

Corporate Social Accounting Practice: A Roadmap for a Sustainable Relationship between Oil Companies and Host Communities in the Niger Delta Region of Nigeria.

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ABSTRACT

This paper corporate social accounting practice: A Roadmap to a sustainable relationship between oil companies and their host communities in the Niger Delta region of Nigeria is motivated by the incessant conflict between oil firms and host communities as reported by the media on almost daily basis. This paper is restricted to corporate social responsibility aspect of social accounting. In order to ascertain the genre of corporate social responsibility strategies the oil companies adopt and practice in their relationship with the host communities in the state, a survey approach was used in gathering the data and analysis. This paper observes that the oil companies do not adhere to the Ten Commandments of Public Relations that emphasize more on proactive CRS. Thus, the adoption of extra-judicial means by the host communities in order to draw the attention of the government, international communities, the media and the general public. The paper consequently advocates for a proactive – community – participatory CRS and frowns at the seasonal, advocacy, redemptive, fire-brigade and reactive CRS adopted by the oil companies operating in the Niger Delta. The paper therefore recommends full adherence to the Ten Commandments of public relations, a petroleum and gas law that will make it mandatory for oil industries to give at least its 18% profit after tax to the oil producing communities so as to stimulate development of these communities and sustain their relationship.

Keywords: Social Accounting, corporate social responsibility, oil companies, sustainable relationship.

INTRODUCTION

The role of business in society implies fundamental issues about the nature of society itself, its structure, the values that it embodies, its effectiveness in raising living standards, ensuring social cohesion and placing the common good at the heart of social, economic and political action. The debate about social accounting has been about

corporate social responsibility and accountability. It raises fundamental issues about the relationship between business and society:

1. Is economic efficiency, defined as optimizing shareholders value compatible with social justice defined as “fair shares” for all who participate in its activities?
2. Is the search for profit that drives the market economy and private investment in business, compatible with that level of awareness of others that would incite investors to share that profit?
3. Is individual freedom compatible with the right of others and with the concept of social justice?

There have been several cases between different business organizations especially the multinational oil companies from the time of the late Ken Saro-wiwa, an environmentalist and social critics till date which borders on the neglect of host communities by these oil companies. At different for a, corporate social responsibility has been regarded as the sine quo non or a penecea for symbiotic relationship between these oil companies and their host communities. But the insensitivity of these oil companies to corporate social responsibility programmes have contributed adversely to their social economic well being and this to a large extend has been the bane of hostilities between most of the oil companies and their host communities in the Niger Delta (Alikor;Ukaegbu;and Ben-Woke; 2013).

The actions and in actions of these oil companies towards their host communities in the region have been regarded as diametrical to their yearnings and aspirations of these oil producing communities, hence leaving these communities in object poverty and underdevelopment because of inherent dangers in oil exploration and production in their environment. According to Manby (2011) oil exploration and production have affected the livelihood of many of those living in the oil producing communities and those poor environmental standards in relation to oil spills and gas flaring have equally and adversely contributed to the problems of oil producing communities. Compensation for damages caused by the oil industries is inadequate and sometimes not even paid. Corporate social responsibility is often relegated to the background. In Rivers State particular, cultivable and habitable lands are taken over for oil exploration and exploitation by mere government directives and land use- Acts of the Federation- Nigeria without commensurate compensation, memorandum of understanding and corporate social responsibility. In line with, Manby (2011) observed that land is appropriated for oil production under laws that allow no effective due process protection for land owners and only inadequate compensation for the loss of livelihood of those affected. The host communities in Rivers State are faced with direct adverse health effects associated with oil exploration and production. Irrespective of the huge financial resources the oil companies make from the proceed from crude oil, the oil bearing communities remain poorer compared to their counterpart in Asia, Europe and American continents.

Against this backdrop, Ken Saro-Wiwa (1990) maintained that the environment in Ogoni land had been completely devastated by decades of reckless oil exploitation or ecological warfare by Shell Petroleum Development Company (SPDC)

This assertion snowballed to adoption of Ogoni Bill of Rights, which listed the grievances of the Ogoni people and the outright demand of political autonomy of the people to participate in the affairs of Nigeria Republic as a distinct nation. These include, the right to the control and use of a fair proportion of Ogoni economic resources for Ogoni development because of perceived and actual injustice melted against the people of Ogoni ethnic nationality by the federal government and SPDC, induced by lack of corporate social responsibility to the people. Thus, subjecting the people and their lands to an un-bargained poverty and environmental degradation. Given the level of poverty and devastation of oil producing communities in Rivers State, and the Niger Delta at large, Saro-Wiwa (1995) as cited in Wilson (2005) lamented in a court section on trial in Port Harcourt shortly before he was hanged:

I am a man of peace, a man of ideas appalled by the denigrating poverty of my people who live on a richly endowed land, distressed by their political marginalization and economic strangulation, angered by the high level of hazard of oil exploration and exploitation without commensurate social responsibility from the oil companies.

In the testimony of Saro-Wiwa, “the company – SPDC has indeed, ducked this particular trial but its day will surely come and the lessons learnt here may prove useful to it, for there is no doubt in my mind that the ecological war the company has waged in Niger Delta will be called to question sooner than later and the crimes of that war will be dully punished”. “The crime of the company’s dirty war against the Ogoni people will also be punished if not now but in posterity”. (Wilson, 2005). This simply means that SPDC has not lived to their corporate social responsibility.

This philosophical statement of Ken Saro-Wiwa inspired directly or indirectly the violent struggle for emancipation of the Niger Delta region of Nigeria by ex-Niger Delta Militants. The youths now adopt extra-Judicial methods of drawing the attention of the oil companies and the government through violent, illegal and criminal approaches. Such activities include, oil bunkering, theft, vandalization of oil installations, kidnapping of oil companies staff among others. Though the companies and government are now using military and para-military strategies to curb the situation. Social accounting therefore draws attention to the gulf existing between the sectarian interests represented in conventional business accounting and its focus on profit, and the need to see the entire social role of business organization in the context of all those affected by its activities (Michel; Brian;and Deigan;2011).

CLARIFICATION OF KEY WORDS

The following keywords are clarified for easy comprehension in the content of this paper.

1. Corporate social accounting
2. Corporate social responsibility

3. Oil companies
4. Sustainable relationship
5. Host communities

Corporate Social Accounting

Corporate Social accounting is more commonly formulated as a very broad extension of corporate accountability, referring to such notions as social and environmental accounting, corporate social responsibility reporting, non-financial reporting, sustainability accounting and green accounting. It draws attention to the gulf existing between the interests represented in conventional business accounting and its focus on profit, and the need to see the social role of business organization in the context of all those affected by its activities. Corporate social accounting for the purpose of this paper will be narrowed to corporate social responsibility.

Corporate Social Responsibility

Corporate Social Responsibility is a sense of obligation on the part of managers of corporations to build certain social criteria into their decision making. It is a public relations and business concept that holds that a corporate organization is morally, socially and economically indebted to its immediate constituent or environment which is aimed at enhancing the standard of living of the people especially their host communities. It is aimed at promoting a win-win relationship between a corporate organization and its host community. Good corporate social responsibility programmes are voluntary and obligatory on the part of corporate organization. Anything short of this is not qualified to be called CSR action (Kreitner, 1995).

Oil Companies

These are referring to both upstream and downstream oil sectors that are involved in the following activities. Oil exploration and production activities, refining and processing of crude oil products, their distribution and marketing in our environment. Some of these oil companies are: SPDC, Agip Oil Company, Total E & P (Nig) Ltd, Chevron Oil, Petrochemicals Companies, Refineries etc.

Sustainable Relationship

This is referred in the context of this paper as a relationship that exist between the oil companies and their host communities as a result of a good social responsibility by the companies which has the capacity to last for a longer period of time in order to enjoy a conflict free operations.

Host Communities

These are communities in which the oil companies carry out their operations in the context of this paper. They are refers to as stakeholders too.

THEORETICAL FRAMEWORK

This paper adopts the attribution theory because of its relevance to the subject on discourse.

Attribution theory was a product of Heider (1958) but Jones et al (1972, Weiner, 1974, 1986) improved on it and developed a theoretical framework that has become a major research paradigm for social sciences and psychology. Heider discussing attribution theory posits that human beings are like amateur scientists, trying to understand other people's behaviour by piecing together information until they arrive at a reasonable explanation or reasons why people behave to them in manner that is morally and ethically wrong.

In the view of Heider, attribution theory is principally concerned with how individuals, communities, organizations, nations, or states interpret events and how this relates to their thinking and behaviour towards the other party or parties. This theory assumes that people try to determine why people do what they do. A person seeking to understand why another person did something may attribute one or more causes to that behaviour.

According to Heider, a person(s) can make two attributions: namely internal attribution and external attribution. In this case, internal attribution means the inference that a person or organization is behaving in a certain way because of something about the person or organization, such as attitude, character or personality. Whereas, external attribution is the inference that a person or organization is behaving a certain way because of something about the situation he or she has found him or herself. This genre of attribution is highly tied to 'the former militancy struggle in the Niger Delta.

From the foregoing, it is evident that the perennial conflict between the oil industry and their host communities in the Niger Delta is triggered by the situation the oil bearing communities and other host communities have found themselves and occasioned by lack of corporate social responsibility programmes or activities from the companies. The host communities have always accused the oil companies of contributing adversely to their underdevelopment and peril often caused by the continuous oil exploration and exploitation in their lands without a corresponding good corporate attitudes and behaviour towards them.

THE NATURE OF CORPORATE SOCIAL RESPONSIBILITY

The concept of corporate social responsibility introduces new dimensions and new problems. The extension of the accountability of business enterprises based on capitalism to include social responsibilities has been stated in normative terms and as additional to existing laws. Almost everyone agrees that business should be socially responsible, though it may be argued that such a view is merely an extension of the universally accepted doctrine that individuals, either singly or in groups, should weigh the impact of their actions on others. As yet, there does not appear to be a generally accepted concept of the social responsibility of business.

Three approaches to the concept of corporate social responsibility may be distinguished:

1. Classical economic theory considers that the firm has one and only one objective, which is to maximize profit. By extension, the objective of a corporation should be to maximize shareholder value. It is asserted that in striving to attain this objective within the constraint of the existing legal and ethical frame work, business corporations are acting in the best interests of society at large. According to Friedman; no firm unilaterally should go beyond what the law requires for the sake of the environment. (Don;& Slogun; 1995).

2. The second approach developed in the 1970s recognizes the significance of social objectives in relation to the maximization of profit. In this view, corporate managers should make decisions which maintain an equitable balance between the claims of shareholders, employees, customers, suppliers and the general public, The Corporation represents a coalition of interests, and the proper consideration of the various interests of this coalition is the only way to ensure that the corporation will attain its long-term profit maximization objective. This ‘stakeholder’ approach received much publicity in Britain when it was adopted by the opposition Labour Party in 1996. In the party’s draft manifesto for the general election, it was described as a ‘different economic approach ... which means opportunities for all -our vision of stakeholder Britain’.

3. The third approach regards profit as a means to an end, and not as an end itself. In this view, ‘the chief executive of a large corporation has the problem of reconciling the demands of employees for more wages and improved benefit plan of customers for lower prices and greater values, shareholders for higher dividends and greater capital appreciation-all within a framework that will be constructive and acceptable to society’ (Committee for Economic Development, 1971).

Accordingly, organizational decisions should be concerned with the selection of socially responsible alternatives. Instead of seeking to maximize profit generally, the end result should be a satisfactory level of profit which is compatible with the attainment of a range of social goals.

The change from the second to the third approach to corporate social responsibility is characterized as a move from a concept of the business corporation based on shareholders’ interests to one which extends the definition of ‘stakeholder’. The former concept views the business enterprise as being concerned with making profits for its shareholders, and treats the claims of other interested groups, such as customers, employees and the community, as constraints on this objective. The concept acknowledges that the business enterprise has a responsibility to all stakeholders, that is, those who stand to gain or lose as a result of the firm’s activities.

CORPORATE SOCIAL RESPONSIBILITY AND ITS APPLICATION IN HOST COMMUNITIES

Classification of corporate social responsibility is multi-dimensional in nature. Some are conflict-induced while some are progressive and development oriented, whereas others are litigation-driven. The genre of corporate social responsibility adopted by an organization especially corporate organization determines whether the company is a good corporate citizen or not. It also helps to ascertain the corporate behaviour of the company towards its immediate constituent or environment.

So, for a corporate organization to be regarded as socially responsible to its immediate neighbour, it must obey the “Ten Commandments of Corporate Social Responsibility” beginning from the first to the last or at least adhere to a greater percentage of the prescription of the commandments voluntarily.

THE TEN COMMANDEMENTS OF CORPORATE SOCIAL RESPONSIBILITY AT PRESCRIBED BY KREINTER (1995).

1. Thou shall take corrective action before it is required.
2. Thou shall work to establish industry wide standards and self-regulation.
3. Thou shall work with affected constituents to resolve mutual problems.
4. Thou shall get involved in appropriate social programmes.
5. Thou shall publicly admit your mistakes
6. Thou shall help correct environmental problems.
7. Thou shall strive to make profit on an going basis.
8. Thou shall establish and enforce a corporate code of conduct.
9. Thou shall take needed public standard on social issues.
10. Thou shall monitor the changing social environment.

Source: Kreitner (1995, p. 136).

Some of the genres of corporate social responsibility that are identifiable in the upstream and downstream oil industry operating in Niger Delta are:

- i. Redemptive CSR
- ii. Advocacy CSR
- iii. Community - participatory CSR
- iv. Mass media - induced CSR
- v. Reactive CSR
- vi. Accommodative CSR
- vii. Defensive CSR
- viii. Proactive CSR -
- ix. Fire -Brigade CSR
- x. Seasonal CSR

REDEMPTIVE CSR

This is a type of CSR strategy that aims at redeeming the beleaguered and stigmatized image of an organization whose corporate image and reputation have already been dragged to the mould because of its insensitivity to CSR programmes to its immediate neighbour. For example, the SPDC attempts to go back to Ogoni land for Environmental Impact Assessment and Remediation programmes after their long-age crisis with Ogoni ethnic nationality is a typical example of redemptive CSR programme.

This CSR strategy is usually associated with crisis situation and it is not voluntary and proactive in nature. This model of CSR is usually associated with SPDC community relations programmes. It is not a good CSR strategy. It is usually faced with resistance from the benefiting community.

ADVOCACY CSR

This is the type of CSR programme which is tied to advocacy campaigns by non governmental organizations, religious organizations, civil society, mass media etc, on the need for corporate organizations to be alive to their corporate social responsibility towards their immediate

constituents or environment in order to promote peace and tranquility in the companies' areas of operations.

This they do by going to the companies concerned to persuade them to have a rethink on their corporate behaviour towards their immediate constituents or neighbours vis-a-vis planning and executing of corporate social responsibility programmes. But how far have the upstream and downstream oil companies in Rivers State and Niger Delta at large heeded to this kind of advocacy campaign?

COMMUNITY - PARTICIPATORY CSR

This type of corporate social responsibility is community oriented. It is community initiative. This CSR strategy is community-driven. It is people participatory and community based. Azaiki (2008) cited in Nkwocha (2011) notes that this type of corporate social responsibility is citizens oriented. He holds that this strategy enhances development of the host communities. In this approach, corporate organizations see the host community as key partners in business by carrying them along in the whole process of planning and executing community relations projects.

In this CSR model, host communities are allowed to propose the kind of projects they think would add value to their socio-economic status and forward same to the companies they play host to and participate fully in the execution of the project even by nominating the contractor or who executes the project. This strategy promotes a win-win relationship between corporate organizations and their host communities. This genre of CSR eliminates hostilities in the companies' areas of operations.

The execution of community-participatory CSR programmes can be triggered by violent conflict or nonviolent agitation or struggle by host communities, youths or women group. Although, the CSR actions under community participatory strategy can be accommodated in the Memorandum of Understanding (MOU) between the companies and their host communities at the inception of the operations of the corporate bodies in order to eliminate potential conflict with their host communities. The conflict induced component of community-participatory CSR is popular in the practices of oil companies in Rivers State.

MASS MEDIA-INDUCED CSR

This is concerned with CSR programmes motivated by perennial media cynicism against the actions and inactions of corporate organizations particularly the multi-nationals oil companies towards their immediate constituents or host communities through media messages on editorial page, opinion page, cartoon page, feature page, etc in print media. Criticism can also be done via electronic media programmes such as news commentary, spotlight, talk-show, discussion, features, documentaries, interviews among other viable programmes. In this CSR strategy, the mass media set agenda and confer status on the poor standard of living of the oil producing communities and the level of environmental degradation in their lands. Consequently, if the recommendations of the mass media are adhered to by the corporate organizations via execution of CSR programmes, such actions are called Mass Media induced CSR. Some of the CSR programmes of the upstream and downstream oil companies currently in Niger Delta are tied to the mass media-induced CSR programmes because they are triggered by media

criticism: One classical example of this programme is SPDC/Total/Agip and Nigerian LNG Overseas Postgraduate Scholarship programme currently on board in the State.

The programme is a product of aggressive media criticism against the upstream and downstream oil companies on over dependence on Presidential Amnesty programmes which excludes non militants in Niger Delta as panacea for sustainable peace in the region.

BRIGADE CORPORATE SOCIAL RESPONSIBILITY

This kind of CSR is akin to Fire Service Agency activity, whose workers would not go to the field until there is fire outbreak. In this genre of CSR, corporate organizations would resist extending CSR programmes to their host communities until there is real conflict particularly violent conflict with their immediate constituents or neighbours. Corporate social responsibility programmes under this strategy are organized and brought to the host communities in the midst of conflict in order to pacify the communities. This CSR strategy is conflict- induced and it is diametrical to proactive CSR programmes. Therefore, it is hated by many PR professionals and host communities.

REACTIVE CORPORATE SOCIAL RESPONSIBILITY

This is a genre of CSR that is obtainable ‘when a corporate organization consciously denies responsibility of contributing to the socio-economic welfare of its immediate constituent especially its area of operation while striving to maintain the existing status quo (Kreitner, 1995). This CSR strategy is crisis-induced. This CSR strategy is largely believed to be the cause of emergence of crisis in the Niger Delta before the birth of Presidential Amnesty programme in 2009.

DEFENSIVE CORPORATE SOCIAL RESPONSIBILITY

This is a type of CSR strategy that is adopted by some corporate organization which involves the use of legal maneuvering or public relations campaign or litigation to avoid additional responsibilities (Kreitner). SPDC often adopts these strategies in order to avoid carrying out CSR programmes in their area of operation. The companies sometimes, go to court with its host communities in order to avoid CSR actions.

PROACTIVE CORPORATE SOCIAL RESPONSIBILITY

This strategy involves deliberate formulating of community relations policies and programmes at the inception of the company’s operation that would add socio-economic value to the lives of immediate constituents or indigenes of host community. This kind of CSR is an opposite of a defensive or accommodative CSR practice. This genre of CSR stimulates-mutual understanding and goodwill between corporate organizations and their host communities. Upstream and downstream oil sector in the Niger are accused of not adopting this kind of CSR. Although, ELF Petroleum now Total E and P (Nig) Limited adopted this strategy in communicating with the Egi Kingdom of Ogba Egbaema - Ndoni LGA in Rivers State hitherto. This is the best CSR practice because it is devoid of crisis and not crisis induced. It stimulates symbiotic relationship between corporate organizations and their host country.

ACCOMMODATIVE CORPORATE SOCIAL RESPONSIBILITY

This is a type of CSR strategy that involves the act of pressurizing a corporate organization to accept additional responsibilities different from its corporate philosophy and roles (Kreitner,

1995). The pressure may come from pressure groups, mass media, restive youths, host community, government directive or policy, community elite, women group, civil society, etc.

SEASONAL CORPORATE SOCIAL RESPONSIBILITY

This type of corporate social responsibility strategy is periodic in nature. It comes annually. Companies that adopt this form of corporate social responsibility usually give deaf ears to the yearnings and aspirations of their host communities in terms of infrastructural development, capacity building, economic empowerment, employment creation, award of scholarship, environmental protection, etc.

The companies rather than contributing to the development of their host communities and the people therein would wait until the last month of the year to present corporate freebies such as hampers, calendars, cattle, bags of rice, cartons of tomatoes, etc, to their host communities through their community relations department.

This does not mean that the corporate bodies operating this CSR approach do not have a clear community relations policy that drives corporate social responsibility programmes. For example, Nigeria LNG Limited has Community Relations and Development Department that serves as the bridge between her and her host communities with the aim of providing support to the host communities for the enhancement of their living standards and economic potentials via two board areas: business/human development and infrastructure development (Nigeria LNG Limited Community Relations and Development House Journal, 2004).

From the foregoing, evidence abounds that these community relations programmes which are anchored on corporate social responsibility are merely a policy statement and only exist on paper but are not realistic and visible in Nigeria LNG Limited host communities especially in Ikwerre and Ekpeye ethnic nationalities in Niger Delta where the authors of this paper have done an extensive investigation on the existence of the company's CSR programmes.

The same situation holds sway in SPDC host communities in the same areas where Nigeria LNG Limited draws a lot from its CSR programmes. The insensitivity of corporate organizations particularly the upstream and downstream oil sector to CSR programmes has contributed adversely to the under development of the oil bearing communities in the Niger Delta. For example, for the past ten years, Emohua and Ogbakiri communities in Rivers State in the Niger Delta of Nigeria as Nigeria LNG Ltd host communities have not benefited from the company's business / human development and infrastructure programmes of the company. So, companies that adopt seasonal CSR strategy are prone to having incessant community relations induced-conflict because host communities often reject the seasonal gifts from the companies.

However, sometimes they accept such freebies with mixed-feelings without a sense of appreciation to the corporate organizations. This CSR model triggers actions such as litigation, picketing of the company's operational base, vandalisation of company's property, hostage taking of the company staff among others. This is in line with the assertion of one time United States of American, President, J.F. Kennedy, when he said; "Those who make peaceful revolutions impossible make violent revolutions inevitable". This is further supported by

Martin Luther's Jnr. position when he argued that "Those who do nothing in the face of injustice are inviting shame and violence".

THE CONSEQUENCES OF LACK OF CORPORATE SOCIAL RESPONSIBILITY TO HOST COMMUNITIES

1. Stimulation of perennial violent conflict between corporate organizations and their host communities e.g. militia groups vs multi-national companies in the Niger Delta.
2. The emergence of violent agitation groups e.g. the birth of Emancipation of Niger Delta People (MEND), Niger Delta Vigilante (NDV), Niger Delta Volunteer Force (NDVF), Association of Better Niger Delta Environment (ABNDE), etc.
3. Stigmatization of corporate image of companies by host communities in the media of mass communication.
4. Frequent picketing companies by half-naked aged women and youths from host communities.
5. Declaration of non persona granta or incommunicado against companies personnel by host communities.
6. Perennial media attack against companies by host communities, civil society, social critics, Non Governmental Organizations (NGO) etc.
7. Loss of profit by corporate organizations.
8. Loss of manpower on the side of corporate organizations.
9. Stimulation of government unwanted policies and directives against the operations of corporate organizations.
10. Introduction of unfriendly tax regime from the government against the corporate organizations.
11. Introduction of extra-judicial methods to curb the excesses or injustice of the companies by host communities.
12. It leads to whistle blowing syndrome in the operation of corporate organizations.
13. It triggers vandalisation and stealing of companies' property.
14. It stimulates mass media searchlight on the operation of corporate organizations.
15. It stimulates molestation, embarrassment and assault on company's personnel
16. It leads to hostage taking of companies personnel.

THE ESSENTIALS OF CORPORATE SOCIAL RESPONSIBILITY TO HOST COMMUNITIES

- I. Fostering of a win-win relationship between corporate organizations and their esteemed host communities thus, creating a symbiotic relation between the former and latter.
2. It reduces community relations-induced conflicts.
3. It makes host communities feel sense of belonging to the operations of corporate organizations especially in the upstream and downstream oil industry. Hence, leading to increased in profit making.
4. It is a recipe for building sustainable corporate images of companies particularly in the upstream and downstream oil sector in Nigeria.

5. Proactive corporate social responsibility can lead to granting of tax holiday to corporate organizations.
6. It leads to introduction of community policing programmes from the host communities aimed at protecting companies' property and personnel. V
7. It can attract investors to the companies operations.
8. It reduces host communities suspicion against corporate organizations.
9. It reduces or diminishes aggressive media attack on the corporate images of companies especially the multi nationals' oil companies in the Niger Delta region of Nigeria.
10. It rebuilds and reinforces community confidence in the operations of corporate organizations in their area of operations.
11. It stimulates industrial harmony and community relations.
12. It raises employees' moral and gives them a sense of belonging to the welfare of their host communities.
13. It helps in analyzing trends and predicts their consequences as they affect corporate organizations.
14. It gives impetus to organizations survival and the achievement of their predetermined goals.

STIMULANTS TO EFFECTIVE CORPORATE SOCIAL RESPONSIBILITY

1. Sponsorship of host communities special projects or events.
2. Proactive initiation and execution of community-participatory CSR programmes such as road construction, provision of portable water, electricity, health centre, educational support programme, etc.
3. Contributing of funds to host communities' oriented projects.
4. Periodic meetings with host communities aimed at identifying the yearnings and aspirations.
5. Giving of freebies to host communities periodically.
6. Employment creation for indigenes of host communities.
7. Embarking on capacity building for indigenes of host communities.
8. Provision of women development centre.
9. Patronage of community radio and newspaper if they exist.
10. Payment of royalties to host communities appropriately.
11. Embarking on seminars and workshops on topical issues particularly on health and safety related issues for host communities.
12. Accepting of indigenes of the host communities in tertiary institutions for Industrial Training (IT).
13. Provision of educational support materials such as text books, exercise books, computers, internet facilities, library facilities, etc.
14. Business support programmes e.g. micro loans for small scale business men and women.
15. Agricultural support programmes e.g. provision of high yielding seedlings and fertilizers to farmers in host communities.
16. Provision of fishing support scheme e.g. fishing implements, tools among others.

CORPORATE SOCIAL OBJECTIVES

Michel; Brian; and Deigan; (2011) have identified several areas in which corporate social objectives may be found:

- 1 Environmental protection;
- 2 Energy savings
- 3 Fair business practices;
- 4 Human resources:
- 5 Community involvement;
- 6 Products.

ENVIRONMENTAL PROTECTION

This area involves the environmental aspects of production, covering pollution control in the conduct of business operations, prevention or repair of damage to the environment resulting from processing of natural resources and the conservation of natural resources.

Corporate social objectives are to be found in the abatement of the negative external social effects of industrial production and in adopting more efficient technologies to minimize the use of irreplaceable resources and the production of waste.

ENERGY SAVING

This area covers conservation of energy in the conduct of business operations and increasing the energy efficiency of the company's products.

FAIR BUSINESS PRACTICES

This area concerns the relationship of the company to special interest groups. In particular, it deals with the employment and advancement of minorities; the use of clear English in legal terms and conditions with suppliers and customers; and the display of information on its products, etc.

HUMAN RESOURCES

This concerns the impact of organizational activities on the people who constitute the human resources of the organization. These activities include:

- 1 recruiting practices;
- 2 training programmes;
- 3 experience building, job rotation;
- 4 job enrichment;
- 5 wage and salary levels;
- 6 fringe benefit plans;
- 7 congruence of employee and organizational goals;
- 8 mutual trust and confidence;
- 9 job security stability of workforce, layoff and recall practices;
- 10 transfer and promotion policies;
11. Occupational health.

COMMUNITY INVOLVEMENT

This area involves community activities, health related activities, education and other infrastructural developments.

PRODUCTS

This area concerns the qualitative aspect of the product for examples, their utility life durability, safety and service ability customer's satisfaction, packaging as well as their effect on pollution.

CONCLUSION

In concluding our discourse on corporate social accounting practice: A Roadmap to sustainable relationship between oil companies and their host communities in Niger Delta, we see corporate social accounting as evolving around social responsibility as expected of oil companies by their host communities since responsibility and accountability cement social relationship and ensuring their stability and permanence. The oil industries in the region should adopt proactive – community- participatory CRS actions to sustain their relationship with the host communities in other to avoid conflict.

RECOMMENDATIONS

- 1) The upstream and downstream oil industry should adopt proactive-community-participatory CSR paradigm and programmes in maintaining relationship with their host communities in order to stimulate a symbiotic corporate friendship in the Niger Delta region of Nigeria.
- 2) Public relations professionals in the upstream and downstream oil sector should always rely on the “Ten Commandments of Public Relations” as a benchmark for evaluating their relationship with their host communities in the region.
- 3) Corporate organizations especially the upstream and downstream oil companies should be made to be socially responsible to their host communities and the society at large by an enabling law in the Nigerian nation to govern the operations of the multi-nationals.
- 4) Legislation should be made to give birth to a Petroleum and Gas industry Law which should accommodate among its components, the social economic and environmental responsibilities of the upstream and downstream oil sector to its immediate constituents or neighbours in order to mitigate the environmental hazards associated with oil exploration and exploitation in the region,
- 5) The Petroleum and Gas Industry Law clamour should mandatory make the oil producing communities key contributors in documenting Memorandum of Understanding (MOU) between the upstream and downstream Oil companies in order to make the host communities feel sense of belonging in the operations of the oil companies in their localities.
- 6) The proposed Petroleum and Gas Industry Law should make it mandatory for the multi-nationals to give at least 18% of their declared profits to oil bearing communities in other to stimulate their development especially their basic infrastructural needs.

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