcher is inclined to stretch further by seeking an audience so as to unravel more in this regards.

4.4.5 CSR, Engagement and Trust in Shell Petroleum Development Company (SPDC)

SPDC is determined to operate responsibly to protect the environment. This means carefully considering the potential impact of their activities and how local communities and the local environment can be affected. Accordingly, Shell aims to make a positive contribution to local environments where they operate and continually work to improve their performance simultaneously. It is in this premise; stringent sustainability standards which meet regulatory requirements are upheld. And it is in the surface that Shell believes that there sustainability approach can lead to ultimately trust as well as valued and supported by the society (SPDC Sustainability Report, 2020).

In the reference to the above paragraph, it is evident that Shell does contribute to the society and that has led to capturing and maintaining people's trust. This kind of commitment could ease social or rather eradicate any tendency of social movement (as discussed in chapter 2). Subsequently, they achieve this via being open about what they do and why they do it. For instance, SPDC works with quite wide range of stakeholders in the Niger Delta to build greater trust in spill response and clean-up processes. Local communities take part in the remediation work for operational spills. In certain instances, some non-governmental organizations have also participated in joint investigation visit along with government regulations, SPDC and members of the impacted communities to establish the cause and volume of oil spilled.

SPDC has also implemented several initiatives and partnerships to raise awareness of the negative impact of crude theft and illegal oil refining. In summary, SPDC like stated

above has series of well concerted levels of engagement and all this in no doubt lead to greater level of trust. More of this topic shall be broaden as the researcher gets more data via interviews.

4.4.6 CSR Related Performance

Shell Company in Nigeria clinched series of awards in the past for their sustainable development efforts. For instance, SPDC won SERA Innovation Award beating seven other nominees. Also, SPDC won the Best Company in Climate Action Award category beating five other competitors.

4.5 Case 3: Nestle Nigeria Plc.

Nestle is a well renowned and largest food and beverage company with its presence in over 190 countries. It is headquartered in Switzerland. Overall Nestle has over 335,000 service strength spread across its locations. For over 150 years, the company is committed to providing well safer nutrition to its audience. Relatively, having such presence is quite compelling as its products were esoteric in the inception. Interestingly, Nestle has positioned and extended its domains from esoteric to wide range of goods. Presently, it provides in excess of 2,000 brands ranging from global icons to local preferences. And its purpose is premised at enhancing quality of life and contributing to a healthier future. Drawn altogether, the purpose is to coalesce and entrench a more prosperous healthier future. This is consistent with the company's values. According to the Nestle, their values are founded on respect and this is well crystalized in the way they conduct their business: to always act legally and honestly with regards to both their audience and the community they do business with.

In retrospect, Nestle commences its operation in Nigeria in 1961. In exactly 19 years Nestle was listed on the Nigerian Stock Exchange. Subsequently in 1982, Nestle Nigeria commissioned its first factory in Agbara, Ogun State. As stated in the previous excerpt, Nestle Nigeria is also committed to delighting consumers across Nigeria by consistently delivering high quality nutritious food. In Nigeria, Nestle has in excess of 2,200 direct employees, 3 manufacturing sites, 7 branch offices and a head office located in the commercial city of Nigeria, Lagos State.

4.5.1 Nestlé: Case Description and Content

In view of Nestlé's purpose, which is, enhancing quality of life and contributing to a healthier future, the company contributes to the society while ensuring the long-term success of its business, a principle called Creating Shared Value (CSV). This term is accredited to work of Porter and Kramer (2006) and at the same time is synonymous to the notion of CSR. All things being equal, this same notion seems to be central to this research work as it promise to enfold the rationale in adopting CSR vis-à-vis engagement mechanisms of some selected Nigerian companies.

CSV is very much immersed in the way Nestle conducts business. Nestle closely work alongside partners and other stakeholders to create value for the society while contributing to the success of their business. Nestle Nigeria Plc. has established itself as a strong contributor towards the efforts to build a national business culture based on sustainable practices, which benefit all stakeholders. Beyond delivering tasty and nutritious products to consumers, Nestle believe that the health of the company is linked with the health and resilience of the communities where they operate. And such vision is anchored within the premise of creating a sustainable CSV.

4.5.2 CSR at Nestle Nigeria Plc.

In line with the above assertions, Nestle, hearken, engage and as well as improve livelihoods in the communities which they operate while also touching lives across its value chain. Their CSV, also known as CSR, is premise on improving access to clean drinking water, a fundamental human need, and the economic empowerment of local farmers and processors. Likewise, Nestle also invest in activities that aims to promote youth and women empowerment.

A strong pillar of Nestle Nigeria's continuous success is it people. Therefore, they continue to invest in keeping its direct employees motivated so as to deliver their best performance. In the last 5 years, Nestle invested millions on training and capacity building. The aim was clear; to maximizes value that will strengthen the organization. In the last couple months, the company celebrated its first set of graduates of Nestle sales Academy, a partnership with the prestigious Lagos Business School. This marks another addition to its people development initiatives.

Nestle products are well centered on innovation and renovation to meet and exceed consumer expectations. They leverage their expertise in research and development to offer healthier products tailored to consumers' taste and nutritional needs. In 2019, there were new products introduced into the Nigerian market such as MAGGI signature range of powdered seasoning and CERELAC. These products for example are well fortified with iron and other micronutrients for pre-school children. Food fortification remains a priority and vehicle to address the critical challenge of malnutrition, under-nutrition and high rate of micronutrient deficiency especially iron as this presents significant risks of anemia among the most vulnerable in the society, children and women within the child-bearing age. As at now, over 80% of Nestle products sold in Nigeria are fortified.

Nestle provides customers and consumers with adequate information to make the right nutrition choices in order to nourish families better. Over the years, Nestle have

promoted an inclusive healthy lifestyle which combines good nutrition and an active lifestyle. Building on the impact of the past years, the company has reached over 500,000 people with nutrition education in 2019 alone. These were delivered via various programs including Nestle for Healthier Kids (N4HK), a flagship school-based initiative which promotes healthy diets, adequate physical activity and good hygiene among the K12.

Supported by the Federal Ministry of Health, the Federal Ministry of Education and the Nutrition Society of Nigeria (NSN), NH4K reached 17,000 children and 350 teachers in primary schools in Ogun State and the FCT, The training and coaching are implemented in collaboration with Universal Basic Education Board (UBEB) in Ogun State, and the Federal Capital Territory.

Other aspect of great concern also include, promoting healthy lifestyles and grassroots sports development and youth development as well. For instance, in the peculiar year, Nestle demonstrated its commitment by donating \$1.7m to support the COVID-19 response efforts in Nigeria (Nestle Sustainability Report, 2020).

This year, 2021, is predicted to be another challenging year as economies try to recover from the after-effects of the COVID-19 pandemic. Nigeria is not exempted from the headwinds. In January the International Monetary Fund (IMF) downgraded forecasts for the Nigeria's recovery in 2021 to 1.5 percent, 0.2 percent lower than its October 2020 projection of 1.7 percent. Likewise, in 2021, the increase in electricity tariffs and fuel prices will continue to shrink the disposable income of families across Nigeria even as they contend to keep their families safe and healthy. In line with Nestle commitment, they shall continue to work to ensure the availability of affordable nutrition for individuals and families who depend on Nestle. This shall be realized by continuing to leverage our research and development capabilities to unlock the power of food to enhance quality of life for everyone, today and for generations to come (Nestle Sustainability Report, 2020).

4.5.3 Stakeholder Engagement at Nestle Nigeria Plc.

At Nestle, stakeholder engagement is well utilized and is very much crystalized in its activities. Such activity is not only streamlined to Nigeria (one country) but rather to other countries they operate. Stakeholder engagement at Nestle is seen as vehicle that drives the much needed appreciable work or rather impacts of CSR. Accordingly, it enables identifying emerging issues and by so doing shapes responses and continue to drive performance improvements. On the same surface, Nestle understand the importance of maintaining an effective engagement with stakeholders as it helps to create shared value and deliver commitments which often requires a collaborative approach. Interestingly, Nestlé's stakeholder network is relatively vast, ranging from people they engage with regularly during their operations to those whose public positions influence their activities. According to Nestle the following constituencies are quite fundamental to continuing their business success in Nigeria: academia; communities; consumer and the general public; customers; employees; government at all levels; industry and trade associations; NGOs; shareholders and financial community; and suppliers including farmers and smallholders.

Employees at Nestle do play a vital role in helping the company to achieve competitive edge and in return Nestle always ensures to provide them with skills and working good environment they need to flourish. In Nestle, to achieve their objectives, the company strives to maintain a culture of open and constructive engagement with all employees and external stakeholders believing it helps in making better decisions and develop stronger relations with their workforce. To wheel more engagement, Nestle believed that their employees have right to join organization of their own choice such as, trade unions and to engage in constructive negotiations. Nestle encourages and support a comprehensive leadership style leading to win managing for results, growing talents and teams and proactively competing and connecting with external environment.

To collectively achieve the above, Nestle holds a series of stakeholder convening. For instance, this is mostly conducted in designated states within Nigeria. Likewise,

collaborating with external partners is vital to quickly respond to complex challenges such as plastic waste. Nestle engage with an open approach, which increases their access to disruptive ideas, technologies and business models. For example, in 2019, Nestle was able to launch the Nestle R&D Accelerator based in Lausanne, Switzerland. This platform was built to enhance collaborating with students, researchers from leading universities, suppliers and start-ups. Collectively, these teams have access to Nestlé's R&D expertise and selection of wide range of infrastructural programs. Such engagements have translated into series of successes. This is because; they translate ideas into prototypes that can be tested commercially within short period of time.

To stay closer to its customers, Nestle is largely decentralized. Most of their over 2,000 brands are locally managed. This allows closer collaboration with consumers across 187 countries where it conducts its business. This will certainly unravel unmet consumer needs and at the same time enhance innovation. In Sub-Saharan Africa Nestle launched an R&D innovation challenge targeted at start-ups and universities across six countries. The challenge aims to discover environmentally friendly packaging and sustainable solutions. In the same surface, an open innovation challenge was launched in China to encourage the development of environmentally friendly packaging solutions with Qinghai University in Beijing. This according to Nestle shall pave more way for stronger engagements with China's research community. A similar initiative was also launched in Switzerland with some few universities.

Interestingly, Nestle is more digitalized than ever before. This is evolution is for better understanding and engagement with consumers. This in return enables better connection between Nestle and their consumers. Accordingly, sustainable consumer relationships require active and respectful listening and engagement. With this in mind, Nestle rolled out a new consumer service ecosystem in more than 70 markets. This combines human and artificial intelligence and allows gathering of feedback from consumers. Data are analyzed and adapt content to ensure it resonate with consumers. In doing so, there is an evolvement from buying media and marketing to unknown audiences

to connecting with consumers in a relevant and personalized way. In 2019, 20% of their consumer contacts were personified. The target is to reach 40% by the end of 2020. Digital create value by making one-to-one relationships possible. These undoubtedly, boost consumer engagement with conversational experiences.

Raising digital competencies speed up the flow of ideas. In 2019, Nestle completed the global rollout of workplace. This versatile platform builds connections and boost engagement by enabling more information sharing. In 2019, this generated 7 million conversations and helped to mobilize teams around key challenges and opportunities facing their business.

This is done in order to discuss CSR performance, understand stakeholders' expectations and concerns, and discuss ideas for building a sustainable CSR platform particularly in areas of water, nutrition and rural development. Nestle stakeholder engagements are organized to ensure much needed invaluable opinions and feedback on the company's CSR key focus areas and commitments. At the same time, the outcome shall be fed back to senior management and taken into account in the development of the company's policies, commitments and actions for the following year.

According to Nestle these engagements are design to listen and learn from criticisms and encouragements. All efforts are strengthen by these engagements. On such surface Nestle believes their shareholders also guide them with insightful questions about social commitments and how they strengthen the company's business. The shareholders commitments towards CSR are evenly shared across the organizational settings. Each and every commitment is based on their rather convictions, not convenience, respect for people, different cultures, the environment and for the future of the world. Such assertions are fundamentally paramount to establishing a long standing CSR values (Nestle Annual Review, 2019).

These values are well embedded in their holistic management thinking and are quite integrated in Nestlé's business activities. Their approach is built top down and

bottom up. There is an engagement at every level in order to understand the reality. These well-thought convictions are believed to lead to more effective collective actions to address some society's deepest concerns and challenges. Better dialog, engagement and partnership are required to address deep-lying issues. With this in view, Nestle establishes an annex mandated to explore impacts of nutrition for people on all ages. This annex is known as the Nestle Nutrition Institute Africa (NNIA). NNIA in its course of fulfilling its mandate, it engages with healthcare professionals, medical students and nutrition communities to share leading science-based nutritional education, resources and research convening topics including maternal and infant nutrition, geriatrics and obesity management.

In terms of responsible marketing, Nestle invest substantial resources to ensure marketing practices are fully adhered to and should be fully guided on the basis of WHO code. Nestle actions rely on five key pillars: compliance, good governance, transparency, constructive engagement and continuous improvement.

Notwithstanding, Nestle efforts are incredibly admirable. Reason being, they promote CSR concept in local media. In furtherance of the effort to mainstream nutrition, water and rural development news reporting in Nigeria, Nestle holds other series of CSR media workshop. The workshop is aimed at raising the level of nutrition, water and agricultural/rural development news reportage in Nigeria.

Nestle engagement is insight-driven and to ensure it lasting impact, convening are held on regular basis. Recent global convening was held in London in 2019. Seventy stakeholders were present as well as Nestlé's CEO, two executive members of Nestlé's Board and 15 Nestlé's employees. It was a two day event was central to nutritional value; diversity and inclusion; and plastic packaging. Engagement with stakeholders through their roadshows, investors meetings and analysts call has sharpened Nestlé's focus on their core priorities, strategic vision and governance. In the same regard, their Chairman Roundtables took place this past year in Singapore, Frankfurt, Paris, Zurich, London and

New York. This is also done in view to listen more to all their shareholders and stakeholders as well (Nestle Annual Review, 2019).

4.5.4. CSR, Engagement and Trust at Nestle Nigeria Plc.

CSR as well as engagement is very much embedded in Nestlé's affairs. In summary, based on the nature of their business and production wise, they very much engage with agricultural suppliers. This segment of stakeholders remains indispensable to their daily supplies of raw materials. On the other level comes engagement with children to ensure proper nutritional value is accorded. An extensive collaboration is carried out with health professional so as to ensure healthy eating especially amongst children. This will certainly promote transparency and proactive long standing engagement. This is consistent with some of Nestlé's words: 'expectations and best practices around human rights are evolving continuously. There will always be more to learn and new ways to engage with our employees, farmers and communities'. They also reiterate their commitment helping to tackle root causes via collective action and engagement.

In the view of the above, these approaches shall lead to the emergence of new behavior. This new behavior shall lead to lasting and impactful corporate social change and this has become evident as they were able to realize different communities have different priorities via utilizing this approach. In 2019, Nestle developed a Community Relations Process (CRP) tool their medium and high-risk markets. This tool in particular helps Nestle to identify key community stakeholders with whom to engage on the basis of their priorities (Nestle Sustainability Report, 2020). Apparently, this could lead to a more sustainable learning process and could obviously lead to greater acceptance. And this acceptance is central to gaining trust.

4.5.5. Nestle CSR Related Performance

Due to sterling performances, Nestle has scooped consistently some series of awards. For instance, Nestle has been consistently listed in the FTSE4Good responsible investment index for close to a decade. Likewise, Nestle emerged on top out of 22 global and beverage manufacturers in 2018 Access to Nutrition Index (ATNI). Again Nestle was rated AA by MSCI ESG Research for its performance on social and governance (ESG) issues. This is not surprising as this aspect was amongst its 5 pillars. Nestle maintained its top scores in percentile in the categories of the Health and Nutrition and Environmental Policy, as well as receiving score of 100 in the water category. Last but not the least; Nestle was able to maintain their place in CDP's water A-list. Despite these achieving such feats, Nestle are not driven by awards and recognition rather are more proud to have their efforts and achievements in sustainability acknowledged by world leading ratings and ranking agencies.

4.6. Case 4: ExxonMobil

For close four (4) decades of its operation in Nigeria which 90% of its activities in Akwa-Ibom State of Nigeria, and operator of the NNPC/MPN Joint Venture has time and again shows a high level of social responsibility through various community engagements and assistance programs undertaken by the company. This includes road construction, provision of potable water, electricity supply, improvement of educational and health facilities, environmental protection activities, sundry support to professions and civil society groups and more recently, capacity building initiative (Mobil Community News, 2015). With the merger of Mobil and Exxon now known as ExxonMobil, one would expect more in their Corporate Social Responsibility (CSR).

4.6.1 Case Description and Content

Mobil Producing Nigeria Unlimited (MPNU) is the second largest oil producer in Nigeria. It started business in the country in 1955 as Mobil Exploration Nigeria Incorporated (MENI) in December, 1961. After unsuccessful exploration efforts in the former western and northern regions, MENI was granted two offshore oil prospecting licenses (OPLs) in the then South Eastern State. In early 1964, MENI made its first discovery. The prospecting licenses were converted to four oil mining licenses in 1968 and by the end of that year a total of 50 exploratory wells and its appraisal wells had been drilled.

In June 16, 1969, Mobil Producing Nigeria was incorporated to take over and continue the business of MENI. MPN began production of crude oil in February 15, 1970 in the offshore areas of South Eastern State, now Akwa Ibom State with a profit ratio of 40 (Mobil) to 60 (Federal Government). In February 1985, after 15 years of production, MPN hit the One Million Barrel mark. In April 1991, MPN struck another landmark when, along with its Joint Venture Partner, the NNPC, signed loan agreements for about 900 million US dollars with international lenders to develop and produce its Oso field condensate, reserves estimated at about 500 million barrels, (EMN, 2006 and MPN, 2010).

December 1999, witnessed the merger between Exxon and Mobil Corporations. This brought together three major companies in Nigeria, Esso Exploration and Production Nigeria Limited (EEPNL), Mobil Oil Nigeria Plc. (MON) and Mobil Producing Nigeria Unlimited (MPNU). The three companies have notable history, proven experience and strong records of contributions to Nigeria's development. EEPNL and MPN are the upstream subsidiary companies of ExxonMobil in Nigeria. ExxonMobil Corporation (ExxonMobil) is the world's premier petroleum and petrochemical company, operating to the highest standards of financial and technical excellence, business ethics, safety; health and environmental awareness. ExxonMobil has over 84,000 employees and a presence in some 200 countries and territories, (MPN, 2010).

The company's overall contribution towards the country's economic and social development has followed closely in the wake of its production growth. It was the recognition of this contribution that it won, together with its parent and sister companies – Mobil Oil Corporation and Mobil Oil Nigeria Plc, the 1985 Honor Award of the Nigeria chamber of commerce. MPN was also the first corporate citizen to win the honor award of the Society of Occupational Health Physicians of Nigerian (SOHPON) etc. (Akpabio, 1990 and EMN, 2006).

ExxonMobil public relations activities are derived from the philosophy of its parent company, Mobil Oil Corporation, and its contributions to the welfare of the host communities. This philosophy is based on being a good corporate citizen by supporting and identifying with worthy causes in the country, especially in the immediate vicinity where it operates. Following this guiding principle, ExxonMobil operates a planned and sustained program of Community Development in Nigeria. In Akwa Ibom State, where its field operations are based, ExxonMobil in partnership with Nigeria National Petroleum Corporation are said to be making effective and desired contributions to the social and economic lives of the people; among such contributions are the provision of pipe-borne water, electrification, assistance in health-services and roads projects, capacity building etc., (Akpabio, 1990).

4.6.2 CSR at ExxonMobil

For close to its four decades of operation, Mobil producing Nigeria, operator of the NNPC/MPN Joint Venture has consistently demonstrated a high level of social responsibility through various communities' engagements as well as state assistance program undertaken by the company. This ranges from road construction to provision of potable water and electricity, upgrading of educational and health facilities, environmental protection activities, sundry support to professions and civil society groups (MPN, 2006). Mobil Producing Nigeria Unlimited corporate responsibility in Akwa Ibom State took

centers the stage from 1980s. Initially its corporate responsible citizen revolved around the oil producing community notably Ibeno, Mkpanak, Eket, Esit Eket and Onna Local Governments. But later it extended to other parts of the state.

The company has indeed commissioned series of projects via an established organization known as the Rural Water Supply and Expanded Program on Immunization (EPI). This is a body created by ExxonMobil and NNPC. Again the body was created in order to implement and facilitate much needed basic projects. This include: electrification, pipe borne water erosion control and maintaining and supporting school laboratories. Mobil Producing Nigeria Unlimited has donated medicines to various health institutions in Akwa Ibom State. It has also built and equipped a health Centre at Mkpanak, a village adjacent to its operation terminal. Much of its foot-prints were recorded in Akwa Ibom State.

However, beyond development of infrastructure, there is the need for human capacity building, imparting skills and competency to individuals and groups, especially women and youths, in order to prepare them adequately for self-sufficiency. This is the global trend aimed at leveraging private – public partnerships to foster sustainable development. It is in this context that ExxonMobil following its merger in 1997, twelve years ago commenced a shift of its focus from the provision of infrastructures to capacity building initiative, also known as economic empowerment. Activities here are on programs that have multiplier effects on individuals and communities such as educational support, skills acquisition, micro credit schemes, small and medium scale business development as well as agricultural projects. In short, the present company's community empowerment initiatives show a practical demonstration of a shift from "giving fish" to Akwa Ibom people, to 'teaching them how to fish', (MPN, 2006).

A country's future depends largely on the type of education its youth are exposed to. When the future leaders are exposed to qualitative education, the society's foundation is strengthened. This principle justifies ExxonMobil Corporation's allocation of about

N95 million to empower girls and boys in Akwa Ibom State in a program tagged, Better Life Options (BLO). The program is designed to benefit more than 2000 adolescents over an initial three year period. The aims of the program include reproductive health education, gender awareness, human right training and safe motherhood. The program attracted its pilot phase participants from five projects sites located within Eket, Esit Eket, Ibeno, Onna, Uyo and Ikot Ekpene Local Government Areas (MPN, 2006).

On its National Undergraduate Scholarship Awards, out of 500, 250 slots are allocated to Akwa Ibom State. Currently, there are 1,993 scholars on the awards out of which 1,075 are indigenes of Akwa Ibom state. Each scholar receives N70, 000 per session exclusive of project assistance for final year students, (NNPC/MPN, 2011).ExxonMobil has continued to sustain its sponsorship of 50 candidates at Maritime Academy of Nigeria, Oron.

Another important area worth noting is on biomedical training program implemented by Medisend International. Since 2006, ExxonMobil foundation provides significant funding for the training of health technicians and engineers in the repair of vital laboratory, diagnostic and other hospital related/medical equipment.

To reduce unemployment in Akwa Ibom State, ExxonMobil sponsored a week long training program on business development in each of the three senatorial districts in Akwa Ibom State. About 295 unemployed graduates have so far benefited from this exercise. The training focused on how to run a successful business with courses ranging from how to identify business opportunity, sourcing strategy, book keeping, customer relations, planning and managing enterprises, how to sustain and grow your business, how to identify sources of funds and linkages to financial institutions and mentoring among others. Other economic empowerment /capacity building program of ExxonMobil are 100 beneficiaries of Garment Design and Production training which at the end; the trainees were supported with starter-packs (which included sewing machines and accessories, power generating sets, pressing irons) as well as cash to enable each of them to commence

business operations etc. In the whole, about 300 small and medium scale businesses have been boosted through skills development and business advisory training received from the program sponsored by ExxonMobil. In addition, over 1,600 people (Women/youths) have benefited from small loans offered by ExxonMobil in the last five years, (NNPC/MPN, 2011).

The emphasis on capacity building and sustainable development of ExxonMobil does not mean that the company has abandoned its infrastructural development, rather, the benefits of these activities tends to complement infrastructural projects still being undertaken by ExxonMobil as well as other development agencies in the State. Available facts have shown that for the past ten years, ExxonMobil has contributed more than 250 million dollars towards social investment in its host state. This as outlined above cover projects in areas such as health, education, capacity-building and infrastructure, helping to deliver benefits to not only Akwa Ibom people but to millions of Nigerians, (ExxonMobil, 2011).

4.6.3 Stakeholder Engagement at ExxonMobil

The Nigeria National Petroleum Corporation/Mobil Producing Nigeria Joint Venture (NNPC/MPN JV) has operated in Akwa Ibom state for 55 years, having been granted its first Oil Prospecting License (OPL) in 1961. Since then, the JV has consistently delivered significant economic value to Akwa Ibom State and Nigeria. Accordingly, ExxonMobil re-emphasis that its goal is to foster mutual understanding, trust and cooperation with stakeholder groups on sustainability topics. They interact with a variety of stakeholders via community meetings, digital and social media, corporate publications and one-on-one discussions. Maintaining an open dialogue provides opportunities to listen to concerns, discuss approaches and share plans. Cultivating and maintaining positive relationships in countries where they operate is critical to their business success.

ExxonMobil regularly engages stakeholders in Nigeria (Akwa-Ibom State), including government entities, nongovernmental organizations and local communities. ExxonMobil multiple communication channels, including social media, to provide public updates on our activities.

Across stakeholder groups, from communities and nongovernmental organizations to employees and shareholders, ExxonMobil has continued to see broad interest in environmental, social and governance performance. Each and every group shall be discussed below.

For communities, ExxonMobil communicate with local residents in areas where they operate through direct correspondence and group meetings. There are dedicated personnel responsible for community engagement as well as receiving, tracking, analyzing and responding to potential community concerns. Also, there is an established channel as well to provide input and or seek information. For example, social media platforms are used to share project updates. This in particular was utilized and was able to generate over 211 million dollars to communities around the world in 2018. Common area of interest between ExxonMobil and the communities is to reduce air emissions as well as provision of economic development and educational opportunities. Other includes employment opportunities. All things being equal, this done with a view to enhance environmental performance as well as to protect human rights.

As for customers, the aim in ExxonMobil is to continue developing products and technology safety. This is done via its consistent enhancement of its supply chain management and environmental issues. The company collaborates across industries to identify customer solutions to sustainability issues via open engagement with their customers and provide education on the market-based approach to sustainable solutions. Also there are dedicated customer service numbers as well as support marketing teams in responding to customer questions. When it comes to its employees, ExxonMobil supports the professional development of their over 71,000 employees globally. There is a

consistent investment in worker health by providing voluntary health programs. Ways of achieving this is via sharing of feedback, surveys, forums and a confidential hotline. There is also, support employee led resource groups that foster a culture of diversity and inclusion. A proven benefit of engagement is to increase diversity, inclusion and wellbeing in work place.

ExxonMobil engage host governments to maintain the safety and security of operations while respecting human rights. Monitor and participate in transparency initiatives in the countries the company operates. They constantly meet with representatives and leaders to provide information and insights on policies that may affect their business operations. Likewise, such engagement is anchored within the premise of reducing the impact of climate change, impact assessment as well as enhancing energy security and ethical standard. Other benefit that could be yielded is reduction in tax and royalties.

At ExxonMobil, NGOs are central to its engagements. Reason being, the company believes this has the opportunity to improve transparency in economic, health and education wise. NGOs are now on the fore front of advocating sustainable CSR courses. Therefore, the company collaborates on technical projects of mutual interests. As well as conducting one-on-one meetings. Other engagements on this level include: corporate and foundation philanthropic activities with NGOs, participation in conference events to exchange views, information and expertise. On top of these engagements ExxonMobil participate in multi stakeholder initiatives to enable progress on key policy issues as well as partnering with grantees to improve health, education and job opportunities in local communities.

To ensure operational integrity, safety and local supplier development, ExxonMobil is constantly holding forums with suppliers to provide information on its operations. The last but not least is shareholder engagement. There is engagement with stakeholder directly to understand input and feedback including shareholder proposals.

There is also, regular dissemination of information to shareholders via fillings, investor days, investor presentations as well as publications. Enable engagement between non-employee directors and shareholders, and facilitate communication from any interested party to non-employee directors via our corporate governance page. Host annual shareholder meetings to share information on company highlights and answer questions from shareholders (ExxonMobil Sustainability Report, 2020).

ExxonMobil activities are driven by a desire to contribute to the betterment of life of the host communities and the Country to be more self-reliant. The benefits of these activities further harmonize infrastructural projects still being undertaken by ExxonMobil as well as program by other development agencies such as the Niger Delta Development Commission (NDDC) and the various arms of government local, state and federal. ExxonMobil has enjoyed a relative level of peaceful co-existence in the state for two main reasons: first, the government and the people of the state are peace loving. Secondly, ExxonMobil activities have contributed positively to the economic growth and development of the host communities and the State by supporting education, health, youth and women empowerment and infrastructural development. However, there is need for enhancement as there will always be a difference between state/community expectations and what ExxonMobil can do now. ExxonMobil should continue to be responsive to the needs of the state within budgetary limits. It is hoped that with concerted efforts by all stakeholders including members of the neighboring communities who have been urged to initiate and take ownership of their development activities, more will be achieved in facilitating capacity building and sustainable state/community development.

4.6.4 CSR, Engagement and Trust ExxonMobil

In reference to the above assertions, ExxonMobil works to foster mutual understanding, trust and cooperation with couple of stakeholder groups on sustainability matters. Accordingly, ExxonMobil like other selected companies do interact with several

stakeholder. These interactions were carried out through one-on-one meetings, community meetings. This interaction provides opportunities to listen to concerns, discuss approaches and share plans. Across stakeholder groups, from communities and non-governmental organizations to employees and shareholders, the company has broad interest in environmental, social and governance performance (ExxonMobil Sustainability Report, 2020). All these efforts are anchored within the premise of gaining greater level of trust and making CSR sustainable.

4.6.5 CSR Related Performance

In 2017, ExxonMobil was named the Explorer of Year by the World Oil and Gas Council in recognition of its excellence and innovation in the global energy industry. This was due to series discoveries, acquisitions and other activities in various countries including Brazil, Cyprus, Equatorial Guinea, Guyana, Mauritania, Papua New Guinea and Suriname.

4.7 Case 5: Chevron Nigeria Limited CNL

Chevron Nigeria Limited is oil producing company and is one of the leading oil producers in Nigeria. That being said, Chevron activities are spread across many countries or rather continents. For example, it has operations in Angola, Argentina, Australia, Bangladesh, Brazil, Cambodia, Canada, China, Colombia, Indonesia, Iraq, Kazakhstan, Kuwait, Malaysia, Myanmar, Netherlands, Philippines, Republic of Congo, Saudi Arabia, Singapore, South Korea, Thailand, United Kingdom, USA, and Venezuela. Its global headquarters are located in San Ramon, California, USA. Chevron is the second largest integrated energy company in the USA. Its main activities are premised at producing crude oil, natural gas, aviation fuel and other essential commodities.

4.7.1 Case Description and Content

Chevron being amongst the leading oil producers in Nigeria is operated under a joint-venture arrangement with the NNPC for the onshore and offshore assets in the Niger Delta region. The company operates and holds a 40 per cent in eight concessions in the onshore and near-onshore regions of the Niger-Delta. These activities are conducted via Chevron's principal subsidiary in Nigeria, Chevron Nigeria Limited (CNL). On the contrary, Chevron also has intense interests in multi partner deep water operations. The company has its foot-prints in the Agbami Field, which is one of the Nigeria's deep water discoveries. The company also has a non-operated interest in the Usan Field.

Chevron has interests, ranging from 20 to 100 per cent, in three operated and six non-operated deep water blocks in Nigeria. Like stated earlier, Chevron does operate in the Agbami Field, which lies 70 mile off the coast of the central Niger Delta region and at the time spans 45,000 acres. Likewise, Chevron has a 30 per cent non operated working interest in the Usan Field, in 2,461 feet of water, 62 miles off the coast of the eastern Niger Delta region. Next comes the Aparo Field and the third party owned SW Field. The structure lies in 4,300 feet of water, 70 mile off the coast of the western Niger Delta region.

In relation to exploration, Chevron operates and has a 55 per cent interest in Oil Mining Lease (OML) 140. The block lies in roughly 8,000 feet of water, 90 miles off the coast of the western Niger Delta region, and includes the Nsiko discoveries. Chevron's 30 per cent non operated working interest in OML 138 includes the Usan Field and several satellite discoveries and a 27 per cent interest in adjacent licenses OML 139 and OML 154.

Chevron is involved in natural gas projects in the western Niger Delta and Escravos areas, including the Escravos Gas Plant (EPG) the Escravos Gas-to-Liquids (EGTL) facility and Sonam Field Development Project. These projects are dedicated to supply customers in Benin, Ghana and Togo with Nigerian natural gas for power generation and industrial applications.

4.7.2 CSR at Chevron Nigeria Limited (CNL)

The notion of CSR is very much engraved at Chevron Nigeria Limited (CNL). This issue is not only streamlined to Nigeria but rather to the entire countries it operates. For clear foresight this research will very much concentrate on Nigerian context. CSR like said earlier, is very much embraced in Chevron. For instance, in 2005, which is 16 years ago, this course was deepened as CNL adopted the Global Memorandum of Understanding as a new approach to community engagement in the Niger Delta. This initiative creates a long or rather perpetuity impacts. This gives the communities a greater role in managing their development through regional development committees. Since then, the NNPC/Chevron joint venture has spent more than 118 million dollars on closely 600 programs that have provided scholarships; built new schools, medical facilities and housing; and supported agriculture development and infrastructure improvements.

In the last decade, Chevron announced its \$50 million alliance with the U.S. Agency for International Development and the Niger Delta Partnership Initiative (NDPI) Foundation to support a portfolio of series of programs that aims to address socioeconomic challenges in the Niger Delta region. The Foundation for Partnership Initiatives in the Niger Delta (PIND) was incorporated in Nigeria to implement and support these programs. In 2014, Chevron committed an additional \$40 million in funding to the NDPI through 2019. NDPI and PIND complement Chevron's existing social investment efforts by focusing on one strategic objective: achieving a peaceful, enabling environment for equitable growth in the Niger Delta.

In health wise, Chevron helps fight the spread of HIV/AIDS in Nigeria. In the last couple of years, Chevron committed a substantial amount to Nigeria via the Global Fund to support Prevention of Mother-to-Child Transmission (PMTCT) of HIV. Likewise, chevron partnered with Born Free Africa to help develop capacity within State Ministries of Health. The partnership supported PMTCT of HIV activities in Nasarawa, Bayelsa and Rivers states – helping equip more than 670 health facilities.

In 2012, Chevron announced a partnership with NGO Pact to support PMTCT efforts. In 2014, additional \$1.7 million was committed to the PROMOT project, a PMTCT initiative in Bayelsa state that works with community-based organizations and local governments to provide education and testing services. To curb Malaria, Chevron launched an initiative that provides financial support and volunteer support to pregnant women and children under the age of 5. The program served thousands of people. To support early diagnosis and treatment of tuberculosis and other chest and lung diseases, Chevron and its Agbami partners have donated 25 chest clinics to hospitals since 2008. The clinics are equipped with X-ray units, consulting rooms, laboratories and wards.

In 2014, Chevron donated the Molecular Biology Research Laboratory to the University of Lagos Teaching Hospital. The lab is equipped with tools to diagnose, manage and treat people with genetic abnormalities. Since opening, the lab has conducted more than 1,300 DNA extractions and amplifications – processes that help diagnose diseases and conditions. In 2014, the lab also helped detect the first case of Ebola in Nigeria.

In the last decade, Chevron and its Agbami partners initiated the Medical and Engineering Professionals scholarship program. More than 16,000 college students have benefited from the program. In general, Chevron has its foot-prints across several sectors. For instance, there is series of initiatives that improves health, environment and safety. Other sector that it looks upon dearly is enhancing the Nigerian economy.

4.7.3 Stakeholder Engagement at Chevron Nigeria Limited (CNL)

To remain a good corporate citizen and a welcome member of the community, Chevron builds trusting and mutually beneficial relationships by collaborating with various tiers of government in Nigeria. During the year, Chevron continued to sustain its partnership with government stakeholders and at the same time held series and regular meeting with government officials and partners and shared information and best practices. These involved representatives of the various arms of the government in the execution of Chevron's social investment programs. On the same surface, it sponsored participation of the government officials to workshops and conference within and outside Nigeria. This was done in a view to engage and consult with communities to plan work programs and capital projects. This way Chevron believes it will deepened their course of CSR.

In 2017, the company facilitated and coordinated the visit of Dr. Ibe Kachikwu, the then Minister of State of Petroleum Resources to Chevron's headquarters in San Ramon, California, where he met with the immediate past chairman and CEO, John Watson, and some members of the executive leadership to discuss issues of mutual benefits. Again, there was also an engagement session between the Chairman of Senate and House of Representatives Petroleum Upstream Committees and the Senate Gas Committee and Clay Neff, President, Chevron Africa and Latin America Exploration and Production Company (CALAEP) on may, 2017 in Houston, Texas. In the same theme of reasoning, Chevron takes pride in building strong relationships. This is also done via facilitating trainings and participation in both local and international conferences for its government stakeholders, including – the Chevron Government Affairs Strategy session titled: "The Reform Agenda in the Oil and Gas Industry" had about 50 key officials from the executive and legislative arms of the Nigeria Federal Government; representative of state governments and international oil companies; and community leaders from three of the GMOU Regional Development Committee in attendance. The session gave participants the opportunity to deliberate on the prevailing agenda of the government.

The company sponsored four members of the National Assembly to the recent Offshore Technology Conference (OTC) in Houston where they gained insight into the nature and scope of issues, technologies and innovations related to the oil and gas industry. The clerk of Senate Gas Committee was also sponsored to attend the 2017 Nigeria oil and gas conference and five immigration officers were trained on Basic Offshore Safety Induction and Emergency Training (BOSIET) in Lagos state. In the same vain, Chevron facilitated visit to the Escravos Tank Farm by the Delta State comptroller of immigration and members of the house of the Representatives Committee on Environment and the Senate Committee on Gas Resources. These visits strengthened the relationships between the company and these critical stakeholders and provided opportunities for the stakeholders to familiarize themselves with the company's operations.

As seen above Chevron sponsored and partnered with relevant stakeholders on key government, community advocacy initiatives in education, health, and environmental campaigns. Specifically, the company supported the Ondo State Ministry of Environment Oil and Gas Awareness campaigns for schools in oil producing or impacted communities in the states. It also donated over 12,000 units of science and mathematics textbooks to 37 government secondary schools in Ondo and Delta states in collaboration with the State Ministries of Education and the Africa Chapter of the Jewels of the Africa Foundations, a US NGO.

4.7.4 CSR, Engagements and Trust at Chevron Nigeria Limited (CNL)

In Chevron, their values are premise at diversity and inclusion, high performance, intensity and trust, partnership and protecting people and the environment. On such basis, it CSR is built on its values, which guides their actions. Also, they conduct their business in a socially responsible and ethical manner. The above paragraphs are testament to this assertion. There is respect in the way they conduct their business. These include protecting the environment and communities where they work. Chevron's programs are anchored in

partnerships with governments, communities, local and international non-governmental organizations and development agencies. They built a number of partnerships on trust, transparency, mutual learning and a common purpose to promote human progress and economic development. Social issues are addressed via working together and delivering results on the ground. Subsequently, their engagement programs enhance their ability to conduct their business in many parts of the world and also this synchronized with their values (Chevron Sustainability Report, 2019).

4.7.5 CSR Related Performance at Chevron Nigeria Limited (CNL)

Launched in 1999, the Dow Jones Sustainability Index (DJSI) is the first global index to track the leading sustainability-driven companies based on RobecoSAM's analysis of financial material environmental, social, and governance factors and S&P DJI's robust index methodology. This award in particular is scooped by Chevron in 2019. Again, the company scooped another for best place to work in 2019. This reflects their efforts in social pattern of CSR.

4.8 Case 6: Total Nigeria Plc.

Total Nigeria Plc. was incorporated in 1956 and was listed on the Nigerian Stock Exchange in 1979. Its first petrol station was commissioned at Herbert Macaulay Street, Yaba, Lagos in 1956. Today it has over 575 service stations and 3 lubricants blending plants. It operates 5 aviation storage facilities and have other facilities spread across the country. Total are one of the market leaders, reference point and pacesetter in the downstream sector of the Nigerian oil and gas industry. Total S.A. which holds 62% of Total Nigeria Plc. is a publicly-traded oil company with businesses in exploration and production, refining, marketing, trading and more recently, solar. It is also a major player in the chemicals sector.

4.8.1 Case Description and Content

Total Nigeria Plc. has been committed to institutionalizing the principles of Corporate Governance and ethical business practices. Total has for quite a long time adopted a responsible attitude towards Corporate Governance and issues of CSR in Nigeria. The Company has been conducting its business with integrity and pays due regards to the laws of Nigeria and the legitimate interest of its stakeholders (2017, 2018 & 2019 Sustainability report).

4.8.2 CSR at Total Nigeria Plc.

Sustainability forms an integral part of who the company are, how they work and informs its strategy and vision of been a responsible energy company. In its effort to continuously create value to its customers, stakeholders, shareholders and the host communities, the company has so far continue to respect for the environment and sustainable use of resources in balancing the interest of the present and future generations. In discharging its CSR, the core values are integrated in how they approach sustainability and their implementations which shall be discussed in the subsequent paragraphs.

In line with its Strategy and operations, Total conduct its activities in transparent and responsible ways because sustainability informs the basis for decision making, delivering safe, operational, technical and technological excellence and adhering to the highest standards at all times. This includes corporate governance and performance management. As for Employees Total according to its Sustainability report of 2017, 2018 and 2019 stated that its embrace sustainability and see how its daily operation impact on present and future generations. Another constituent that Total deemed necessary to mingle with are the, Host and Local Communities. Total Plc. contributes positively to the development of the communities where they operate.

Total Nigeria Plc. do leverage on its large customers with innovative approaches to meet its customers/clients energy demand while enabling a sustainable energy future. At the same time, Total chooses its suppliers and business partners that can conduct its business responsibility and sustainability. The last but not the least, Total Plc. shareholders continue to seek a profitable business and they continue to relied on the impact of the Company's decision on the sustainability of the business, environment and communities it's operate.

Total Nigeria Plc. has continued to be committed to a better energy that is affordable, secure, safe, clean and accessible to as many people as possible. This has aligns with the Company's vision of remaining the Responsibility Energy Major. Environmental performance - Total Nigeria Plc. appreciates the value of performing its activities in a manner that will ensure the availability, reliability and fitness for purpose (FFP) of its plants to minimize the impact on the environment. The Company has so far had a technical integrity policy which guarantees the integrity of the plant which ensures that installations are properly maintained to prevent deterioration no matter its ages. The company has also continued to satisfy the needs of customers and relevant interested parties without compromising the safety of people and environmental quality of the locations. In 2019, the company's robust approach to auditing its stations, strict compliance to safety and environmental guidelines and replacing existing galvanized underground pipelines and decreased in hazardous waste.

4.8.3. Stakeholder Engagement at Total Nigeria Plc.

Social impact is the effect on people and communities that happens as a result of an action or inaction, an activity, project, program or policy. Total Nigeria Plc. has never off the track on its social impact to its host communities.

At Total Nigeria Plc., Stakeholders are important and their inputs help them to make decisions that better integrate its activities in line with the expectations of its host communities by contributing to human, economic and social development. Total has continued to meet with its stakeholders all year round at varying frequencies depending on the stakeholder's characteristics. Some of the stakeholders Total Nigeria Plc. have been engaging are suppliers, government, regulators, shareholders, employees, civil society, media, customers, host communities, Ministry of labor, Petroleum and Natural Gas Senior Staff Association (PENGASSAN) and Nigeria Union of Petroleum and Natural Gas Workers (NUPENG)

Total Nigeria Plc. in engaging its stakeholders, they employed a societal approach aimed at a better integrating its activities into the reality and context of our host communities with emphasis on dialogue as the basis of our societal strategy and action plans. With each stakeholders group, the medium of engagement differed depending on their specific needs and circumstances. The most common medium of engagement is dialogue as well as through meetings, surveys and press conferences amongst others.

Total Plc. mostly used Stakeholder Relationship Management (SRM) process where stakeholders are identified, mapped and engaged. Every year, the Company has move ahead to carry out a gap analysis of the feedback received in other to design action plan in line with stakeholder expectations. At the end, the respective organization is able to easily identify the issues that are material i.e. important stakeholders and relevant to the success of its business operations.

In an effort to bolster engagement as well as long standing relationship a partnership consultative Committee/community Stakeholder Relationship Management Channel has been set up in the serene community of Koko in Delta State to host Total's blending plant. Total Nigeria Plc. has put in a place a well-structured engagement apparatus through which it manage the relationship with its major stakeholders, Koko

Community “Koko Consultative Committee”. The community comprises of Total Nigeria Plc. representatives and the sub-arms of the community executive representation from Koko Community Management Authority, Koko Elders Council, Koko Education Committee, Koko Human Resources Development and the representative of the women in the community.

The body meets quarterly to discuss issues that affect Total Nigeria Plc. and the community as deliberate on how to support the community. They have so far agree and accept initiatives that meet their needs and modes of implementing the initiatives which are overseen by both parties. The areas and sectors covered include Economic/Community Development, Cultural Dialogue and Heritage, Youth Inclusion and Education, Energy and Road Safety, Skills Acquisition and Manpower Development.

4.8.4 Benefits of Social Impact and Engagement

The first benefit is, skilling up for economic boost up. In 2019, Total Nigeria Plc. has continued with the implementation of the Skill Acquisition Program (SAP) which has been in existence for past a decade. The Skills Acquisition Program was designed to empower youths to reduce unemployment in the host communities and the country at large. The SAP scheme focused more on under-privileged youths of the host communities are equipped with technical skills to support vocations in welding and fabrication, wood craft, fashion designing, ICT, construction, fishery, farming etc. Total Plc. has gone step ahead in 2019 to monitor and evaluate its beneficiary’s progress. To date, about 80 youths in Koko and 90 from Kaduna State have benefitted from the program with few new beneficiaries from Koko before first quarter of 2021.

Secondly, enabling access to education, Total Nigeria Plc appreciates the value and role education play in societal development. Annually, Total Plc has been providing scholarship opportunities to indigenes of Koko community. Between 2017 and 2019, over

150 students from Koko community have benefited from the scholarship. In addition to that, over 75 students from Koko community are in the process of completing their education as proud beneficiaries of Total's Koko Community Scholarship Scheme.

Thirdly, caring for children. Total Nigeria Plc believes that all children, irrespective of their social circumstances have a right to quality education and decent living. As part of its commitment to achieving this goal and ensure no child is left behind in fulfilment of some elements of the SDG goals. Total has assumed the sponsorship of Save Our Soul (SOS) villages for past a decade. Total has also sponsor education, feeding and clothing of over 200 children in many houses across the SOS Children's villages in Nigeria (Lagos, Owu-Ijebu, Abuja and Jos).

The Mentor-a-child-programme, mentors are attached to the sponsored children. These mentors monitor the moral and social development of the development of the children, make quarterly visits to provide relevant support and encourage the children to strive for academic and social excellence for a better tomorrow.

Fourth is empowering communities to kick out malaria. Based on the World Health Organization (WHO) report on Malaria in 2018 found out that between 2015 and 2018, no significant gains were made in reducing Malaria. The report of WHO made Total Nigeria Plc. to respond to the need to commemorate the 2019 Malaria day by organizing Malaria awareness campaign at Kutungu village in Gwagwalada Area Council of FCT where the message was passed with mobilization of the youths to create awareness and empowerment to take ownership of Malaria prevention and care. During the awareness campaign, Total Nigeria Plc. distributed over 2000 long-lasting insecticide treated nets, treated over 300 participants at Primary Healthcare Centers and over 100 homes benefited from net installation exercise.

Fifth, leading multi-stakeholder partnerships for HIV/AIDS. For past 13 years, Total Group in Nigeria has made a significant effort under the Public Private Partnership (PPP) initiative in responding to the HIV/AIDS pandemic in Nigeria. The Company's committed positively in impacting the lives of Nigerians through health education on preventive measures and awareness creation of HIV management. Since its inception, the HIV/AIDS preventive Awareness Program has so far been held in 22 out of 36 States in Nigeria. In 2019, Total Plc. and other partners implemented the Human Immunodeficiency Viruses/Acquired Immunodeficiency (HIV/AIDS) preventive project in Ogun State where over 15,000 people were tested and over 46 mobile Testing Centers were established.

Lastly, donation and sponsorships. From 2019 to 2020, Total Nigeria Plc. apart from its CSR has make donations and sponsor different event and program which total to over \$500,000 in about 13 out of 36 States of Nigeria. The beneficiaries States of the donations and sponsorships includes Niger, Nasarawa, Abia, Ogun, Lagos, Kogi, Kaduna, Enugu, FCT, Rivers, Benue, Delta, Ekiti and Oyo State.

In summary, Total Nigeria Plc. so far based on its sustainability report of the year 2017, 2018 and 2019 has shown it was not shy in discharging its Corporate Social Responsibility (CSR) to its host communities and Nigeria at large. The company has shown concern that through its activities and business operations, a behavior that instills a sense of belonging and identity and safety is been promoted. Aspect such as code of conducts also propagates its positive diversity stance. Employees are given equal and adequate opportunities and resources to develop professionally and personally to their full potentials. Environment, stakeholder's engagement and sustainability were all given attention and support so that the impact of Total Nigeria Plc. is felt. Total Nigeria Plc. should gear much of its attention and support youth empowerment projects, skills training and focus more in environmental and habitat protection.

4.9 Case 7: Mainstream Energy Solutions Limited (MESL)

Mainstream Energy Solutions Limited (MESL) was incorporated and licensed as a power generating company in 2011. The Kainji and Jebba Hydro Plants (HPP) with a total installed capacity of 1338.4 MW were acquired through a concession agreement with the Federal Government of Nigeria in November 2013. The two hydro plants are cascaded 100km apart with Kainji Dam situated on the upstream of Jebba. The two hydro power plants Kainji and Jebba have installed capacities of 760MW and 578.4MW, respectively. Kainji was commissioned as Nigeria's first Hydro Power plant in 1968 while the Jebba Hydro Power plant was commissioned in 1985.

When the power plants were taken over in November 2013, the total available capacity of the two plants was 482MW-Jebba had 482MW while Kainji was not generating. Today MESL has proudly restored them to 922MW. MESL currently generate an average 25% of Nigeria's power. MESL is a privately-owned company governed by an astute Board of Directors and an Executive Management team that oversee the daily operations of both plants.

4.9.1 Case Description and Content

Mainstream Foundation is the Corporate Social Responsibility outfit of Mainstream Energy Solutions limited, the concessionaires of Kainji and Jebba Hydro Power Plants. The foundation is the expression of the company's desire in reaching out to host communities and ensuring they benefit directly from a well-articulated iterative community development intervention. As one of the biggest and most efficient hydro power plants in Nigeria, Mainstream is the only one today with a duly registered foundation among the successor PHCN companies that seeks to engage directly with communities in ensuring that they are touched by various initiatives.

4.9.2 CSR at Mainstream Energy Solutions Limited (MESL)

Mainstream Foundation was established in 2016 and is the CSR arm of MESL. The foundation is the expression of the company's desire to reach out host communities directly from a well-articulated and community developmental interventions in the key areas of education, health, community empowerment and environment. MESL is the operators of the biggest and foremost hydropower plants in Nigeria. The foundation has four key intervention areas namely: education. Health, environment and community empowerment.

4.9.3 Engagement at Mainstream Energy Solutions Limited (MESL)

For past four years, Mainstream Energy Solutions Limited (MESL) has been engaging stakeholders and contributing to CSR of the host communities. Based on the Sustainability report of the 2017, 2018 and 2019 of the MESL, the study was able to capture most of its CSR.

The MESL executed total number of 61 projects in 2017 across its host communities. A total of N288, 414,368.20 (\$936,410.29) was spent. In the area of education the sum of N128, 957,453.50 (\$418,693.02) was spent. This includes the rehabilitation of dilapidated schools in Shagunu, Kuruwasa, Amfani, Mazhi etc. The sum of N45, 887,937.50 (\$148,986.08) was also spent towards the rehabilitation and equipping of health facilities and the treatment of persons within the catchment area. The sum of N23, 906,435.50 (\$77,618.30) spent on improving critical aspects of the environment. N821, 839.00 (\$2,668.30) was spent on other projects towards the benefit of the communities. The Communities that benefited from the projects are in Borgu, Kontagora, Yauri and Bida/Jebba communities.

As part of its objectives in engaging stakeholders, MESL sponsors 10 selected youths annually from the host communities to study at the National Power Training Institute of Nigeria (NAPTIN). This training is a Graduate Skill Development Program for new Engineering Graduates starting their career in the power sector. A good number of the trainees are offered employment in MESL after the training program. In April 2017, the MESL conducted a three day medical outreach program in collaboration with the first lady of Niger State and Founder of Raise Foundation, Her Excellency, Dr. Amina Abubakar Bello in three communities (Amfani, Bgajibo and Rofia) in Niger State wherein more than one thousand indigenes of the state were screened and administered medication while seventy-four surgeries were carried out. Considering the Medical Outreach was a success, the MESL has started discussions with the First Lady of Kwara and Kebbi State respectively to collaborate and conduct medical outreach programs in their States.

The MESL recently adopted Mazhi primary school for a period of 7 years with the approval of the Ministry of Education, Science and Technology Minna. The objective of adoption is to provide educational and ancillary facilities and infrastructure needed for learning to improve and institutionalize quality teaching standards and to increase the value of education within the community. The MESL intends to consider adopting schools in other communities in the near future.

MESL executed ninety-Six (96) projects in 2018 across its host communities with Fifty-Two projects being Education Interventions, Thirty-Three (33) Health projects and Eleven (11) Community Empowerment projects. The Foundation spent a total sum of N570, 139, 000.00 (\$1,851,100.649) for the benefit of Borgu, Kontagora, Yauri And Bida/Jebba communities. In the area of education, MESL spent the sum of N268, 067,000.00 (\$870,347.402) for the rehabilitation and construction of schools across the zones. The sum of N132, 365,000.00 (\$429,756.50) was spent towards the construction, rehabilitation and equipping of health facilities and treatment of persons

within the catchment area. The sum of N169, 707, 000.00 (\$550,996.75) was expended on empowering the communities and trainings.

Earlier in the year under review, MESL had some medical outreaches in collaboration with Rase Foundation at Malale and Gungawa communities in Niger state. 953 patients were screened and administered medication while 65 surgeries were carried out and 80 referrals (50 of which were eye related problems) were made to specialist hospitals for further attention. At the latter part of the year still in collaboration with Rase Foundation, MESL opened a week long VVF camp at Kontagora General Hospital where had 50 women screened with 22 successful corrective surgeries. Finally, on Medical Outreach, MESL as part of its CSR mobilized doctors from the National Eye Centre Kaduna to New Bussa for a 2 day eye clinic at the general hospital. 182 patients were screened and given medications and 38 cataract surgeries done successfully.

MESL has executed One Hundred and Twenty-Two (122) projects in 2019 across its host communities with Forty projects being Education Interventions, Sixty-Three (33) Health projects and Nineteen (19) Community Empowerment projects. MESL spent a total sum of N866, 703, 911.00 (\$2,813,973.74) for the benefit of Borgu, Kontagora, Yauri & Bida/Jebba communities.

CHAPTER FIVE

DISCUSSIONS AND ANALYSIS FROM FINDINGS

5.1 Introduction

It is important to begin this chapter with a repetition of what this research work is all about. In essence, this research work as to highlights the motivation as well as drivers of stakeholder engagement in Nigerian companies. The emphasis is to ascertain the level of learning and possible significance of trust.

5.2 Bearings of CSR

Modern thinking is now using CSR to influence business strategies. In designing a CSR drive-initiatives, there has to be an element of sociability in it. It enfolds key rationale in mitigating social risk. According to company 5, “In doing CSR, you have to understand your stakeholder”. He went on to elaborate, in a typical company, their major stakeholders are their investors, whether they are listed on the Stock Exchange or not, they have investors that are critical stakeholders. The second in line are the employees then followed by the community where they are operating, then the regulators and lastly, the customers. Most times, companies in Nigeria pay more attention to their investors and regulators. In essence, there is a tremendous shift which is now to pay more attention the community. The more attention to these stakeholders the more sustenance to your business. Based on these inclusions, it holds the promise of addressing societal prevailing needs.

In recent years, most sees CSR as mere philanthropy. This assertion echoes the notion of company 2. “In my years of practice, I have seen CSR beyond philanthropy,

CSR for me is more like a commitment to your environment, stakeholders, communities and the public in general. It's not a mere philanthropy she added". This assertion is consistent with the notion of one interviewee in the conglomerate sector (company 5). He added that "CSR has evolved, CSR has moved to social performance, then to public expectation now it has moved to Environmental Social and Governance (ESG), so Nigeria is still at the CSR level stage compared to the global context". This has clearly shows that

Bearings of CSR	
1	Philanthropy wise
2	Strategy wise
3	Containing business risk
4	Commitment to stakeholders and the environment
5	Adherence to Ethics and Moral standards
6	Reputation

Table 5.1: Importance of CSR as drawn from the interviews

CSR in context has made a lot of transitions and it's now covering or rather submerging a lot of areas. ESG is more broad and covers most prevailing adequacies and very much align with organizational strategies and objectives. In general it holds the promise of empowering vocational programs as well as contains risks and other rather sudden surprises such as sabotage.

5.2.1 Community

Looking at the assertions above, communities do have a say in the way businesses should be conducted. These social and as well as environmental activities can have operational impact. Communities are indispensable in this regard. Reason being, the more attention given to the immediate communities the more you sustain your business. In consensus, all companies (from 1-12) does testify this: "It is a legal requirement to engage with the communities, this is important from a risk perspective.

5.2.2 Employees

Reports as well engagement brings the best out of employees and with this, employees shall be happy and at the same time it increases productivity. Overall productivity is an added plus to any organization. For instance, a well-documented such report as well as stakeholder mapping shall inform an employee his or her stakeholders. This issue shall be broaden in the subsequent sections. Likewise, MTN broad-based sustainable workplace strategy is particularly redesigned to mitigate the impact of COVID-19 and other related wave of disruption as well as to sustain the pressures of the pandemic.

5.2.3 Institutional Framework: Ministries and Agencies

This comprises regulatory bodies that compelled companies to adhere to CSR principles. They include: Federal Ministry of Environment, Nigerian Stock Exchange (NSE). For example, MTN has an environmental management system verified by the Federal Ministry of Environment. Other independent regulatory bodies include GRI, Dow Jones and so on. Interestingly, the companies from this research have aligned and prepared their reports following the above regulatory standards. Information contained in report has been sourced from internal and external sources.

5.2.4. Independent Bodies: Consultants

Most companies have what is called community and stakeholders revision outfit within their organisations who are constantly in touch with the community or

stakeholders, one cannot really say how often, if one is engaging with its joint-venture partners, we have people we call electoral revision managing officers, there are also relationship managers in some organisations who are constantly in touch, whether community relations for community or NGO relation for NGO, there are people that are relationship managers who are permanently and constantly in touch, it is not as if you show up when there is an issue, using expert (or consultants) and dedicated relationship managers helps to keep the relationship ongoing and continuous and are not driven by events and issues... Says one consultant. Such individuals with such experience and knowledge act as a vehicle that drives the penetrating imperatives CSR and engagements.

5.3 Stakeholder Engagement

Stakeholder engagement is the bedrock of any CSR led initiatives. It is the most difficult aspect of CSR. In the same line of reasoning, stakeholder engagement is indispensable as you could possibly find the missing puzzle by ‘hitting the nail on head’ as it promises to address the concerns of the intended audiences. Deep failings in such regard can lead to least expectations, knowledge of narrow expectations of the community as well as vague strategy that can be obsolete. Adhering to the former, stakeholder engagement helps in addressing the specific concerns of stakeholders and knowing their immediate needs otherwise there might be a misplaced of priorities. For instance, such gesture can lead to knowing what is dear or rather material to the stakeholders. That is, to do what is important at the right time and the right place.

5.3.1 Drivers of Stakeholder Engagement: From Organizational Perspective

Looking at the imperatives of stakeholder engagements, this section intend to unravel the key drivers and motivation as well in this regard. And such drivers differs. The drivers from organizational and as well as community view shall be unravel. This shall also, remind the key motive for this research work: “To ascertain the level of stakeholder engagement, learning and trust in Nigerian companies”.

Based on series of interviews, several drivers were unearthed. The following were from organizational view point and they include: legal; community; regulatory; ethical responsibility; to proactively manage social risk and financial. Starting with legal requirement, according to company 5, “we have three businesses that are listed on the NSE, this a regulator that tells you when you can have your Annual General Meeting (AGM) to meet your investors”. This meeting holds once every year and it details the financial performance as well as social performance. Companies in this regard must comply with the necessary template in designing these reports. For instance, this captures the commitment of MTN Nigeria in their 2021 Annual report that holds that “Our disclosures are primarily guided by the United Nations Global Reporting Initiative (GRI) Standards (Core option), the United National Global Compact (UNGC), the Carbon Disclosure Project (CDP), UN Guiding Principles on Business and Human Rights, JSE FTSE Russell ESG Rating, the King Code of Governance Principles (King IV), and the NSE guiding template”.

Next driver is empowering and adhering to community structural settings. This is crucial from risk perspective according to company 10. Such commitment and gesture shall led to securing social license to operate which is crucial to operate in any community.

Standardized, consistent and well-government stakeholder engagement is a business imperative for companies. To this end, a well sophisticated stakeholder engagement drives reputation. Such reputational excellence is achieved via listening to stakeholders and their views on sustainability-related issues and thereby responding promptly and comprehensively while at the same time creating deeper understanding of

their respective stakeholders' needs with a view to provide people with the benefits of a modern connected life.

Importance of Stakeholder Engagements		
	Company Perspective	Community Perspective
1	Philanthropy wise	Development Opportunities
2	Strategy wise	Education
3	Containing business risk	Skill and Acquisition
4	Commitment to stakeholders and the environment	Infrastructures
	Adherence to Ethics and Moral standards	
	Ensuring peaceful coexistence	
5	Gaining entry point	
6	Reputation	

Table 5.2: Importance of stakeholder engagements as drawn from interviews

Next in line is ethical responsibility. Companies do ensure to operate free and just. Therefore, building on deep ethical setting is a bare necessity. Strong financial muscle is also key requirement to commit to sustainable course. For instance, such commitment is an added plus I securing finances in large financial institutions. This assertion is reiterated by company 5 that says “there are conditions attached before loans can be released to multinational companies, the conditions are the way people and environment are treated has to be satisfactory”.

5.3.2 Drivers of Stakeholder Engagement: From Community Perspective

For communities, what drives their engagements is anchored within the premise of social development, infrastructural development, educational development and skill acquisition. These echoes the themes of stakeholder theory that hold that “indeed,

stakeholder relationships has been described as one of exchange, where the stakeholder groups supply companies with their contributions and expect their own interests to be satisfied via inducement (March and Simon, 1958)".

5.4 Stakeholder Engagement Strategies

This section is dedicated to explaining the findings from the conducted interviews and it shall proceed below. Its sub-headings are informing, responding and involving engagement strategies.

5.4.1 Informing Stakeholder Engagement Strategy

Looking at the financial muscles or resources committed to sustainable endeavors of informing companies and businesses in which they operate, these companies do operate within a certain financial threshold. Therefore, there is least significant expectations of limited budget and time constraints. These companies opt to rely heavily on few stakeholder engagement strategies so as to reduce their capability to acquire critical resources. These resources could be employees. Likewise, direct communication is also limited. Reason being, informing companies mostly engagement with their audience via indirect channels such as reports and announcements via website. These mechanisms act as a buffer to engage and at the same time prevent or gives the stakeholders limited chance of interfering with the organizational operations, thereby keeping them at bay (Van den Bosch and Van Riel, 1991).

Subsequently, informing companies possess series of internal capabilities to interact with certain number of stakeholders. Their engagement is in proportion to their need to acquire resources which is for instrumental reasons. This again is also intended to scale down operational cost as well as to reduce uncertainty to the minimum level (Barringer and Harrison, 2000). The target audience in this regard gets information via

announcement as stated above which provide certain or less financial and social informational metrics. These documents serves as the documents to retrieve information.

5.4.2 Informing Strategies vs. Learning and Trust

Due to limited stakeholder engagement, weak lines of communications will be present. Informing companies only opt to provide information to the mainstream media and the communities. This method is only streamlined to publishing pre-determined information to the stakeholder. Absence of one on one engagement could lead to limited feedback and thereby pose a threat to reaping the full benefits of stakeholder engagements. In essence, their stakeholders can be narrow in scope including those who could pose treat to assessing critical resources. This should not be condoned, this is because “a basis for stakeholder theory is that companies are so large, and their impact on society so pervasive that they should discharge an accountability to many more sectors of society other than solely their shareholders”. Informing companies in most cases streamlined their attention to satisfying their shareholders and gives little attention to their other stakeholders.

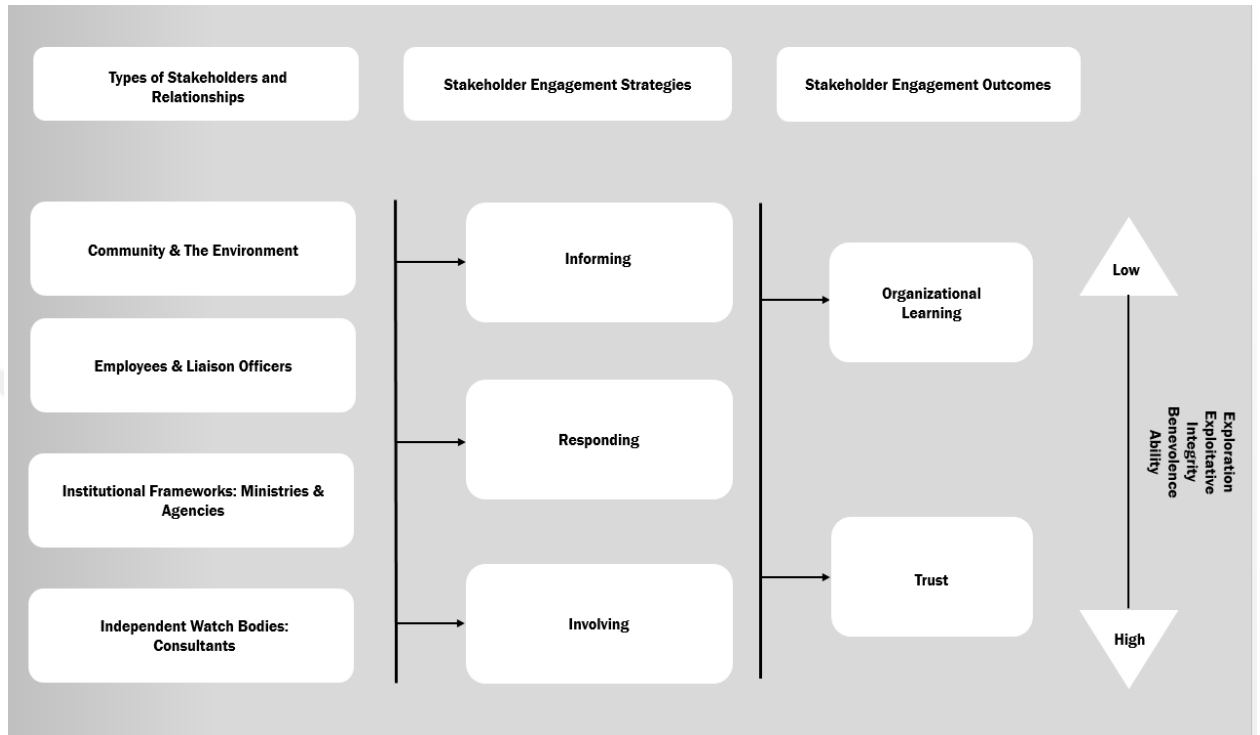


Fig 5.1: Stakeholder Engagement Outcomes

According to stakeholder theory, “the most proponents of stakeholder theory suggest that the environment, animal species and future generations should be included as stakeholders. This echoed the words of one interviewee and explained: “stakeholders for example, the community is your stakeholders and the environment that is inanimate is also your stakeholders, so you must go beyond your boundaries to satisfy them to the best of your ability and other interested parties because you don’t want business interruption, you don’t want agitation and sometimes it could lead into more serious issues if you don’t control these factors”.

In summary, an informing companies shall result to: least utilization of communication channels, inadequate feedback, narrow scope of stakeholders and little chance of learning. This will for certain lead to lower level of trust in the long term. This means is been utilized by top management to control flow of information down to its

audience with no or little intent to learn. This capture what one company 6 explained: “there is no stakeholder engagement if it is not face-to-face”. And interestingly, there will be low level of trust which is an indispensable act that should be earned naturally from the stakeholders.

5.4.2. *Responding Stakeholder Engagement Strategy*

Businesses are required at all-time to respond to any ethical issues surrounding its business. This in some cases could mean to be proactive instead of reactive. This in essence will bring us to the notion of legitimacy. According to Lindblom (1994), in her part-breaking work, she clarifies the difference between legitimacy which is deemed highly significant, and legitimation which she sees to be the means of gaining an outstanding reputation so as to be judge legitimate. In addition she also, defined legitimacy as a situation that exists when a firm’s visionary projections and standards are consistent with the regulatory framework of the society as a whole in which the firm is also seen as a part. In case of any discrepancy either potential or actual that seems to exist amongst two systematic values, the company’s legitimacy is at stake. Such perceived threats to legitimacy will certainly compel the companies to act in accordance with a view to mitigate the perceived or actual threat to its legitimacy. This in essence, means that companies are being motivated to consistently adhere to societal pressures and conforming to a broader community settings (Harrison and St. John, 1996) via institutional pressures. On the contrary, their engagement mechanisms are well internalized within their settings to manage stakeholders who add more business value than a simple reduction in transaction costs. This brings us to the premise of stakeholder theory that says that: “stakeholder relationship has been descried as one of exchange, where stakeholder groups supply companies with contributions and expect their own interest to be satisfied via inducements (March and Simon, 1958)”.

Adhering to the above analytical framework, the general public may be viewed as corporate stakeholders because they regularly pay taxes imposed upon them on regular basis, thereby providing companies with national infrastructural settings to operate. In this sense, they see companies as corporate citizens to always enhance not the other way round (Hill and Jones, 1992). This notion also captures words from company 2. On these premise, responding companies do develop a strong lasting relationship with their respective stakeholders particularly to those that offer financial assistance. This emphasizes what company 5 has reiterated that: “For instance, one of my role is manager lender, we are building a refinery which is about 12 billion USD, the banks in Nigeria cannot give you that kind of credit to build it, and we have to go the big banks like African Development Bank (AFDB) and World Bank to get the necessary finance, why we go to them is that they give an interest that is a single digit, a tenure of 10-15 year to pay back and as businessman it gives me time to use the money, build and start producing to pay back”.

Subsequently, apart from financial pressures, responding companies adheres to institutional and international standards. This include: Ministries, Agencies as well as GRI standards and UNGC and so on. This shows that responding companies have a broader stakeholders comparing to informing companies that have less or few individual in companies alike running the affairs of social course. Likewise, responding companies do have a series of avenues to engage with their stakeholders on regularly basis via reports and stakeholder grievance mechanism.

5.4.3. Responding Strategies vs. Learning and Trust

Responding companies engages with their stakeholder directly via reports as well as through stakeholder grievance mechanism. These avenue are being employed by these company to convey and communicate with their internal and external stakeholders. But

these communications are rarely face-to-face. These avenues act as a buffer to engage with stakeholder in one-way or two-way channels depending on the projected or prevailing issue. As stated earlier, stakeholder grievance mechanism is next after sustainability report.

We have the community relations manager, he is the eye of the company, he makes sure he engages to get the feel of the community, there are two levels, one is engagement which is at least four to five times in a month, the second level will put in place is grievance mechanism, this is like a register, though we have engagement on a regular basis in case there are any grievances against us which need to be reported. This is according to company 5.

Grievance mechanism offer the opportunity to express the long-standing or rather pressing issues at hand. This avenue is far more robust and proves far better than the less inclined inclusive informing characteristics. This also, offer more room for feedback:

The complaints is be filed through email, community relation manager or community liaison officer, in each community, we have a community liaison officer who acts as the foot soldier to get the grievance of the community who now locks it in a grievance register, it shows number and nature of complaints, it helps us to track it in order to resolve the complaints, once there is a grievance register to receive complaints and engagement, they help to manage the stakeholders in the community.

The above assertions are from company 5 as well and are evident that responding stakeholder engagement boost strong lines of communications from the companies from their respective stakeholders, but not vice versa. However, this responding companies also control the process of engagement though there are far more significant flow of communication than informing companies. Therefore, there will be less or average utilization of learning via such engagements. Reason being, most avenues gives room for likely structured and little open-ended questions especially grievance mechanism. Such

feature gives more room for stakeholders to air their expectations as well as grievances. This again shall afford the companies room to unlearn, learn or relearn what is necessary for mutual benefits. In summary, companies who recognizes average or mid-table engagement will adhere to its features as well as establishes a well standing relations with their wide range of stakeholders.

5.4.4 *Involving Stakeholder Engagement Strategies*

There are circumstances where the overriding objective becomes the survival of the firm. Severe stakeholder activism and grievances may compel companies to employ capabilities to focus on active proactive engagement. This in essence, gives involving companies the platform to deliberate on long-standing and pressing issues of enormous importance. One of the vital role stakeholder engagement plays is to encourage active-proactive face-to-face interaction. However, without a vibrant and adaptable stakeholder mechanisms of such, a company would be starved all the key rationales and benefits of stakeholder engagements. The latter assertion echoes the words of company 5 which explained, though other companies like 6 and 10 shares similar beliefs:

“We always try to build the gap, that is why those of us in the agency unit which oversee the managing community and environmental risk, we try to be proactive, you don’t wait for a community to block your truck, before a community blocks your truck, that grievance would have been piling up and if a company has not been granting access to them when they are angry, the company is in trouble”.

Likewise, this brings the notion of extreme collective significance of stakeholder engagement. Involving companies aims to deliver superior inclusive services using all levers of stakeholder engagement (which will be discuss later). Stakeholder engagement again gives the platform to involving companies to expand their business reach. Involving companies in all time do leverage their interaction as an avenue to learn from their

audience. These interactions with selected stakeholders involves a communicating with rather than communicating to them (Crane and Livesey, 2003). On this premise, involving companies do interact with wide range of stakeholders with a view to work alongside each other for mutual benefits. The goal is to mutually align their CSR led initiatives: economically, socially and environmentally.

5.4.5. Involving Strategies vs. Learning and Trust

The level of engagement in this regard is extensively consistent in comparisons to informing and responding companies that adheres to narrow and average level of engagement. Their strategies are carefully streamlined and tailored to their resources and capacities. On the contrary, involving companies in this regard do engage with wide range of stakeholders and at the same time have a template of engaging with their respective audience.

“In stakeholder management, we have what we call a stakeholder management plan, there is what we call a materiality assessment that helps to identify all our stakeholders... Materiality is a system where stakeholders are asked about the issues that are important to them, we send out a materiality survey where we ask them the issues that are important to them, it could be environment, community and of course each stakeholder will have issues that are dear to his/her heart, a community might say pollution is disturbing us, a supplier can say I want our money to be paid on time, the important thing is that we get their feedback, we now plot a materiality chart, on XY axis, from the chart one can get the low, medium and high risk, the high-risk stakeholders are the one to be properly focused on, that is what will inform your engagement plan, to know to keep informed, send emails to and those you have to meet. Basically, we meet our communities

regularly, we try to do stakeholders sessions with our host communities on a regular basis, a minimum of four to five times in a month”.

Above is also known as stakeholder mapping. From materiality assessment or stakeholder mapping, next is consultative visit. This include paying a courtesy visit to the district head so as to highlight desired intentions and plans as well highlighting the broader spectrum of people. In the light of these developments, involving companies do engage in series meetings known as ‘prioritization meetings’ as explained by company 10:

“Prioritization meetings are situation whereby the targeted stakeholders will gather based on what has been requested from them, then list out all the things they have requested and educate them on what are the needs and wants. Wants are different from needs, somebody might say they want airport, but it is not a need because anything you are setting up in the community, they must take ownership for it and for the community to take ownership for it so that it will not bring burden upon you, they must be able to sustain it because when you finish the project you must handover to the community”.

The above quote proved to be overriding superiority of engagement mechanisms of involving companies. This shows a clear flow of information as working together for mutual benefits. All these engagements were mostly achieved or rather initiated by most the companies via ‘community liaison officer’. This individual act as a foot soldier and he or she is the eye of the company. In essence, meetings were mostly face-to-face as explained by company 5:

“It is face-to-face because there is somebody responsible for that in our local communities. We have the community relations manager, he is the eye of the company, he makes sure he engages to get the feel of the community, there are two levels, one is engagement which is at least four to five times in a month, the second level will put in place is grievance mechanism, this is like a register, though we have engagement on a regular basis in case there are any grievances against us

which need to be reported, the complaints should be filed through email, community relation manager or community liaison officer, in each community, we have a community liaison officer who acts as the foot soldier to get the grievance of the community who now locks it in a grievance register, it shows number and nature of complaints, it helps us to track it in order to resolve the complaints, once there is a grievance register to receive complaints and engagement, they help to manage the stakeholders in the community”.

Interestingly, this shows that involving companies have higher tendency to utilize these strategies to learn due to thorough and intensive series of engagement. Other method employed by this companies is consistent flow of information via sustainability report. In most cases, they produce EIA report which is a more detailed report. Likewise, the flow of feedback is also significant due to the directness of communication with broad range of stakeholders.

5.4.4 Making Stakeholder Engagement Sustainable

Stakeholder engagement is bare necessity which has been established within the confines of sustainability-led conscious organizations operations. Before now, organizations used to consider host communities as a minor part process, but today or rather at the moment, they have realized that host communities are the first investors as stated by one interviewee. In the same line of reasoning, company 6 added that:

“If they don’t grant you the environment, atmosphere, and ambience, your business cannot thrive, so most organizations now have successful engagements with them including ours, once you can engage a community and show them their roles and made them understand that they are part owners of whatever you are doing, it gives you some ease of doing business, it also gives you some profits, the energy and resources you spent won’t be lost

doing conflict or dispute resolution or mediating in the process if you can use that time in doing more productive work”.

This assertions brings us to the main drivers of stakeholder engagements as stated in the beginning of the chapter and in the literature review. Engagement in this regard strengthens the resolve of companies and position them in a well proactive mode. This resolve ensures peaceful coexistence among companies and communities thereby it reduces potential social unrest, movement as well as unnecessary conflicts.

Another way to sustain stakeholder engagement is creating a system that ensures there is consistent sensitization and awareness. This process ensure both companies and communities are well enlighten on prevailing issues that could be improved upon. This is again consistent or rather why companies do have sophisticated stakeholder mechanism as well as grievance mechanism. For instance, most of the companies in this research do have a stakeholder mechanism and grievance mechanism at the same time. This flow of information and communication ensures the involved parties are well enlighten and informed. This assertion echoes the example given by one interviewee: “For instance, let’s say you are from one community in Kaduna State, you are enlightened and there is a project coming to your community because you understand what the project is all about, you are easily receptive to the project but not for a farmer who fears that his land will be taken over, what individual needs to do for such situation is to provide enlightenment, if the people are not enlightened to values, seeing opportunities even when there is a lot of risks when one looks beyond rise level, there are opportunities. Enlighten led initiatives will set the tone to be more receptive.

5.5 Organizational Learning: Possible outcome – Explorative or Exploitative?

The key question in this regard is to unravel the lessons learnt from stakeholder engagement. The possible outcomes can be viewed from two perspectives: lessons learnt

to work more effectively and professionally as well as lessons learnt to discharge and to improve the communities. In the first phase, engagement makes it lot easier to know community grievances, that is the primary thing, it also gives community open access to also engage with the community which is often face-to-face. Physical interaction gives room to observe body language, you are able to see beyond what you see, you speak, and you are able to see beyond what you are saying as explained by one interviewee. Such interaction will precisely indicate the underlying problems. Certainly, stakeholder engagement is also not to be left on the hands of the government. It has become a bare necessity to companies as enshrined in the premise of CSR to discharge their operations in a least minimal manner. Also, consistent interaction will for certain protect a company from reputational liability and financial risks as well as to avoid been political. Been political can jeopardize the potential benefits to be yielded.

Furthermore, the above outcomes are reminiscent to exploitative organizational learning. According to James March, it involves organizational members learning ways to refine and improve existing organizational activities and procedures in order to increase effectiveness. Having this in thought, organizations do interact with their stakeholders in order to improve their operations as well their effectiveness as this is one of the key issue central to engagement. For example, the possible learning outcomes from this research as seen above are unravelling long-standing problems, reputational and damage control and, to mitigate financial risks. These issue could prove detrimental if they are not given a proper attention. And at the same time deep-failings in such regard can hinder progress to perform effectively and efficiently. High level of financial risk could compel companies to resort to low quality operation. This in particular could mean hiring and recruiting candidates that are inefficient and ineffective and at the same time lead to securing the services of lower caliber personnel. Such types of workers can easily cost any establishment and render it unproductive. And also, workers of lower caliber lack the requisite knowledge to engage properly with stakeholders therefore, will miss the opportunity to unearth any standing issues. Cumulatively, this can lead to reputational

damage as well as low quality management control and in total render them to be unproductive.

However, fine-tuning and polishing the above imperatives shall lead to continuous refinement of existing operating procedures or develop an improved set of rules to perform specific kinds of functional activities more effectively. For example, hiring candidate with exceptional negotiation skills. This in turn echoes the belief of company 5:

“Regulatory bodies, banks always want us to do a robust engagement plan, they would want companies to hire competent personnel that can talk to communities, and they want companies to have a proper grievance mechanism”.

He went further and emphasize that:

“They don’t want anything that will implicate them. If a company is killing a community or polluting their water source, and it is a bank that is financing them, they can be implicated by saying they are financing deaths of people, it is not be financial but it could be embarrassing. A very key point, which companies also try to do, is they try to mitigate against eroding their companies’ image which is reputational risk, which is the biggest problem now. If the company is listed on the Stock Exchange, companies raise money through Stock Exchange from shareholders, a company may feel the need to expand its budget and come to shareholders so there will be more profits to share more dividends, shareholders can now bring out the negative reports they have heard about the company from a particular community, that may reduce the company’s access to finance, that is the true picture”.

In the second phase lies the possible initiatives. Engagement is also an avenue in identifying the gap in the communities. As companies engages with their stakeholders, they are at the better position to identify the most pressing needs of their stakeholders. For instance, through a comprehensive engagement companies in this research tend to find

out most pressing needs in the community. These include: providing employment opportunities; training, building of schools and scholarships; youth development and IT centers; health and; women empowerment. Most of the companies in this sample embark on series of community projects. For instance, one company helps in promoting State security by providing communication and logistics support to security agencies. When it comes to Youth Empowerment, most of the companies has taken a significant step in this regard having knowing the youth have the potential to play a role in sustainable socio-economic development and nation building. This initiative aims to provide various capacity initiatives such as enhancing entrepreneurial, academic, and digital literacy. This is needed to facilitate youth employment and socio-economic development across the country. Other laudable contribution in this regard is also building IT centers for community which in turn can turn to revenue generating center. This is interestingly, unprecedented move that aims at generating income and supplementing the community in this aspect. For example, one company explained: “Digital Mobile Library was introduced which is equipped to provide academic and entrepreneurial context from world-renowned sources to especially youth and budding entrepreneurs via internet enabled mobile devices no cost to the user. This in a nutshell, is a win-win for both parties. This is because, users will certainly benefits and at the same time the network provider will benefit too either via adverts or otherwise.

Companies in the sample do contribute their fair share to Health and wellbeing. Nigeria is the second-largest contributor to the under-five and maternal mortality rates in the world which placed the country the highest in West and Central Africa (MTN Sustainability Report, 2019). To combat such underlying issues, these companies are contributing in one way to another either through health infrastructure or medical supplies. Again scholarship opportunities given to communities across the country and in some cases abroad. Next is National Priority Project aims to support the Nigerian government efforts to develop the country in terms of infrastructure, peace and economic wise.

All these drawn together, are all unprecedented. This precedence setting will certainly paved way for mutual benefits that would allow or rather give a company the much needed 'license to operate' in any community. This shall inform the communities also to accommodate companies of such caliber and work amicably as to both benefits from these gestures. This initiatives in this regard are more of radical new led exploratory learning. Reason been, these outcomes have the tendency to change the course of any company's direction and to establish their presence. Likewise, these initiatives in another lens under grid avenues such as strategic alliances or networking. For instance, companies could benefit handsomely when an empowerment initiatives goes successfully.

In furtherance to above findings, learning organization take place in the selected companies. It is evident that they purposefully designs and constructs their structures, cultures and operational strategy so as to accommodate and yield the potential of organizational learning. These aforementioned imperatives will certainly give these companies an edge to better equip their employees to analyze and responds to changes taking place around them. This will allows an organizations to ascertain and experiment new ways to increase effectiveness.

At individual or employee level, these companies have adequately boosted and facilitated learning of new skills, norms, and values so that their employees can increase their personal skills and abilities. These skills upscale are the necessary requisite that increases organizational core competence. As Senge argued: each person in an organization needs to develop a sense of 'personal mastery' by which he means that organizations should empower individuals and allow them to experiment and create and explore what they want. This notion is synonymous with what companies are doing presently by equipping their employees with the requisite knowledge via training as well as hiring positions such as sustainability, environmental and liaison officers. The idea is to analyze and develop an intense mappings of their surroundings. This will compel them find or redefine ways to improve effectiveness.

At the organizational level, it is evident that CSR imperatives are very much crystalized in their affairs. This means that, they have incorporated CSR into their organization's structure and culture. This social culture is designed to inhibit or facilitate communication and problem solving and this leads to learning. Learning is not only utilized via employees and organizations only but rather also via inter organizational level. For instance these companies do manage and fund several initiatives, projects as well as IT related issues in their communities. The impact from such is massive as there is significant chances of sharing and integrating of expertise by companies and the communities.

5.5.1 Relearning vs. Exploitative Learning

In recent times, the establishment of code of ethics to CSR and more recently ESG is inarguably one of the best thing that has happened in business arena. Such establishment has propelled companies and organization to adhere to imperatives of social culture and such notion has been positioned to the mainstream. In an increasingly squiggly environmental impacts marked by frequent changes and it constant spirals trends, the ability to learn, relearn and unlearn is vital for long term success. Looking at the imperatives of CSR as well as stakeholder engagement led exploitative learning, it cumulatively increases company's readiness to scoop prevailing opportunities and to remain resilient to the inevitable challenges. The notion of relearning is synonymous to exploitative learning. Exploitative learning gives more room to relearn and position companies to fine-tune their existing operations or strategies. However, non-fine-tuning of such imperative could lead to obsolete ways or could lead to severe decline or even death of an establishments. For example, a great number of companies have found themselves in this regard.

Relearning gives room to regularly reassess ability and capabilities needed to adapt to our ever-changing phenomena. According to Tupper and Ellis (2021),

Collaboration remains as important as ever as it holds promise to stretching company's strengths. Stretching of such strengths could offer support and solve problems from day-to-day activities. Relearning also gives room for getting fresh important feedback and resilience.

5.5.2 *Learning and Unlearning vs. Explorative Learning*

Learning and unlearning is synonymous with explorative learning. Reason being, it compels companies to be adaptive and proactive at same time. Adaptive and proactive learners are highly prized assets for organizations and consistent commitment to learning creates long term dividend to companies. As engagement takes place, learning is the likely outcome. For instance, it gives room to learn from others. Also, as company engages, it could lead to or come across new perspectives and at the same time reduce potential risk and liabilities. Learning also afford the opportunity to experiment new ideas and thereby leading to the establishment to a collective curriculum mostly known as stakeholder engagement blue-print or mechanisms.

Unlearning is equally important as learning. This is because they supplement each other. As engagement takes place, there is every tendency to look at a problem via a new lens. And also, unlearning detrimental imperatives include letting go methods, strategies and initiative that are obsolete.

5.6 Trust: Integrity, Benevolence and Ability

Trust is an important ingredient that ensures co-existence between companies' organizations and communities. In essence, stakeholder engagement makes it possible to earn such ingredient. As stated earlier (in chapter 2), trust is a product of intense stakeholder engagement. This assertions captures the excerpts of series of interviews

conducted. Tuning to such excerpt, one interviewee explained: “if you do a good stakeholder engagement, one of the things you should gain is trust and respect of the community so that when you deal with them, they know you respect their views”. But to build such trust, one needs to abstain from playing politics and being manipulative as this could hinder the establishment of such. Therefore, a company should pre-empt any existing or potential doubts of stakeholders. Reason being, the general perspective is that corporations are manipulative and they know how to get themselves out of issues. Adherence to transparency, honesty, trust shall be cultivated naturally explained by one company.

To maintain trust, companies do utilize trust mechanism known as ‘due diligence’. Due diligence deals with ethical issues that avoids compromise and rendering of substandard projects. And this due diligence will certainly let the community to see for themselves as there is a saying that says: seeing is believing and according to company 11:

“So the trust is built when they see and if over time you have been able to make and keep your commitments, then they can build a level of trust and when you make another commitment and they hope you are going to keep your words”.

Though stakeholder engagement and managing of social issues differ with geographical location as well as the kind of activities a company engages itself. This reminds of the purpose and sample this research work delve into. This research work carefully chooses companies with level of sustainable experience as well as those with high impact activities.

In general, the sample companies yield a significant level of trust as this has the tendencies of reducing agitation, deliberate and grievances. This gives an extra comfort to avoid other asymmetries such as social disorder and unrest. In conclusion, the more engagement the more level trust. The relationships depends on frequency of interactions and the medium of engagement. Therefore, involving companies naturally do yield a

significant level of trust in comparison to their counterpart companies like responding and informing.

5.7 Company Characteristics and CSR-Led Capabilities

The table below holds some crucial information drawn from the conducted interviews as well as other related sources. Other sources as known include, reports, cases and so on.

Looking at the table below, company 1-6, 8 and 11 do seem to resort to superior engagement strategies. Likewise, they are more responding and involving in nature comparing to their counterparts which are company 7, 8 and 12. This shows that company 7, 8 and 12 are in between informing to responding strategies. In essence, these companies shall be regarded as low-to-mid level engagement companies. Likewise, company 1-6, 8 and 11 are regarded as high level playing engagement strategies. This could be attributable to many issues. For instance, it evident that they have quite a greater number of presence in different countries, employees as well better financial muscles at their disposal. This superiority tends to position them ahead of their counterparts. Therefore, high level engagement companies have better chances of learning a novel perspectives. That is, high level engagement companies has the tendencies to be explorative in nature. While low to mid-level engagement companies are exploitative in nature.

Internal Resources										
Figures from the Interviews, Sustainability Reports and other Sources							Internal Resources			
Company	Means of Interview T = telephone Z = Zoom E = Email	Operations in other countries	Size: Number of Employees	Means of Sustainability Reporting W = website AR = annual report SAR = stand-alone report Q = quarterly IR = Integrated report	Reporting related awards 5 > Many 5 < Few	Report Guided by Bodies e.g. Global Reporting Initiative (GRI) Nigerian stock exc Sus Dis. Guidelines (NSE-SDGs) United Nation Global Compact (UNGC), United Nation Sust. Dev Goals (UN-SDGs)	Years of Reporting Experience	Associations with NGOs D = donations M = membership CD = community development P = NGO led partnership LP = joint learning partnership	Stakeholder Greivance Mechanism and other Feedback E.g. Emails	Liaison Officer
1	Telephone	22	19,000+	W, AR, SAR, Q	Many	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	Yes
2	Telephone	70+	85,000+	W, AR, SAR, Q	Many	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	Yes
3	Telephone	6	30,000+	W, AR, SAR, Q	Few	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	Yes
4	Telephone	130+	96,000+	W, AR, SAR, Q	Many	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	Yes
5	Zoom	6	30,000+	W, AR, SAR, Q	Few	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	Yes
6	Telephone	130+	96,000+	W, AR, SAR, Q	Many	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	Yes
7	Telephone	1	500-1000	W, IR, Q	Few	Aligns to few bodies	Few	D, CD, P	Yes	No
8	Telephone	200+	86,200+	W, AR, SAR, Q	Many	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	Yes
9	Telephone	1	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Yes	No
10	Telephone	6	30,000+	W, AR, SAR, Q	Few	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	No
11	Zoom	70+	85,000+	W, AR, SAR, Q	Many	Aligns to many bodies	Many	D, M, CM, P, LP	Yes	Yes
12	Email	1	Not Available	W, Q	Not Available	Not Available	Not Available	Not Available	Yes	No

In view of the above table, companies do embark on series of stakeholder engagement so as to reduce social movements (as discussed in chapter two). These social asymmetries has proven to be far more detrimental and beyond comprehension due to its negative consequences. However, the transition to symmetrical social engagements has led to consistently emergence of series of social beneficial course. These courses led to transition from traditional reports to sustainable reports as well as other bodies aimed at creating awareness on such issue. These include: creation of stand-a-alone reports widely known as sustainable reports and also, adhering to sustainable regulatory bodies such as Dow Jones Sustainability Index, GRI and so on. Other developmental courses include: donations, community development, stakeholder grievance mechanism and hiring of a competent liaison officer to handle social issues.

In response to the above series of courses and emphasis, informing, responding and involving companies do adhere to the above series of courses to discharge their social courses. These resources or rather internal capabilities gives these companies an enduring edges so as to remain competitive which makes them marginally profitable to significantly profitable. Though such adherence to such courses differs from company to company. Involving companies seems to capture the usage the capabilities listed on the table. Next is responding companies and the least are the informing companies. Though, companies in this research work do resort to responding and involving strategies. Though at the same there seems to be difference too amongst involving companies. Reason been, some involving companies do have superior capabilities and resources and these well internalized in their operations. For instance, all the companies with the exception of 3 in the above table do have superior capabilities. This shows they are clearly proactive and at the same time shows their commitment and preparedness in social courses.

Another key issue that is worthy to discuss is the company's level of operations in other countries. Company 4, 6 and 8 respectively have greater presence in other

countries comparing to other companies. Companies with greater presence will be far more informed and enlightened in this regard.



CHAPTER SIX

CONCLUSIONS & RECOMMENDATIONS

Astonishing as it may seem, given what is already known, there has been a lot of curiosity in accessing contemporary issues such as environmental impact, work place safety and its kind. Other issues imminent include deep ethical and CSR failings on the part of companies. These asymmetries include: reputational crisis. Inadequate social capital, communication breakdown, intense social movement and less stakeholder engagement initiatives. In the long run, the precedents set by these asymmetries if not contained or rather managed via a well sophisticated engagement footing would expose and further weakens the very fabric that holds the workings of the institutional frameworks. If not addressed properly, such will render organizations less competitive, thereby their survival and reputation will be at risk. Shell is a noteworthy example in this regard. Looking at their actions (Shell) in the past if analysed on the basis CSR and conventional approaches to stakeholder management, their so called case appears as an example of underperformance compounded by a significant failure of communication-with tragic outcomes.

The above assertions as stated earlier has once again paved the flows of fresh fact about the depth and rationale of embarking on this research work. That is to: How will the concept of stakeholder engagement in relation to CSR have bearing in Nigerian companies? This question will specifically look at the drivers, motivations of stakeholder engagement. In essence, this question has set the tune of a flow of fresh facts about the depth engagement would reinforce the next objective: lessons from engagements.

In general, Stakeholder Engagement in relation to CSR gives room to philanthropy, aligning of strategies, adherence to ethics, boosting of reputation, containing business risks and, other infrastructural development. Interestingly, a reasonable

consensus has found that stakeholder engagement do have bearings in Nigerian companies. It is evident that companies are looking outside the box and building a concrete strategic relationships so as to meet these ever-growing social implication and demand at the same time. In the same line of reasoning, companies are has the requisite knowledge and expertise to address these societal expectations. For example, companies now do have CSR and Sustainability roles or department dedicated to such cause. Having said that, CSR is inseparable to sustainability as well as stakeholder engagement. The concept of CSR is well-known as the development of good CG. Likewise, stakeholder engagement is also known to be the development of CSR. Reason being, such development will certainly spark chain reactions that will stimulate learning and the development of trust.

In furtherance to the research model, responding and involving companies do have series of engagement strategies which afford them significant chances of learning than their counterpart, informing companies. Involving companies deliberate extensively via several avenues. These include: facet-to-face, focused group discussions, meetings, courtesy visit, consultative visit, announcements, online, sustainability reports and so on. And there is adequate flow of information from the companies and likewise from the communities. On the other hand, responding companies do resort to limited though a bit advanced strategies like grievance mechanism form, sustainability reports and limited face-to-face meetings. These avenues give these companies the platform to expand their business reach as well as containing stakeholder activism, social movements and management of reputation. Informing companies do resort to minimal strategies such as online announcements and its likes.

Such engagement leads to meaningful relationship which will certainly lead to explorative and exploitative learning in order to contain social movement, legitimization/reputational crisis, disregard to environmental concerns to more infrastructural developments to human empowerment initiatives. In doing this, there are significant chances of learning. For example, involving companies are explorative

inclined in nature. That is, has a higher tendency to uncover new things. Responding companies' chances are averagely inclined in nature. That is, they gradually fine-tune their operations. Informing companies are the least. In essence, Responding and involving companies yield more trust and command respect from their stakeholders.

The study has recognized the importance of adhering to stakeholder theory principles from the lens of companies and their stakeholders. All these findings were possible via employing case studies and grounded studies. This was accompanied by conducting series of interview. The rigor of ground theory as well as the open-ended interview questions has further helped in unravelling the context-based, process-oriented descriptions and organizational phenomena's of the involved companies. And all this discussions has converged or rather pointed that CSR is inseparable to sustainability as well as stakeholder engagement.

A review of series of constructs were conducted so as to arrive at some meaningful and fundamental points that will in turn addresses the research questions. The aforementioned constructs include: CSR; Sustainability; stakeholder engagement along its strategies. In essence, these constructs were checkmated to explore the possibly relationships amongst them. On this surface, organizational learning and trust do emerge as a result. The reviews led to series of discoveries and at the same time invaluable messages had emerged.

Reflecting to the above question: bearings of CSR in Nigerian companies, motivations and rationales as well as its relationship with stakeholder engagement. And how shall learning and trust emerge? Based on empirical evidences as highlighted in the literature, cases studies were carried out to ascertain the level of CSR led initiatives in the aforementioned companies. The researcher also employ a 'grounded theory' in order to answer those questions. Cumulatively, the researcher do combined such methods in order to get an in-depth knowledge of the extent of CSR as well stakeholder engagement, learning and trust. The case studies gives a clear understanding of the situations. The rigor

of ground theory as well as the open-ended interview questions has further helped in unravelling the context-based, process-oriented descriptions and organizational phenomena's of the involved companies. And all this discussions has converged or rather pointed that CSR is inseparable to sustainability as well as stakeholder engagement. The concept of CSR is well-known as the development of good CG. Likewise, stakeholder engagement is also known to be the development of CSR. Reason being, such development will certainly spark chain reactions that will stimulate learning and the development of trust.

Interestingly, the findings of the interviews conducted were consistent with the literature reviews. This has pre-empt any room for predetermined answers as well as room for further biases.

The study has also recognized the importance of adhering to stakeholder theory principles from the lens of companies and their stakeholders. Such adherence gives these companies an enduring edges so as to remain competitive which makes them marginally profitable to significantly profitable. The study has successfully integrate CSR, engagement, learning (theory from James March) and trust. To my understanding no studies has done this.

The study recognized the importance of CSR in relation to engagement strategies as the bed-rock for meaningful relationships between companies and their stakeholders. In consensus, stakeholder engagement in relation to CSR gives room to philanthropy, aligning of strategies, adherence to ethics, boosting of reputation, containing business risks and, other infrastructural development. In view of this, there are significant chances of learning. For example, involving companies are explorative inclined in nature, that is, has a higher tendency to uncover new things. Responding companies' chances are averagely inclined in nature, that is, they gradually fine-tune their operations. Informing companies are the least. In essence, Responding and involving companies yield more trust and command respect from their stakeholders.

A future studies could delve into more issue that has transitioned to ESG (Environmental Social and Governance). Instead of more emphasis on sustainability reports, Environmental Impact Assessment Report should be looked into. Other emergent constructs from engagement like control, corporate governance and deflecting criticisms should be explored. Also Covid-19 contributed towards not securing more interviews as most contacted individual were indisposed as well as other data. Other limitations include: time; and resources. As a measure of minimizing sources of these constraints, the available data; time; and resources are utilized at best to produce a qualitative research work.

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Appendix 1: Excerpt from the Interviews, Focused Coding – CSR Perspectives

Appendix 1: Excerpt from the Interviews, Focused Coding – CSR Perspectives

Companies adheres to CSR led initiatives	Question: In your opinion, how do you view Corporate Social Responsibility? In Nigeria, CSR is what most companies are still doing, which CDSR and it is more like philanthropy, all the companies are doing it, they build schools like they donate relief materials during the COVID-19 lockdown, they have the form to get vaccines and get people vaccinated of the public and private sector initiatives to enhance vaccination.
Philanthropies wise	
Transition to ESG	CSR is actually an old concept, what the world has moved to is ESG which is Environment, Social, and Governance. Initially companies were doing CSR, the problem with CSR is that most times, it is not aligned with organizational strategy, it doesn't benefit the organization. For instance, let us say I am a Dangote, I have a company, and I am giving money to IDPs in Borno State, that is CSR but what ESG does to your business is different, like I said earlier, I am a Dangote, I know that my trucks ply a particular community, and in that community there are some youths that are always disrupting my trucks, I might not say since the youths are idle, why can't I have a vocational skill programme, that is a CSR project that is in line with managing a business risk, the community boys will begin the vocational skill and they might become useful, they might even join the company, they might even work on the trucks as mechanics, that way, I have removed that risk that is disrupting my business properties, I have now used CSR in a way that aligns with my business strategy, that is where we are moving to now. In Nigeria, we are still practicing CSR which is a bit backward, companies have to move the point of managing their risk, CSR has evolved, CSR has moved to social performance, then to public expectation now it has moved to ESG, so Nigeria is still at the CSR stage when compared to the global context.
CSR mostly not consistent with organizational strategy	
ESG more beneficial	
Mitigate business risk	For how long have you been working in a CSR-related position? I have been in that kind of context for the past 3 to 4 years, I worked in industry, I used to work in consulting before, in that consulting, we used to basically help clients to design their CSR initiatives, to build schools, hospitals, donate money, mosquito nets, even sometimes, we help in the arrangement of some competitions like the Cowbell Competition, that is like a company saying we have made profits, let us give back.
CSR orientation/landscape a bit backward	How has CSR shaped your thinking? Modern thinking is now using CSR to influence business strategy or to align with the business, it is not discordant, in designing a CSR project, there has to be an element of sociability in it, look at CSR in terms of managing your social risk to the business.
CSR acquainted	
Championed CSR led initiatives	
CSR is setting precedence	

Appendix 2: Excerpt from the Interviews, Focused Coding – CSR Perspectives

Appendix 2: Excerpt from the Interviews, Focused coding – CSR Perspectives

CSR is ill-conceived	What's your perception of CSR? A general perception about CSR is usually misconceived, the public view CSR as mere philanthropy but in my years of practice, I have seen CSR beyond philanthropy, CSR for me is more like a commitment to your environment, stakeholders, community, and to the public in general, it is not mere philanthropy, CSR goes beyond that, for me, it is like a commitment and responsibility by individual and company to their environment and community.
CSR has transitioned from philanthropy to broader rationale	
CSR is immersed in sustainability	CSR is embedded inside sustainability because CSR is not sustainability but it is under sustainability. CSR is more of a philanthropic act but sustainability is more of ethical act and moral ethics. I have to double in those positions as the head of the department, I cover all of these, and I had to do a lot for the communities.
CSR is philanthropy in nature	
Sustainability is broader and central to ethics	
CSR necessary to established a business	Especially when the company is about to establish a new business in an area, they usually do engagement with communities and the community is a part of stakeholders if not a major stakeholder in the area the business is established. We go about it by telling the organization or company that CSR is not a favor to the host community but an obligation, the proponent of the project must have that mind-set already that it is been backed by relevant statutory, for instance, the EIA Act 2004, it spells it out that the proponent of any project should engage with the stakeholders, the host community members so as to know to avert any future crises. The first thing the community does is to want to ensure that the landed property, in case it is a new project, where there are going to be siting the project.
CSR is an obligation	
EIA Act has made CSR and engagement compulsory when undertaking a project	

Appendix 3: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 3: Focused Coding, Excerpt from the Interviews, Engagement

Stakeholder engagement motivation is regulatory; investors; communities; and financial. Stakeholder engagement offers legal and regulatory readiness. Educational incentives Equipping/provision of health care infrastructures	What are the drivers of stakeholders' engagement? The motivation for us is the regulators, investors, and the communities. Regulators: We have three businesses that are listed on the Nigeria Stock Exchange, NSE is a regulator that tells when you can have your AGM meeting to meet your investors, it has hold once a year, every decision taken has to be signed by shareholders and chairman, you have to give us the report on how the company is performing quarterly, from a regulatory perspective, that is the key driver. You just have to engage your stakeholders which we are the investors. The second level which is the host community, this is important from a risk perspective, let's say you have a smear plant, and there are two host communities, it is a legal requirement that you have to talk to your community, though, our regulatory regime in Nigeria is not very strong, it is quite overwhelming.....by the time some communities block your trucks, they cannot truck out products, if you check how many trucks could have been pushed out to the market now stuck that could cause a financial problem, to mitigate that we have to engage the communities. So, the key drivers have always been legal whether from the point of Nigeria regulation for the environment or from the NLC because we are listed company and secondly from a risk perspective which is the host communities, these are the important stakeholders, these are the two key things that have made us legal and financial, this has been the modern drivers that made to know that stakeholders' engagement is very important. What are the drivers, for example, initiatives, Dangote and MTN have what compel them to go into CSR, when I have a conversation with the manager for sustainability from MTN, he said one of the drivers was to promote the youths, this is one of their drivers, secondly, he said youths, national priority portfolio, that is to empower youths, I don't know if you have something similar in.... or the companies you have worked before. From a Dangote point of view, the drivers are legal and regulatory which is legal and financial. We have a lot of CSR projects, we have a key focus, one of which is empowering how local communities to be able to have schools which is very important. Education is a key priority, we try to make sure most of our local communities are educated, when they are educated, then they will have less impact on our business. The second fundamental principle is the area of healthcare, malaria is a big issue in Nigeria as a whole, another key focus for the group is on malaria initiatives, making sure people are free from malaria, but in many stages, starting from the sharing treated net, another stage, is the awareness section, we do free awareness session for the communities where we call in health experts to enlighten them.
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Appendix 4: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 4: Excerpt from Interviews, Focused coding – Engagement

Other alms giving	The third focus is the IDPs, which we are the major financier, we believe that poverty is not good, and these people require help, so we support IDPs in Maiduguri with products. Another very fundamental one is the COVID-19 problem, we try to do two things, access to the vaccines, so that more people would be vaccinated, we help the government with finance to ship in these vaccines and also to equip the centres where the vaccines are distributed. On the other hand, we also provided relief materials by giving out our products which are food condiments as palliatives without any cost, most of the palliatives government were given out, and most of them were from our company. We also try to empower local businesses within our area of domain, once we come to a new place, we try to give out business opportunities or contract to local contractor in that community to empower the youths, for instance, a contract can be awarded for the cleaning of our plants, you organize the youths in the community to come and clean the plant and that is the major footprints for us in terms of CSR. These are the few I can tell you, the key message now is we are now trying to tie it to be more strategic to our name, CSR initiative and company don't always match, CSR is like let me give back, we are saying that the world has moved to a point where you now have to leverage your CSR to add value to your company.
Youth empowerment	What is the extent to stakeholders' engagement? How do you engage with your stakeholders? What are the ways in which you engage with your stakeholders and why? In stakeholder management, we have what we call a stakeholder management plan, there is what we call a materiality assessment, that helps to identify all our stakeholders, let use our cement business as an instance, that is the business of stock exchange and the one you are aware of, we identify all the stakeholders and we then do materiality assessment, materiality is a system where stakeholders are asked about the issues that are important to them, we send out a materiality survey where we ask them the issues that are important to them, it could be environment, community and of course each stakeholder will have issues that are dare to his/her heart, a community might say pollution is disturbing us, a supplier can say I want our money to be paid on time, the important thing is that we get their feedback. we now plot a materiality chart, on XY axis, from the chart one can get the low, medium and high risk, the high-risk stakeholders are the one to be properly focused on, that is what will inform your engagement plan, to know to keep informed, send emails to and those you have to meet. Basically, we meet our communities regularly, we try to do stakeholders sessions with our host communities on a regular basis, a minimum of four to five times in a month.
Stakeholder management led to stakeholder plan that gives birth to materiality assessments. Identification of stakeholders Surveys Use of materiality assessment and surveys to manage stakeholders Constant engagement meetings.	What is the extent to stakeholders' engagement? How do you engage with your stakeholders? What are the ways in which you engage with your stakeholders and why? In stakeholder management, we have what we call a stakeholder management plan, there is what we call a materiality assessment, that helps to identify all our stakeholders, let use our cement business as an instance, that is the business of stock exchange and the one you are aware of, we identify all the stakeholders and we then do materiality assessment, materiality is a system where stakeholders are asked about the issues that are important to them, we send out a materiality survey where we ask them the issues that are important to them, it could be environment, community and of course each stakeholder will have issues that are dare to his/her heart, a community might say pollution is disturbing us, a supplier can say I want our money to be paid on time, the important thing is that we get their feedback. we now plot a materiality chart, on XY axis, from the chart one can get the low, medium and high risk, the high-risk stakeholders are the one to be properly focused on, that is what will inform your engagement plan, to know to keep informed, send emails to and those you have to meet. Basically, we meet our communities regularly, we try to do stakeholders sessions with our host communities on a regular basis, a minimum of four to five times in a month.

Appendix 5: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 5: Excerpt from the Interviews, Focused Coding, Engagement

Face-to-face meetings Community relation manager is the eye of the company and he/she ensures those meetings Types of engagement: stakeholder engagement and grievance mechanism registry Compilation of reports that is tailored to regulatory frameworks Different reports are produced to suits different stakeholders depending on their needs.	By what means do you engage? It is face-to-face because there is somebody responsible for that in our local communities. We have the community relations manager, he is the eye of the company, he makes sure he engages to get the feel of the community, there are two levels, one is engagement which is at least four to five times in a month, the second level will put in place is grievance mechanism, this is like a register, though we have engagement on a regular basis in case there are any grievances against us which need to be reported, the complaints should be filed through email, community relation manager or community liaison officer, in each community, we have a community liaison officer who acts as the foot soldier to get the grievance of the community who now locks it in a grievance register, it shows number and nature of complaints, it helps us to track it in order to resolve the complaints, once there is a grievance register to receive complaints and engagement, they help to manage the stakeholders in the community. The regulatory side of it is different, meetings are held with them, we send some of the monitoring reports like the Ministry of Environment on a quarterly basis, that is how we engage them to let them know we are up to with our environmental issues, the stock exchange deals with your Annual General Meeting, this is where you meet both the regulator which is the Nigeria Stock Exchange, the accountants, the registrars and shareholders, we have to meet them once in a year where issues related to the company are discussed and how the company is making profit, those are requirements the company needs to meet them, while for the reporting part of it, reports on financial performance have to be sent on a quarterly basis and all these are also enclosed in our annual report. Is your report integrated or an ESG independent? We found that stakeholders have different needs and they are of different types and they are asking for different sources of information, we try to do different reports meeting the needs of different stakeholders, an environment report will take care of the Ministry of Environment, a stakeholders' engagement report will take care of the communities, an AGM will take care of the regulators and the shareholders, we can have quarterly meetings with our suppliers to know the challenges they are facing in distributing our products, we communicate with our employees through email, we have meetings with them, we do end-of-the-year parties, weekly meetings at the departmental levels, company memos come out in form of corporate information if there is a new announcement, these are our ways of engagement.
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Appendix 6: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 6: Excerpt from Interviews, Focused coding, Engagement

A well sophisticated and robust mechanisms are in place. Confidential Government-led stakeholder engagement Use of power and seizure CSR is beyond Tax remittance. Stakeholder engagement should be led by companies. Proactive to avoid chaos	Is the current stakeholders' mechanism you have in place adequate or is there need to be refined? Nothing ever is adequate, we have something that is robust enough which is the stakeholders' engagement plan signed by the president. That is the stakeholders standard that the company needs to follow, it is not public, but I cannot share that, just to let know that we have a standard, it tells us how we can engage our stakeholders, if we are opening a new business, identify them first, identify their area of influence which are powerful and less powerful, that determines the ones we should keep informed and the ones we should see more often, that leads us to the kind of report we have to give each of them, the outcome of those stakeholders' engagement can be seen in our annual report. There are many issues to Shell, traditionally, what happened to the Nigerian oil companies is that at that time it was a military regime, they relied such much on government doing stakeholders' engagement, for example, if the company wants to acquire land, because of Land Use Act which makes the state government in charge of lands in their states and according to Mineral Resources and Petroleum Act, any land that crude oil is discovered on it belongs to the Federal Government, so whenever oil is being discovered on any land, automatically, that is Federal Government land and they have to chase people of any land is. When Federal Government chase people out, she gave it out to the oil companies. They relied so much on the Federal Government at that time, even up till now, that they are not providing benefits to the people. Shell's point would be, at the end of the day, we pay taxes, we do our Corporate Responsibility, how the government makes it useful to the community, is none of their business, but we now learnt from Shell's case is that we cannot leave stakeholder communities in the hand of government, even if you are paying taxes to the government, you will still have to do your stakeholder engagement to the communities, don't leave that to the government, even if the government is engaging well, try to build up the gap with what government is doing, that is one key lesson, that is why those of us in the agency unit which oversee the managing community and environmental risk, we try to be proactive, you don't wait for a community to block your truck before a community blocks your truck, that grievance would have been piling up and if a company has not been granting access to them when they are angry, the company is in trouble.
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Appendix 7: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 7: Excerpt from the Interviews, Focused Coding, Engagement

Shell then relied on the government in case of any problem

Key lesson is companies should resort to stakeholder engagement

Lender manager

Huge project on-going

Securing of huge loan as a result with higher paying span

Resorting to larger banks

Conditions

Stakeholder engagement reason is also financial

A well robust stakeholder engagement mechanism is needed to be in place to portray companies in positive manner.

When they are angry, do you have a front desk at the gate, do you have a CLO that they can talk to say this truck kill somebody in the night, what are you doing about it? What Shell did at that time is they relied on Federal Government's might and the military, once there is any problem, they bring in the military, the military disperses everybody but the grievances still stay and the people revolt, it is the company that bears it. One key lesson is that it is now important that companies should not rely solely on the government to manage their business risk, they should speak and engage with communities, not just of improving the lives of the people but while making profits you have to balance the needs of the people and the environment ...it has also become a business risk, it is also in your own interest financially. The second point is it protects you from financial and reputational liability. For instance, my role is to manage lenders, we are building a refinery which is about \$12billion projects, the banks in Nigeria cannot give you that kind of credit to build it, we have to go the big banks like African Development Bank and World Bank to get the finance, why we go to them is that they give an interest that is a single digit, a tenure period of 10 to 15 years to pay back, as a private businessman, it gives time to use the money, build and start producing to service the loan. These lenders are in the developed world, unlike our commercial banks here that give money to make profit; they are called development banks because they give money to spread positivity among people, so people can have good jobs and decent livelihood and the environment can be peaceful. There are conditions attached before loans can be released to multinational companies, the conditions are the way people and environment are treated has to be satisfactory, that is a major driver why most companies are doing stakeholders' engagement, it is financial reason. The major driver is the investor and lender pressure, is the main motivator. They want us to do a robust engagement plan, they would want companies top hire competent personnel that can talk to communities, they want companies to have proper grievance mechanism, and they don't want anything that will implicate them. If a company is killing a community or polluting their water source, and it is a bank that is financing them, they can be implicated by saying they are financing deaths of people, it is not be financial but it could be embarrassing.

Appendix 8: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 8: Excerpt from the Interviews, Focused Coding, Engagement

Manage reputation	A very key point, which companies also try to do, is they try to mitigate against eroding their companies' image which is reputational risk, which is the biggest problem now. If the company is listed on the Stock Exchange, companies raise money through Stock Exchange from shareholders, a company may feel the need to expand its budget and come to shareholders so there will be more profits to share more dividends, shareholders can now bring out the negative reports they have heard about the company from a particular community, that may reduce the company's access to finance, that is the true picture.
Expansion sake	
Engagement is the vehicle that drives CSR led initiatives	In your opinion, what are the advantages of stakeholders' engagement, the way you engage with your community, what are the motivations?
Difficult but worthwhile	Stakeholders' engagement should be the bedrock of any CSR initiative, it is the most difficult aspect of CSR, for any initiative to be successful, there is a very critical move for the stakeholders to be carried along, you shouldn't just get stakeholders' concern if you don't get their perspective, if you don't work with their expectation, you just develop a strategy that you want to implement, at the end of the day, one will just find out that you are addressing a vague need, a need that may have been addressed by another person, a need that is obsolete, the need that is of no use to the community or the audience you are targeting but you do stakeholder's engagement, you find out that you are hitting the nail on the head, you are addressing the specific concerns of your audience, you are meeting them just at the point of their needs, beyond that, you are also getting the buying of the stakeholders, them usually when you engage and you don't get their buying, you probably don't need to implement that project. A stakeholder is very critical because you are going to get your stakeholders' buying you are going to get their participation and follow you along, most importantly, you are going to be addressing a need in the approval form, not the one that is immaterial to them, you might probably think HIV/AIDS is everywhere in the world, whereas in that community that is not their problem, they probably don't have water, they probably need more of malaria treatment, so stakeholders' engagement is very crucial in any CSR initiative you want to implement.
Engagement imperatives helps hitting the nail on the head	
Engagement helps in solving the most vital prevailing issues	

Appendix 9: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 9: Excerpt from the Interviews, Focused Coding, Engagement

Health, safety, social and environmental and capacity building wise. Engagement is based on inclined on-working projects Once in a month or quarterly basis Face to face offers best form of interaction to identify prevailing issues Emails means of engagement	In your opinion, what are the drivers? There are lots of initiatives you can think of, there are economic development activities, you may want to bring them into a health initiative, and you may also want to talk about safety precautions and mental health development, social initiative, and capacity development. Generally, most common are the environmental initiative, capacity development. How often do you think is adequate to meet with the stakeholders? It should be about the environment problem-specific, for instance, a community might have had an apparatus in place and you have a strategy existing already and probably a money mechanism on the ground, you may have agreed on a periodic means of engagement, ...you may want to have more engagement with them until such a project takes its root and get altar-blessed mode. For instance, you want to implement an environmental mitigation project, maybe there is a water encroachment into the environment, in such a project, you need to be meeting bi-monthly, monthly. Let me give an instance of what I do, whenever there is an economic project that is already existing in that community, you have apparatus that monitor it frequently, you may want to put an engagement with the community quarterly depending on what is existing but where there is a gap, you may want to be meeting them probably bi-monthly, for it has to be problem-specific and the audience based on what is already existing, but generally speaking, there has to be a periodic engagement to have your project being monitored, but in my some of my projects, I usually do my engagements on a quarterly basis, at times, there might need to have an engagement before the quarterly one in which case we are talking about problem-specific. What is the most appropriate way of engaging with these stakeholders or communities? There are various ways you can interact with your community and the best way to interact with them is the physical one-on-one interaction, like that, you are watching body language, you are able to see beyond what they see, you speak, you are able to see beyond what you are saying, you can also interact with them via email, letter and this day of COVID-19, you interact with them virtually, but the best-recommended way of engaging with a community is a physical one-on-one engagement on a regular periodic basis which yield more results.
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Appendix 10: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 10: Excerpt from the Interviews, Focused Coding, Engagement

Engagement drives ethical responsibility Engagement minimizes social risk Engagement drives development Be on the lookout for stakeholders Engagement drives sustainability	In your experiences, what are the drivers and motivations of stakeholder engagement? On organization: It is ethical responsibility in ensuring that you meet up with your stakeholders and it is also an act of business sustainability, it is a measure to proactively manage social risk, these are the main drivers. For that community, what drives their engagement is development: social development, infrastructural development, educational development and skill acquisition. There are different categories of stakeholders, there are stakeholders that regulatory or statutory, host communities and interested parties. For instance, the press and media are interested parties, they are also stakeholders, the passer-by, Okada riders and drivers on the road where the business operates are also your stakeholders, the community is your stakeholder and the environment that is inanimate is also your stakeholder, so you must do beyond your boundaries to satisfy to the best of your ability to these interested parties and stakeholders because you don't want business interruption, you don't want agitation and sometimes, it could lead into more serious such as loss of life, if you don't control these factors, these are the drivers for social or stakeholder engagement. As an organization, it is ethical and something worthy of view to showcase and to be proud of that you are engaging your stakeholders in a sustainable manner, that is, to promote the global agenda for sustainability, so whatever business you want to do, you are not supposed to run into that community without carrying the people along, and that is what gave birth to what we called EISA – Environmental and Impact Social Assessment or ESIA – Environmental Social Impact Assessment, from this assessment, for instance, you are acquiring a property, you want to buy a greenfield, that is you a land with an existing facilities or brownfield, a land where there is nothing at all, but you want to buy from a community, you need to engage the community to know the real owners and to settle them legitimately and have a plan for their resettlement, you cannot just come to a community to set up a business anyhow, for instance, you want to set up rubber plant in Kano, and you just felt like land is good here, you just want to take it away from the community, you think you are just going to meet the chiefs alone and pay to the chief then walk away. Engagement is beyond the money you pay for the settlement, it is beyond your compensation if you are buying land, you would carry the people along, tell them what you want to do, the reason for the business and the type of business you want to do. In that EISA I mentioned earlier, when finish that assessment, the assessment is commissioned by the government, Federal Ministry of Environment is responsible for that, they are also one of the stakeholders, you will notify them that you want to buy this land,
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Appendix 11: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 11: Excerpt from the Interviews, Focused Coding, Engagement

Engagement leads to stakeholder mapping

Engagement leads to engagement and interactions

Engagement unlocks stakeholder's interest

Courtesy and consultative visit

Stakeholder mapping

they will give you an order to go ahead with the assessment, during the assessment, you will engage all the stakeholders in the community that will make up the report, the government regulators will review the report and set up what we call Panel Review, before the Panel Review, there will be an announcement of the Panel Review two times on the radio in which you will pay for, the announcement will be based on the land you are buying and that there is going to be panel review, whoever that is interested can come to the panel review on a particular day, place and time. After the announcement has been done twice, you would have finished the assessment, then you have gone to the committee, the owners of the land, you would have met with the council of chiefs, the community and everybody that is stakeholders have to be met. First of all, you have to do stakeholders identification, then stakeholders mapping, after that, town hall meeting will be set up or what we call, you will meet with each of the group independently, then you will do disclosure meeting, in that meeting, everybody will be invited and tell them what you want to with the land you are buying from them. What you told them is what will be in the report and be approved by the government, then the panel review where all the stakeholders would be invited and say their own position and after then, the government will send certain things based on your report and you follow up and start your business.

How do you engage stakeholders?

It is a systematic approach that enables you to have a buying of the community and all interested parties towards your project. The system of this engagement, first of all, if I come to Kaduna North to set up a textile plant, specifically in Ansho, the first thing I will do is to pay courtesy visit to the Seriki, I will pay homage, then I will tell Seriki my intention, after that, I will do a repeat visit which we call a consultative visit, the visit will be a broader spectrum of people not just the Seriki, I would have given him a letter for a broader meeting the first time I came, he would bring the council of elders or chiefs, after that meeting, I will ask for his permission to walk inside the community, by then, I will set up my plan to do what is called stakeholders mapping, this is know who are the stakeholders in the community, after I finish identifying them, then I will have a stakeholder engagement, when doing mapping, I can use the GPS to know the community boundary where my limit is, a community can be very wide but it is not necessary to cover the place what is important is who the real owners of the place

Appendix 12: Focused Coding, Excerpt from the Interviews, Engagement

Appendix 12: Excerpt from the interviews, Focused Coding, Engagement

Social license	
Community meet assessment	
Setting internal system	
Difference between needs and want – priority analysis	you are acquiring or who are your landlords, you know your boundary and limit, it is the stakeholders in that boundary that you will focus on, we call them social security license, when you have your host community or stakeholders backing you that is what we call social license, then you start community engagement where several meetings can be held with them independently, in that process, you that what we call Community Meet Assessment (CMA), this is to carry the community along, but before this is done, you have to set up your internal system, where you have policy, structure, package in terms of procedure, you can't just go blindly and get to engage the community without something governing you. When CMA starts, these are the things you will use for CSR, after the engagement, the community may say they need some certain developments in their community, then you come for an assessment prioritization meeting where the stakeholders will gather based on what has been requested from him, then list out all the things they have requested and educate them on what are the needs and wants. Wants are different from needs, somebody might say they want airport, but it is not a need because anything you are setting up in the community, they must take ownership for it and for the community to take ownership for it so that it will not bring burden upon you, they must be able to sustain it because when you finish the project you must handover to the community, the stakeholders must be able to manage it, you will try to drill capacity, that is what you do in that CMA and periodization meeting, the meeting will help you, for instance, those that are asking for airport, they will be asked if they can maintain an airport, it will help you trickle it down to what is really the need of a community because at the beginning you have gone round the community, you have done identification of the issue within the community, that will help your to take a decision, then they will align with your decision because they have seen that you are not biased, selfish but you want them to get something that they can manage. The prioritization will be done with them, they may tell him they want something, and you tell me you don't have that fund, what you need, what we can do and what the community can also sustain, that will now help to identify the need of the community which is community development. Sometimes, they could say they don't have sufficient science teachers in their schools, you may in the next two years I will employ science teachers and pay their salaries for five years so that there will be engineers, doctors from that community, if it is about farming, we can provide fertilizers for them but on conditions

Appendix 13: Focused Coding, Excerpt from the Interviews, Engagement/learning

Appendix 13: Excerpt from the Interviews, Focused Coding, Engagement/learning

Counterpart funding	You give anything free, it has to be tied to something so that they will know they have their responsibility too because they are also stakeholders, they have what to give out which is called Counterpart Funding, it could personnel, material or item. They must have the ability to produce counterpart funding. Sometimes, a committee can be set up inside the community, CDC – Community Development Committee or PIC – Project Implementation Committee where we bring experts to train them on advocacy, engagement, conflict resolution, so that they will have the required skill to not totally depend on you because there are other businesses in the community which they are not harnessing those businesses, what when you build their capacity, they will not depend so much on you, they can also go into all the businesses around them and engage because they are now enlightened, it will be done without violence, those are the ways you engage a community, at the end of the day, there will be a report which will help with a GMOU – General Memorandum of Understanding, in which all stakeholders will append their signatures and an agreement will be reached on what will be done in a specific period of time, everything will be captured in the GMOU, it is also called Global Memorandum of Understanding. That document will be the governing document for both parties, which is the community and the organization.
GMOU	What is the most effective way to interact with the community? The most effective way to get the attention of a community is physical engagement, that is, face-to-face, but you still do things like awareness, sensitization, serving of letters, meeting at the town hall before engagement. Physical engagement is the most effective way of knowing you, because you are becoming part of the community, they can't work with an invisible person, you have to be present, although, there are times you will serve them letters, notice.
Face to face remains the best form of engagement	What are the lessons learnt as you engage with these stakeholders? First of all, it is positive especially when you are transparent. The lesson is you have to be transparent when you are dealing with the community, you have to be straightforward, honest, say what you can do, don't say what you cannot do at all times, let them know your capability in terms of finance, don't promise more than what you can do. It is a nice and positive experience, there is a lot of energy when you engage them, and you must be very diplomatic,
Other alternatives are notice and letters	
Learning breeds transparency	

Engagement/learning

Appendix 14: Excerpt from the Interviews, Focused Coding, Engagement/learning

The importance of liaison officer	Be subtle in your speech, you have a good communication skill to that you can learn, speak to them and they will understand. It is always good to have a community liaison officer that understands the community and can speak the language of the community, so the person will be like your spokesman. Another thing that brings failure is when you become political, when you engage a community, don't be political, even when they have political differences, for instance, the Seriki has his men who are his cabal, there are some officials of government in the community which is also community which is the community development areas and they have chairmen, because most of those chairmen are from the government, they are political appointees, they tend to stay on the side of the local government chairman and the Seriki/Baale/Chief will be on the other side, sometimes, he may not like the local government chairman, it is the chairman that appointed the CDA chairman and he must work with him, sometimes, the CDA chairman will want him to have more attention giving to him than to the Seriki/Baale/Chief, you should be able to draw the line and carry them along, so that the Seriki/Baale/Chief doesn't see you as playing politics and leaving him behind, you just have to be in between, don't go too much to the political, don't go too much to the traditional institution side, don't be political. Sometimes, the community can be very hostile, it is risky to engage in the community, I have been beaten up in a community before because of misconception, so there is a risk but if you have the right way of engagement, even with that risk, you come out successful. But in all, the benefits are more than the negative. But if a community perceive you not to engage them, you have more interruption in your business, you have more agitation, you have things like kidnapping, stealing, robbery, vandals and causing destruction to your property but if the community works for you, first of all, the social risk can be mitigated through your social licence, it is when the community endorses you and give you the approval to do your business in their community, that is the GMOU you have with them, but if don't have that and the community perceive as not carrying them along, the price you will pay cannot be compared to what you will gain when you have engagement with them, the benefits outweigh the demerits. It is a good thing to engage them at all times and at all levels, have a daily plan of different engagement meetings and be visible, always go to your community, have those meetings and do something tangible for the community, if they are having festivities, attend their festivities, if you have something you donate to them, if they are celebrating anything traditionally, attend
Being political leads to failure	
Terrible experience	
Engagement is positive and it helps in avoiding shortcomings	
Series of meetings	
Financial support	

Appendix 15: Focused Coding, Excerpt from the Interviews, Learning/Trust

Appendix 15: Excerpt from the Interviews, Focused Coding, Learning/Trust

Security assurance	And give them something, participate in anything the community is doing when do all of those things, the community will now be your security, your business is safe. Like I told you, the media is also your stakeholder which is the interested party, your business interruption goes into the media, for instance, if a community causes a blockage to a business, the business is going to lose a lot of money, that is just one leg but if it goes into the media, it is something you cannot control, it goes viral, it will be concluded the business owner is not a good businessman probably he is not doing CSR but in terms of sustainability of your business, you have to go into stakeholders' engagement which is getting your social license.
Dark side of the media	
Dangote is a household name in Nigeria	
A good stakeholder engagement lead to trust	Is there any degree of trust that was earned from them? Dangote is a big business and our cement plants are everywhere, if you do a good stakeholders engagement, one of the things you should gain from it is trust and respect of the community so that when you deal with them, they know you respect, and it is very important for communities if they are not respected, you don't hear their views, sometimes, when one goes to the communities, they have an unrealistic expectation, once they hear the name Dangote, they think money will flow, asking for some unrealistic things like asking they need a big house, a boat for fishing worth of N2m to N3m because you engage them which means you allow them to say what is on their mind it doesn't necessarily mean you will do them. An instance like a community where the refinery project is being built, when we do our stakeholders' engagement in that community, the request of the people in the community are like we want to work in our refinery, we want you to build cold room for us, we know told them that all that they were asking for will be done but they should not forget that it is an ongoing project that we are stilling borrowing to implement that we have not started making money, it is when the project is complete and we started making the profit that the community can benefit from it. We now told them what they were saying was good but our budget didn't support it. If we don't have stakeholders' engagement, they might be bringing out all kinds of untrue insinuations that would not build trust but if we talk to them and let them be aware of how the whole thing is going and in the interim, how do we give you jobs in the community, we can do vocational training, build schools, give scholarship, these are some of the things we do that it gives us that opportunity to discuss fairly with them.
Stakeholder engagement put forward the standing demands	
Stakeholder engagement avoids misplaced of priorities.	

Appendix 16: Focused Coding, Excerpt from the Interviews, Learning/Trust

Appendix 16: Excerpt from the Interviews, Focused Coding, Learning/Trust

Engagement leads to significant learning Communities are being difficult is a misconception Engagement holds promise of solving difficult and long standing problems Transparency is the key to solve such problems Endless demands Engagement helps in managing excessively demands And it offers opportunity to carry stakeholders along.	In the course of communicating with stakeholders, what have you been able to learn from them? There are a whole lot. There is a general perception that stakeholders especially local communities are difficult to manage, it is a big fallacy, I said so because the community may have a reason to want to engage or interact, and you being the engagement officer needs to have a cordial relationship, mutual understanding with them. Dialogue goes a long way between organizations and their host communities, mutual dialogue, and understanding each other. What I have learnt is that whatever the crisis, the issue, or the situation, you must go on a roundtable to find the solution. There must be midway, no matter how big the crisis is. I just had my fourth quarter engagement with one of my communities, they were a lot of which some of them were looking at it that it can never be resolved, but at the end of the day, we addressed each of those issues amicably, what I have learnt is that any issue can be resolved with dialogue and discussion as long as you come in peace, not to manipulate and you are transparent. The crux of the matter is you have to be transparent, be open to dialogue, listen to the, together with the community, and try to find solutions to issues. It is not all politics all the time, there are at times agitation that may look impossible and difficult to achieve, when such difficult times come, the way out of it is to continue dialoguing. Another thing I have also learnt from some of the communities is that the demands are endless, the more you do, the more they expect, but being a professional, it is up to you to find a way to curtail, curb or manage excessive demands because those demands are insatiable, as much as they are insatiable, you must find a way of managing as they come and make them understand that it is not all profit all the way, they also have to give in, but more importantly, it makes it easier for you to get them involved in the project and make the partakers and participants of principal stakeholders in anything you do, in trying that, it is easier to you to implement those projects.
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Appendix 17: Focused Coding, Excerpt from the Interviews, Learning/Trust

Appendix 17: Excerpt from the Interviews, Focused Coding, Learning/Trust

Corporations seems cunning but it is the other way round The more transparency the more trust Embrace diligence to avoid compromise Trust is vital as it shall set the tune henceforth. Be fair and just across stakeholders	In the process of stakeholders' engagement, what is the degree of trust that you get? The general perception is that corporate organizations are manipulative and they know how to get themselves out of issues but in my years of practicing CSR and sustainability, I have never had a case of mistrust from my stakeholders, I think it depends on the organization's transparency, when an organization is transparent and honest with them, you will cultivate their trust naturally. Usually, when we have to work with them, we try to be open and show them the budget we have on the project, I am giving an instance of the physical discussion I have with them, this is the budget we have on this particular project, this is what we want to do, this is how we think we can implement it, in that case, you don't see anyone not trusting one another, you have laid it bare to them, it is for them to agree with you on how they can help out...What most corporate organization do, there must be what we call due diligence, due diligence deals with ethical issues and when it comes to ethical issue, you let them know from the onset that there are issues that you cannot go below, you cannot compromise and they work with you on that and once they understand that this is the standard you cannot go beyond, I tell you, they work with that but once you start showing any type of misconduct, they will even be shocked because they believe if you can go behind to do some unethical things maybe they can compromise or manipulate, then if they know that ethic is upheld in my project, they will never come around to compromise, even if they want to manipulate, they will never let bring you in. The issue of trust is very critical, it depends on how you carry yourself around them, if they know you can compromise, and already you are trying to make them have mistrust in you. The standard you set from the onset will determine the level of trust they will have in you and your project. Do you have other things you can add in your own opinion? In stakeholder engagement, one critical thing we did not mention is ensuring you capture every concern of the stakeholders, try not to be biased, and try to avoid the situation of divine and rule when you get to any community, ensure you carry every arm of that society along. For instance, in communities where we operate, we set up what we call the partnership consultative committee, this consultative committee comprise every arm of that community, women group, youth group, elders group,
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Appendix 18: Focused Coding, Excerpt from the Interviews, Learning/Trust

Appendix 18: Excerpt from the Interviews, Focused Coding, Learning/Trust

Build trust and ensure its sustenance	Community leadership legislation subcommittee, we make sure that every governance arm of that community is represented so that no segment of the community is disadvantaged, no sector of the community will say they are not aware of what is happening in the community. The aspect I want to bring to your knowledge is that ensure you carry all your stakeholders along in any initiative you implement, ensure that they are involved, ensure they are buying, ensure their participation, ensure you are able to build trust, ensure transparency and ensure you maintain excellent ethical conduct. As you engage with these communities, what is the level of trust they have in you? Like I said at the beginning, it depends on your attitude but for us, the level of trust is significant because I always engage and when we say we are doing a particular thing, we will do it, there is so much trust from that end. It is a beneficial and good thing. What is the degree of trust that you earn as you engage with communities? And does your integrity increase? The degree of trust is significant, it also reduces community agitation, even when they have grievances, they first approach, it is unlike when they would just come and be destructive, that is double work but because we are already engaging, we have that extra comfort that if there is any grievance, they will not just go lawless, they will first channel that complaint to us, when we receive the complaint, we will need to review the complaint and come up with an approach to respond before the community decides to take unilateral action, there are times when people in the community like the CLO will say that they are not happy with the company that they don't feel comfortable again, that is because they feel the company already has a channel of conversation and discussion, they may even be threatening, but since there is a channel for conversation, an agreement may be reached so that they can be engaged, and he goes back to the people to give them feedback, the action they may want to take is already on oath, so there is room for negotiation and discussion.
Significant level of trust is earned	
Significant trust and minimizes agitations	
Platform to ensure smooth working of Grievance mechanisms.	
It contributes to integrity because the community now trusts you better	

Appendix 19: Comparing Incidences from the Interview

Excerpt from CSR perspectives

Appendix 19: Comparing Incidences From the Interview excerpt from CSR perspectives

Question: In your opinion, how do you view Corporate Social Responsibility? “In Nigeria, CSR is what most companies are still doing, which CDSR and it is more like philanthropy, all the companies are doing it, they build schools like they donate relief materials during the COVID-19 lockdown, they have the form to get vaccines and get people vaccinated of the public and private sector initiatives to enhance vaccination. CSR project is in line with managing a business risk, the community boys for example will begin the vocational skill and they might become useful, they might even join the company, they might even work on the trucks as mechanics, that way, I have removed that risk that is disrupting my business properties. Modern thinking is now using CSR to influence business strategy or to align with the business, it is not discordant, in designing a CSR project, there has to be an element of sociability in it, look at CSR in terms of managing your social risk to the business, in doing CSR, you have to understand your stakeholders”.

What's your perception of CSR? “A general perception about CSR is usually misconceived, the public view CSR as mere philanthropy but in my years of practice, I have seen CSR beyond philanthropy, CSR for me is more like a commitment to your environment, stakeholders, community, and to the public in general, it is not mere philanthropy, CSR goes beyond that, for me, it is like a commitment and responsibility by individual and company to their environment and community”.

“CSR has been seen as a way a company gave a token to the society and using it to attract favours from the society, some people even see it as charity where the company gives back to the society which can take in form of philanthropy, all those notions of CSR as philanthropy, as a way of giving back, presenting the company to the public”.

CSR is setting precedence

Companies adheres to CSR led initiatives.

Philanthropies wise to broader point of view

Mitigate business risk

Giving back

Appendix 20: Comparing Incidences from the Interview

Excerpt from Engagement perspectives

Appendix 20: Comparing Incidences from the Interview Excerpt Engagement Perspectives

What are the drivers of stakeholder engagements? “For me, these are the principal reasons why one needs to engage stakeholders; transparency, inclusiveness and partnership, those are the key drivers of stakeholders’ engagement”.

“The driver is the social impact assessment of that project because one needs to know the environmental aspect that will impact on the social impact of the host community so as to know the kind of project to be put in place”.

“The main driver is businesses want a license to operate, even when not oil and gas sector, most of the businesses I have worked with, there are times when host community issues can interrupt business operations or it becomes bottleneck for your business... regulatory... and been ethical”.

“The motivation for us is the regulators, investors, communities, and financial. So, the key drivers have always been legal whether from the point of Nigeria regulation for the environment or from the NLC because we are listed company and secondly from a risk perspective which is the host communities, these are the important stakeholders, these are the two key things that have made us legal and financial as well as social risk. This has been the modern drivers that made to know that stakeholders’ engagement is very important.”

In your experiences, what are the drivers and motivations of stakeholder engagement?

“On organization: It is ethical responsibility in ensuring that you meet up with your stakeholders and it is also an act of business sustainability, it is a measure to proactively manage social risk, these are the main drivers. For that community, what drives their engagement is development: social development, infrastructural development, educational development and skill acquisition. There are different categories of stakeholders, there are stakeholders that regulatory or statutory, host communities and interested parties. As an organization, it is ethical and something worthy of view to showcase and to be proud of that you are engaging your stakeholders in a sustainable manner, that is, to promote the global agenda for sustainability. Next you have to do stakeholders identification, then stakeholders mapping, after that, town hall meeting will be set up or what we call, you will meet with each of the group independently, then you will do disclosure meeting, in that meeting, everybody will be invited and tell them what you want to with the land you are buying from them”

“There are lots of initiatives you can think of, there are economic development activities, you may want to bring them into a health initiative, and you may also want to talk about safety precautions and mental health development, social initiative, and capacity development”.

Engagement drives ethical responsibility

Engagement minimizes social risk, drives development, drives sustainability, leads to stakeholder mapping and interaction

Be on the lookout for stakeholders

Transparency, inclusiveness, partnership

Assurance of license to operate

Health, safety, social and environmental and capacity building wise.

The motivation for us is the regulators, investors, the communities and financial.

Appendix 21: Comparing Incidences, Means and Frequency of Engagement

Appendix 21: Comparing Incidences, Means and Frequency of Engagement

What are the means you usually use in engaging with the host communities, how often? “There are several means, we can do town hall meetings, we can do one-on-one meetings, we do focus group and general discussions, we engage with them directly through a feedback mechanism, there is a complaint system where issues are raised and being resolved, there are a lot of mechanisms depending on the scenario, which is first treated is applied, there are general meetings, workgroups, seminars, all intended fostering a better understanding with the host communities and ensuring a peaceful co-existence between the organization and the communities”.

“This depends on the stakeholders’ engagement plan; it could be monthly or quarterly depending on the stakeholders. You can have quarterly engagement with the chiefs or the decision-makers in that community or with the youth, you can have an all-inclusive workshop on a quarterly basis, it depends on what you want to achieve, you have engagement with the community contractors, the frequency of the engagement depends on the stakeholders’ engagement plan and the need for those engagements. For instance, if you have jobs that you want to be executed by community contractors, you call for community contractors meeting, if you have some very key technical issue arising from the community, probably you are not having some landing on some issues, you speak to the decision-makers from the community, you must engage with them regularly, which could mean monthly, quarterly.”

“Most companies have what is called community and stakeholders revision outfit within their organizations who are constantly in touch with the community or stakeholders, one cannot really say how often, if one is engaging with its joint-venture partners, we have people we call electoral revision managing officers, there are also relationship managers in some organizations who are constantly in touch, whether community relations for community or NGO relation for NGO, we have people that are relationship managers who are permanently and constantly in touch, it is not as if you show up when there is an issue, using expert and dedicated relationship managers helps to keep the relationship ongoing and continuous and are not driven by events and issues. When there is a need for formal engagement, it depends on the scope and scheme of the activities of the organization, it depends on the issues at stake, those are the drivers in which frequency of engagement can happen, I cannot begin to quantify on how often engagement should happen, it depends on whether you have liaison officers, the scope of your activities and issues at stakes in that particular case, the commitment both parties have on ground that needs to be monitored, there is no good number or bad number, and one does not engagement for the sake of engagement, it depends on the scheme or scope of operations and the significance of the issues at stake. There is something that is called the material issue, this is an issue that is important to both parties, and the materiality of the issue will also determine the frequency of the engagement. Material issues are issues that concern both the company and the stakeholders, the materiality of such issues is what drives the frequency and depth of engagement”.

Quite frequent

Combinations of various means of engagement

Combination of informing, responding and involving stakeholder engagement strategies

Based on the consensus, frequency depends on the scope, significance as well as scope of the prevailing issues

The importance of foot soldier known as Liaison Officer

Appendix 22: Comparing Incidences, Learning and Trust Perspectives

Appendix 22: Comparing Incidences, Learning and Trust Perspectives

In the course of your experience in engaging with the communities, is there any initiative you will recall that you have initiated as a result of engaging with these stakeholders?

“There are a whole lot. Dialogue goes a long way between organizations and their host communities, mutual dialogue, and understanding each other. What I have learnt is that whatever the crisis, the issue, or the situation, you must go on a roundtable to find the solution. There must be midway, no matter how big the crisis is. I just had my fourth quarter engagement with one of my communities, they were a lot of which some of them were looking at it that it can never be resolved, but at the end of the day, we addressed each of those issues amicably, what I have learnt is that any issue can be resolved with dialogue and discussion as long as you come in peace, not to manipulate and you are transparent. Another thing I have also learnt from some of the communities is that the demands are endless, the more you do, the more they expect”.

“Based on wide range of engagement we were able to identify and help clients to design their CSR initiatives, to build schools, hospitals, donate money, mosquito nets, even sometimes, we help in the arrangement of some competitions like the Cowbell Competition, which is like a company saying we have made profits, let us give back.”

“One of the things I was able to achieve was setting up a CDC – Community Development Committee, I engaged through the stakeholders, got nominations, train them, empower them and started working for both the community and company, they work for the community to engage the company and they work for the company to drive and monitor community projects. And also they are able to engage other companies around the community, we also set up a community borehole project. In the Niger Delta, we were able to set up what is called an IT unit, the company provided the hall and we equipped with computers and they are being used to train the community students on Information Technology, building their capacity on that, they are using it as a business centre, cyber café and training school making revenue for the company to run their expenses. Also, in the course of our engagement, we sponsored school intercourse sports, bought sportswear, trophies and promote unity among the students, we also promote other extra curriculum activities such as sporting, identifying skills and talents in students. We also set up an IT laboratory in one of the schools, most of the examinations are now online registration, we empower the school and also the teachers so that they can also be computer literate, we also do some campaigns for females, buying pads for them, buying pads is quite expensive for some young ladies in the community, we do malaria awareness, distributing mosquito nets, we also do awareness on drug abuse, bullying and molestation. These are among the things we have done”.

Engagement leads to significant learning

Communities are being difficult is a misconception

Engagement holds promise of solving difficult and long standing problems

Community demands could be endless

Championed CSR causes

Engagement helps in managing excessively demands

Learn to established series of community much-driven projects.

Appendix 23: Comparing Incidences, Trust and Integrity

Appendix 23: Comparing Incidences, Trust and Integrity

Is there any degree of trust that was earned from them?

“Dangote is a big business and our cement plants are everywhere, if you do a good stakeholders engagement, one of the things you should gain from it is trust and respect of the community so that when you deal with them, they know you respect, and it is very important for communities if they are not respected, you don't hear their views, sometimes, when one goes to the communities, they have an unrealistic expectation, once they hear the name Dangote, they think money will flow, asking for some unrealistic things like asking they need a big house, a boat for fishing worth of N2m to N3m because you engage them which means you allow them to say what is on their mind it doesn't necessarily mean you will do them. An instance like a community where the refinery project is being built, when we do our stakeholders' engagement in that community, the request of the people in the community are like we want to work in our refinery, we want you to build cold room for us, we know told them that all that they were asking for will be done but they should not forget that it is an ongoing project that we are stilling borrowing to implement that we have not started making money, it is when the project is complete and we started making the profit that the community can benefit from it. We now told them what they were saying was good but our budget didn't support it. If we don't have stakeholders' engagement, they might be bringing out all kinds of untrue insinuations that would not build trust but if we talk to them and let them be aware of how the whole thing is going and in the interim, how do we give you jobs in the community, we can do vocational training, build schools, give scholarship, these are some of the things we do that it gives us that opportunity to discuss fairly with them”.

“The general perception is that corporate organizations are manipulative and they know how to get themselves out of issues but in my years of practicing CSR and sustainability, I have never had a case of mistrust from my stakeholders, I think it depends on the organization's transparency, when an organization is transparent and honest with them, you will cultivate their trust naturally. Usually, when we have to work with them, we try to be open and show them the budget we have on the project, I am giving an instance of the physical discussion I have with them, this is the budget we have on this particular project, this is what we want to do, this is how we think we can implement it, in that case, you don't see anyone not trusting one another, you have laid it bare to them, it is for them to agree with you on how they can help out...What most corporate organization do, there must be what we call due diligence, due diligence deals with ethical issues and when it comes to ethical issue, you let them know from the onset that there are issues that you cannot go below, you cannot compromise and they work with you on that and once they understand that this is the standard you cannot go beyond, I tell you, they work with that but once you start showing any type of misconduct, they will even be shocked because they believe if you can go behind to do some unethical things maybe they can compromise or manipulate, then if they know that ethic is upheld in my project, they will never come around to compromise, even if they want to manipulate, they will never let bring you in. The issue of trust is very critical, it depends on how you carry yourself around them, if they know you can compromise, and already you are trying to make them have mistrust in you. The standard you set from the onset will determine the level of trust they will have in you and your project”.

Corporations seems cunning but it is the other way round

The more transparency the more trust

Embracing due diligence to avoid compromise

Trust is vital as it shall set the tune henceforth.

Appendix 24: Respondents

Interviewees					
S/N	Names of Interviewee	Companies	Position	Sector	Email/Phone
1	Edward Fagbohun	MTN Telecommunication Nigeria	Manager, Sustainability & Impact Reporting	Telecommunications	Edward.Fagbohun@mtn.com
2	Bolarinwa Onaolapo Engr. Lawal Tukur Funtua	Shell Nigeria	Business Opportunity Manager, ESG	Oil & Gas	bolaonaolapo@gmail.com
3	Chinwe Ifechigha	Dangote Cement Plc. Nigeria	Head Environment & Social Performance	Conglomerate	00234 802 372 5647
4	Chukwudi Iwuozor	Total Nigeria	Corporate Social Responsibility Manager	Oil & Gas	chinwe.ifechigha@totalenergies.com
5	David Mbrepadiaha	Dangote Industries	Environmental Performance Advisor	Conglomerate	c.iwuozor@lircyfranc.com
6	Emmanuel Agbanowah	Total Energies, Total Subsidiary	Environmental Manager	Energy	00234 805 256 9567
7	Ebere Obioha	Star-Sight Energy Limited	Manager, EHSS	Energy	00234 810 647 0683
8	Ose Edene	Coca-Cola Nigeria	Enivironmental & Quality Systems Manager	Conglomerate/Food	00234 806 461 1544
9	Jude Amechi	Edorsjav Enviromental and Social Consultancy Firm	Managing Partner	Consultancy	00234 803 8293977
10	Nnamdi Chiadikobi	Nascon Allied Industries Plc.	Head HSSE/ Sustainability	Conglomerate	00234 803 778 8944
11	Eche Munonye	SPDC Nigeria	Health Safety and Enviromental Advisor	Oil & Gas	Linkedin
12		CSR Sahara Reporters	Publisher/Editor-in-chhief	Media	news@csrreporters.com

CURRICULUM VITAE

OBJECTIVE To providing sound economic and sustainability growth and development policies and to work effectively in a team

**WORK
EXPERIENCE**

01/2020 –

**Head of Operations, Sterling Logistics & Consultancy,
Istanbul, Turkey**

03/2012 - 02/2013

**National Youth Service Corps (NYSC), Almawash Farms,
Kano, Nigeria**

Responsibilities:

- Receiving customers, being the first point of contact
 - Responding to customer queries
 - Monitoring daily sales, transactions, and reporting
 - Ensuring delivery
 - Driving sales through direct marketing
-

EDUCATION

2016 – 2022

Ph.D. Management (Organization and Sustainability Management), Istanbul University Business School, Turkey

2010-2011

MSc. Financial Management and Corporate Accountability,
Middlesex University Business School, United Kingdom

2006-2010

BSc. Economics, University of Abuja, Nigeria

2005-2006

Advanced Certificate in Information Technology, NIIT
Computer Centre, Abuja

ADDITIONAL SKILLS

- Excellent written and verbal communication skills
- Strong team player with an ability to work independently
- Results driven with an eye for detail
- Analytical, well Organized and composed
- Ability to work with little or no supervision
- Proficiency in Microsoft office; word and Excel spread sheet and SPSS.