

# COMMUNITY STAKEHOLDERS PARTICIPATION IN EXTRACTIVE INDUSTRY CORPORATE SOCIAL RESPONSIBILITY

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## Abstract

*The extractive industry is the major earner of foreign exchange for most developing countries, and the activities of these industries either mineral or oil extraction strongly affect the community in which they operate. Failure to integrate the community stakeholders in the organization's strategic vision has resulted in the loss of life, properties, and in most cases complete shut-down of operation as evidence in the Niger-Delta business case in Nigeria. Identifying the actual community stakeholders and involving them in the strategic vision of the organization through Corporate Social Responsibility (CSR) are some of the challenges facing organizations in the extractive industry. Therefore, the core objective of this paper is to examine the various models and theories through which organizations can identify the actual community stakeholders and get them to participate actively in the organization strategic vision.*

**Keywords:** Extractive Industry, Community Stakeholders, Niger-Delta, participation, Corporate Social Responsibility (CSR)

## Introduction

*“For extractive industry companies, getting stakeholder engagement right is a key element of securing a social licence to operate”.*  
Wilson, Best, Blackmore, and Ospanova, (2016).

In Africa, the extractive industries plays vital roles in her development and it served as the major earners of foreign exchange (add source).

Companies in extractive industries over the years have been faced with many problems mainly from the community stakeholders. The problems has been attributed to a lot of factors and prominent among them is misplacement of Corporate Social Responsibility (CSR) projects objectives (García-Ortega, de-Miguel-Molina, and Chirivella-González, 2020, Kadafa, 2012).

Understanding the dynamic of community stakeholders remain the pivotal key to the successful formulation and implementation of CSR projects. CSR as a very important tool for achieving business objectives has gained attention in the boardroom discussion as a strategic tool. It's an operational plan in organizations just like human capital policy, financial policy etc; CSR policies are now well developed and enshrined in the organization policy book with CSR activities reported in the annual reports of registered companies.

CSR has moved beyond lower and middle level managers' sphere to top level managers. These give CSR a strategic importance in the organization and encourage other stakeholders to key in. Having an operational policy on CSR called for participation of all stakeholders in the project. The top level management therefore, has the responsibility to provide leadership and ensure that all stakeholders are identified and participate in the process of formulating, implementing and control of CSR policy.

Failure to provide this leadership will may to recall of Niger-Delta crisis in Nigeria. The crises

started when the host communities demand to participate in the CSR project but were rejected by the oil companies and they formulate the CSR projects for the organizations and are characterized by corruption and poor policy implementation and control. Resistance became natural as the youth get involved in illegal oil deals to raise funds for arms and connections so as to better their future generation. But ironically, they end-up destroying not only the businesses of the companies but their own legitimate business was also destroyed. The bitter truth is good community stakeholders' participations will have saved the nation the huge loss.

Is no news saying that Nigeria is blessed with mineral resources deposited in all parts of the country (see appendix 1), but we (Africa as a whole) lack the leadership to reform them to wealth by involving all stakeholders (most especially the community) in the CSR project and other programmes, that is of benefit to them. This will result in relative peace and increase in productivity.

Community is made-up of people with different interests and goals, but getting the actual community stakeholders in extractive industries in Africa has been of great challenge to the operators in the industries. Different interests always come around to claim one benefit or the other, but only in times of conflict most organizations have the opportunities to know their actual community stakeholders, therefore leading to loss of life, productive hours and community goodwill. This paper is therefore positioned to examine the concept of community and thereby identify the stakeholders through a simple model.

### **1.) Concept of Corporate Social Responsibility (CSR)**

Agulanna and Madu (2008) reporting Premeaux and Mondy (1993), defined CSR as the implied, enforced or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves. Holmes and Watt (2000) establish CSR as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and other families as well as those of the local community and society at large". From the definition of Holmes and Watt (2000) is presented as a continuous process of involving the stakeholders in the programme that improve the

quality of their life and most importantly the local communities must not be sideline.

CSR, is specifically how businesses relate with stakeholders and the extent they are willing to protect the environment from the negative effect of their operations. The concept is about businesses looking beyond profit maximization objectives, but linking itself with ethical, values, transparency, employee relations, compliance with legal requirements and respect for the community in which they operate. Is more than community service, but a corporate philosophy that drive strategic decision making, thereby shaping the future of the total organization (Chikwendu 2011, Amaesh, 2011).

The concept stressed that organization should accept responsibility for the impact of their activities on the environment and stakeholders. Organization should strategically promote the public interest by encouraging community growth and development, and voluntarily eliminating practices that harm the public sphere. Most importantly, CSR is the deliberate inclusion of stakeholders' interest in strategic decision making and honouring of the triple bottom line: People, Planet and Profit. Organizations are expected to know their stakeholders groups and get them to participate in day-to-day strategic decisions that affect them.

CSR has been argued to be very costly on the business and customers. For instance, business managers are not trained to carry out social activities, which may diffuse the mission of the business, social cost lack accountability (therefore there is high tendency to commit fraud). And to the customers, the cost of CSR is frequently transferred to them in form of higher prices, low quality goods or services and even artificial scarcity to hike price and demand. However, it must be established that all strategies have their cost and effect relationship and cost/benefit ratio on both parties. The function of the strategist is to establish a strategic fit in all strategies formulated, implemented and a sound control system.

### **2.) Community**

Tumiel-Berhalter, Watkins, and Crespo, (2005), point out that "critical to the participatory process is clearly defining the community". Therefore the paper will review definitions of community by various scholars. Community is a "group of people who share common culture, values and/or

territory, and who have some means of recognizing and (inter) acting upon these commonalities” (the Dictionary of Human Geography, 2009, as reported by [www.medium.com/tourism](http://www.medium.com/tourism)). Onyeabor and Alimba (2016) reporting, Arthur and Bailey (2000) and Bauman (2001), define community as “a group of interacting people living in a common location, usually organized around common values, attributed with social cohesion within a shared geographical location and generally in social units larger than a household”. Onyeabor and Alimba (2016) also state that, “in human communities, intent, belief, resources, preferences, needs, risks, and a number of other conditions may be present and common, affecting the identity of the participants and their degree of cohesiveness”.

Community is a term generally applied to the inhabitants of immediate and surrounding areas who are affected in some way by a company’s activities; these effects may be economic and social as well as environmental in nature.

Communities are made-up different interests which are sometimes conflicting with one another. This difference in interest is the core factor responsible for the dynamic nature of human communities and in a dynamic community all members in the community are important partners for a progressive community. Communities are not homogenous or static.

Every community where business operates has some basic characteristic which must be recognized by all organizations:

**They are human beings:** communities are made up of “complete Human Being” with needs and wants. Organizations should give them the respect they deserved irrespective of their economic placement. The dignity of man must be upheld in all decisions that concern them. Failure to understand that one major characteristic of community stakeholders are human beings not domestic animals. They have the feeling of love and hate, capacity for peace and war etc. When proposing any CSR programmes the dignity of man must be respected at all cost.

**They have culture:** culture they say is the total way of life of a particular group of people. The culture is their communal identity, and organizations must respect their culture (community), but where the culture is not

promoting good business activities, we engaged discussion about the better way of keeping their culture and at the same time promote organization profitability in the community. One mistake companies make is to fight the people culture, the people will fight back to protect and promote their cultural heritage. We must understand every community’s culture and respect it.

**Belief system:** Every community belief in one ideology or the other as having a supreme power over creation (most especially in Africa), this belief system resulted in having holy site where no man activities is expected to carry out. But mostly, the site contains large deposits of mineral resources. We just don’t buy our way into the site, but bring the communities stakeholders to the table, therefore establishing the economic benefit of accessing the mineral resources and still keep the site holy. When will buy our through, we only provide the community money to arm themselves against us. Respect community belief system, as long as it doesn’t go against the law of the land and against the law, doesn’t become the law.

**System of governance:** Communities have their system of governance, and as long as this system doesn’t create war, but maintain peace, the system should not be displaced for short-run profit. Before developing CSR strategy, the organization should study the system of community governance in place and work with it if popular among the community members but if others wise, look for the popular system among them and support it as long as it is legal. Some community have a full cabinet and others just handful of people. Therefore organization should always test for the popularity of any governance system they are introduced to in the society.

### **3a.) Community Power Layer**

Communities are made-up people with roles and duties working together in harmony. In Africa, communities are like onion with different layers and each layer place different roles for the purpose of balancing the power play in the community. The strategic duty of the strategists in organization is to place each member in their respective layers. These layers are:

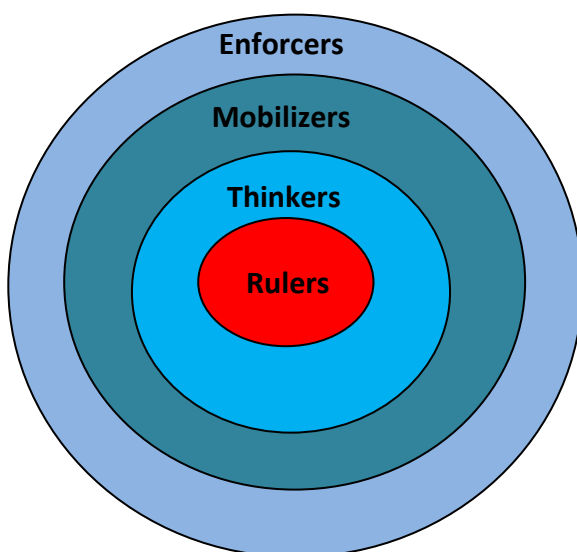
**The Rulers:** these are group of people in a society that makes decisions that affect the total communities. These are Kings, Ezes, Obas, Emires, and Chiefs etc. These members of the community are the power centre, before anything

is done they must be first consulted and involve in CSR activities in their community. The duty of the strategist is to study how popular and acceptable the rulers are to the community members and their level of influence in the community.

**The Thinkers:** This layer is made-up of professionals, religious leaders, politicians, opinion leaders and accomplished individuals, who advice the community according to their areas of specializations, thereby saving the community consultancy fees. They carry out the duty of influencer. They are responsible for creating strategy for the community and sometimes member of the cabinet. The strategist must understand their line of thinking if he/she wishes to understand how the community members think. They are the community strategist and are mostly trusted more than the rulers. Understanding, their line of thought is very vital.

**The Mobilizers:** This set of people can mobilize the whole community within a short time. They are the communicators.

**Enforcers:** This mainly youth and are responsible to enforced laws made by the rulers. The community power layers allows strategic to understand the strategic power sharing in the community and know that buying off one or two layers is not best options. All the layers must participate in CSR programme of the organization. The layer tries to balance the power play within a community.



**Figure 1. Community Power Layer**  
Source: Authors own elaboration

### 3b.) Categories of Community

Oluoyomi and David (2017), categorized communities in extractive industries as: The **Host** communities, which is also referred to as the producing communities. The host or producing communities are communities in which oil producing companies (OPCs) implement onshore activities such as exploration and production. Naibbi and Chindo (2020), includes indigenous people in host community. The **Transit** communities where OPC pipelines pass through or communities through which crude oil produced are transported. The **Terminal** communities where offshore terminal facilities are located due to OPC exploration taking place offshore. The **Impacted** communities affected by OPC operations due to their close proximity to OPC facilities.

### 3.) Concept of Stakeholders

Stakeholder is “any group, organization or individual who can affect or is affected by the achievement of the organization’s objective” (Freeman 1984, reported by Oluoyomi and David, 2017). Mayers (2005) present stakeholders as “those who have rights or interests in a system.”

The concept of stakeholders established that the action or inaction of the organization has direct/indirect impact on the abilities of a group(s) or individual to achieve his/her goals and objectives. Therefore is very important, that the organizations makes moves to solve and address this impact before it make national hard lines news.

Stakeholders of an organization is made-up various groups of people within and outside the organization. Each group demand is different from the other and as such call for careful study of their demand in line with the corporate objectives and established laws. In dealing with stakeholders, Hitesh (2020), reporting Freeman give presented six principles that must be adopted in other to effectively address the various needs of the groups, governing the relationship between the stakeholders and the corporation. Which are:

**The Principle of Entry and Exit:** According to this principle, there must be clear rules that delineate, For example, the rules when it comes to hiring employees and terminating their employment should be clear-cut and transparent.

**The Principle of Governance:** This principle is concerned with how the rules governing the relationship between the stakeholders and the firm can be amended. With unanimous consent, any changes

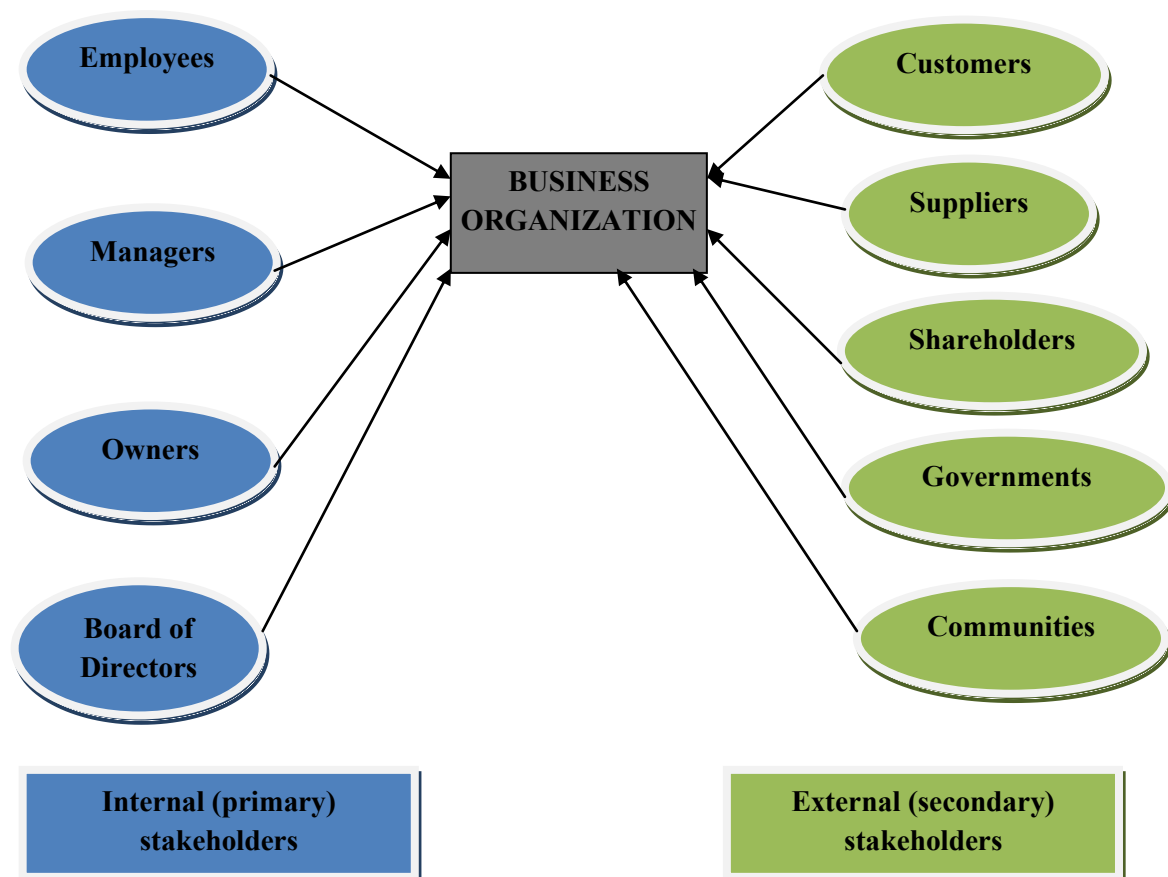
**The Principle of Externalities:** This is concerned with how a group that does not benefit from the actions of the corporation has to suffer certain difficulties because of the actions of the corporation. The principle of externalities suggests that anyone who has to bear the costs of other stakeholders has the right to become a stakeholder as well based on stakeholder theory. Anyone who is affected by a business becomes a stakeholder.

**The Principle of Contract Costs:** Each party to a contract should either bear equal amounts when it comes to cost, or the cost they bear should be proportional to the advantage they have in the

firm. Not all of these costs are financial in nature, so they may be difficult to quantify.

**Agency Principle:** This principle states that the manager of a firm is an agent of the firm and therefore has responsibilities to the stakeholders as well as the shareholders.

**The Principle of Limited Immortality:** This principle deals with the longevity of a firm. To ensure the success of the organization and its owners alike, it is necessary for the organization to exist for a prolonged period of time. If the firm only exists for a very limited period of time, it would be advantageous for some of the stakeholders and disadvantageous for others. This violates the concept of a stakeholder theory. Thus the firm must remain in existence for a length of time, and it should be managed in a way that ensures its survival. "Limited" immortality refers to the fact that the firm can be long-lasting but it is impossible for it to actually be immortal.



**Figure 2. Organization Stakeholders**  
 (Source: Hitesh B. (2020), <https://www.marketing91.com/what-is-the-stakeholder-theory/>)

Stakeholders group are divided into internal and external.

### **Internal (primary) Stakeholders**

A company's employees, managers and board of directors make up a business's internal stakeholders.

**Employees** of the company are invested in the company's performance to ensure they continue to be paid and retain their jobs. Depending on the nature of the business, employees may also have a health and safety focus and prompt payment of entitlements. For many, alignment between their own sense of purpose and the aims of the business is also important.

**Managers** are focused on project management and how individual elements or departments of the business are run. The degree of autonomy they have, level of influence over their teams, and support they are given to perform their roles are their key priorities.

**Owners** are those that invest their money as capital into the business for the purpose of creating more wealth and value to the communities. The interest of this group of stakeholders is "return on capital" and some providing social good.

The **Board of Directors** is interested in maximizing the profit the business makes and achieving a return for investors. Efficient business operations are therefore a prime focus for them.

### **External (secondary) Stakeholders**

External stakeholders include clients or customers, investors and shareholders, suppliers, government agencies and the wider community. They want the company to perform well for a multitude of reasons.

**Customers** want to receive the best possible product or service. They may also want to see the business making a positive contribution to society and reducing its impact on the environment.

**Suppliers** want to see increased demand for the business's products or services so that there is greater requirement for their own.

**Shareholders** are focused on a strong performance to maximize the returns on their investments. They are classified as external not that they are not owners of the company but part

owners to the numbers of shares (units) to subscribe to and can easily transfer the shares from one part to the others.

**Governments and Regulatory Bodies** want the company to follow laws, employ more people and uphold good financial practice to support the economy.

**Communities** look upon the business as a source of local employment, supplier of local goods and services, and purchaser of local materials. They are also invested in the impact the business has on the immediate environment and its involvement in community projects.

### **4a.) Stakeholder Categorization**

This involves grouping organization stakeholders according to their level of impact on the business activities. This group may come from internal or external but once stakeholders are found, then they are to be categorized into three groups: Direct Involvement, Indirect Involvement, and Regulatory.

**Direct Involvement:** their action or inaction has direct impact on the organization and same from the organization to them. Oil spillage occurred in the process of oil exploration and transportation who suffers the aquatic loss? Or the gas-frying in oil exploration community, who suffer the health risk and where should we locate our hospital, at the community where head office is sited or operational communities? Organization starts the first step of understanding the complex nature community's stakeholders.

**Indirect Involvement:** These groups of people are affected by the activities of the organization but not on a direct relationship. The impact of the organization on this people can better be understood by the use of Chain Reaction Theory. Chain reaction theory of Chemistry established that an event will lead to bigger even than the former. Therefore for organization to stop the chain reaction, negative events must not be allowed to commence in the organization.

**Regulatory:** These are groups required by laws to be given certain rights and privileges, such as: women and children, people living with known disabilities and so on.

### 5.) Community Stakeholders Participation

The time taken to plan, finance and regulate any mining operation has increased substantially in the past few decades, particularly in the case of large-scale mines. Communities now expect to be able to participate in a dialogue about risks, impacts and benefits of mining developments. As a result, community engagement approaches have become a critical ingredient in building a 'social license to operate'.

Community stakeholder's participation involves activating the community to become part of the CSR process to study areas of concern that the community identifies (Tumiel-Berhalter et.al 2005). Where every members of a community have a vested interest in any organization operating in the community for the purpose of promoting their quality of life and organization profitability is called community stakeholders. The concept believes that members of the community have a social contract with the organizations and all party to contract must respect his side of the deal. Through the adoption of community stakeholderism, the issue of community stakeholders' participation in CSR activities becomes vital to all organization (Tumiel-Berhalter et.al 2005).

Stakeholder participation is "a process by which interested parties take part and affect the control of development initiatives and the decisions and resources that influence them" Kadurenge, Nyonje and Ndunge (2017). "Fundamentally, stakeholder engagement is about building on-going relationships that cover a broad spectrum of time and interactions. It is not a one-off event, such as a consultation held as a compliance step in the environmental impact assessment (EIA) process. Rather, it is a continuous process that evolves, just as projects evolve into new phases as new decisions are made" (IHRB and ILEG, 2016). "Community engagement is the process of building relationships with tribal members, stakeholders, citizens and interest groups to work side-by-side as long-term partners—building a coalition of support on a range of integrated waste management policies, programs and service issues—with the end goal of protecting the environment and making the community a better place to live" (ITF Waste Workgroup #2).

### Community Stakeholders Participation Area of Involvement

Community stakeholder's participation can take place during any of the following activities:

**Needs assessment** – expressing opinions about desirable improvements, prioritizing goals and negotiating. **Planning** – formulating objectives, setting goals, criticizing plans. **Mobilizing** – raising awareness in a community about needs, establishing or supporting organizational structures within the community. **Training** – participation in formal or informal training activities to enhance communication, construction, maintenance and financial management skills. **Implementing** – engaging in management activities; contributing directly to construction, operation and maintenance with labour and materials; contributing cash towards costs, paying of services or membership fees of community organizations. **Monitoring and evaluation** – participating in the appraisal of work done, recognizing improvements that can be made and redefining needs

### Incentives of Community Stakeholders Participation

The following are some of the main reasons why all members of the community should be involved in CSR activities of the firm:

Community participation motivates people to work together – people feel a sense of community and recognize the benefits of their involvement. Help to increase firm long-run profitability and sustainability. The communities accept and present the company as a community friendly organization Quality of life of both the community and firm is enhanced. And prevent un-necessary government interventions in their operations and Community-firm harmony.

Network for Business Sustainability (2012) presents some of the benefits of community Stakeholders participation as follows: **Decision-making:** The firm better understands the community's viewpoints and concerns. Projects can be designed to take community concerns into account; communities also often have valuable local knowledge, which can lead to better, even innovative, projects; **Legitimacy:** When community stakeholders feel they have been heard, conflict and controversy are reduced, and the firm's credibility is enhanced. And **Competitiveness:** Good community relations can

make it easier to attract workers, as employees want to work for a firm that is respected within the local community. Good community relations also reduce lawsuits and other obstacles, avoiding costly project delays.

Below is a summary of poor stakeholders' participation/engagement implications to stakeholders and companies.

**Implications of Poor Stakeholder Engagement**

<b>Implications for affected stakeholders</b>	<b>Implications for companies</b>
<ul style="list-style-type: none"> <li>• Heightened risks of adverse impacts across the full spectrum of human rights, and risks of further marginalization of vulnerable groups.</li> <li>• Some stakeholders are excluded from dialogue with company and do not have meaningful opportunities for expressing their views and concerns about the project.</li> <li>• Diminished timeframe to gain understanding and prepare themselves for a project or for transitions during the project lifecycle.</li> <li>• Limited channels for negative impacts or grievances to be raised discussed and remediated.</li> <li>• Temptation to use other means (blockages, protests) in order to get a response to concerns.</li> <li>• Diminished opportunity to localize benefits, including jobs and business opportunities.</li> <li>• Limited channels for workers from communities to provide early warning about community concerns.</li> <li>• Workers can be in conflict between their role as employees and as community members.</li> </ul>	<ul style="list-style-type: none"> <li>• Lost productivity due to project delays or disruption.</li> <li>• Opportunity costs arising from the inability to pursue</li> <li>• Future projects and/or opportunities for expansion or for sale.</li> <li>• Cost of additional staff time needed when conflict arises or escalates.</li> <li>• Loss of value to a company in failing to secure the benefits of building sustainable community relationships, a resilient supply chain, or a secure local</li> <li>• Workforce. Potential alienation of stakeholders who feel that their concerns are not being heard and/or provocation of opponents.</li> <li>• Creating unrealistic stakeholder expectations about positive impacts and benefits, and lack of understanding of potential negative impacts.</li> <li>• Creating suspicion that the company has ulterior motives and something to hide.</li> <li>• Limited appreciation of the full range of potential social and human rights impacts. Heightened political, social and human rights risks and resulting missed opportunities to mitigate such impacts and risks.</li> <li>• Claims, campaigns or lawsuits regarding alleged infringement of one or more human rights.</li> <li>• Frustration and turnover of staff in stakeholder engagement or community relation functions.</li> <li>• Inability to follow-up effectively on commitments and/ or respond to complaints.</li> <li>• Incoherent messages, actions and image in the local community.</li> </ul>

Source: Shift (2013). Discussion Paper: Stakeholder Engagement and the Extractive Industry under the OECD Guidelines for Multinational Enterprises

**Participation Strategy**

Network for Business Sustainability (2012) reporting Bowen et al., 2008 identifies three participation strategies which are:

employee volunteering. The firm is giving back to the community. Communication and learning is a one-way transfer from the firm to the community, and the firm controls the engagement process.

**Community Investment:** A company provides information or resources to the community through arm's length transactions, such as information sessions, charitable donations and

**Community Involvement:** The Company engages in two-way communication and consultation with the community; it is building bridges to stakeholders. The company uses



community input to shape its actions. However, the firm still controls the engagement process.

**Community Integration:** The Company and the community engage in joint learning and joint management of projects. Communities may even lead a project. Community integration can lead to novel, transformational, outcomes – even changing society. The firm and the community share control over the engagement process. A firm only has the capacity to undertake a few of these partnerships.

Bhaskara (2015) reporting Boyce and Lysack (2000) present three broad purposes or functions for community participation: (1) Community participation as ‘contribution’ is the voluntary donation of people’s resources to a common good or goal (participation as an instrumental means). This purpose values the efficiency obtained in meeting project objectives through people’s own efforts. Bhaskara (2015) also report Cohen (1980) stating that participation as ‘contribution’ is intended to be initiated by authorities in a top-down fashion and does not necessarily imply that control and direction of activities pass to the local people. (2) Community participation as ‘organization’ is the process of organizing or arranging people in common activities (participation as both means and end). In this purpose of participation, the origin and form of the organization are crucial. (3) Community participation as ‘empowerment’ is a more recent purpose and implies both the development of management skills in local people and the ability to make decisions that affect their lives (participation as a transformational end). This empowerment purpose of participation acknowledges the need for community members to exercise power and it values the social equity achieved when this happens.

### **5a.) Models for Community Stakeholders Participation**

A model is a description of something and also an interpretation of a theory (Kuhne, 2005). Model provides blueprints for implementing an ideology. Community stakeholders’ participation is a complex process that involves different section of the society/community. Kadurenge, Nyonje and Ndunge (2017) researching into models for stakeholder’s participation in a project presented the following models in their research work: top-down stakeholder-participation model, the bottom-up participation model, the quadripartite

project participation model, collaborative stakeholder-participation model, contractual stakeholder-participation model, consultative stakeholder-participation model and collegiate stakeholder-participation model.

Nwosu (2019) reporting Addax Petroleum Development Community Relations Annual Report (2013), on the need to change the community interface and build stronger relationship with host communities the company came up with the Participatory Partnership Strategy (PPS) and has been adopted by all Production Sharing Contract (PSC) companies in Nigeria. The PPS is a sustainable development implementation platform which aims at facilitating a rapid infrastructural and socio-economic development of host communities through greater participation of people and other broad stakeholders in all critical stages of development process.

This is an approach to participation in which various stakeholders work together as colleagues or partners on an initiative, while project ownership and responsibility are equally distributed among the partners, and decisions are made by agreement or consensus among all the stakeholders.

The above models identified by Kadurenge, Nyonje and Ndunge (2017), are very vital to understanding how community stakeholders can participate in CSR activities. In line with the objective of CSR community must be carried along.

Therefore the following model for community stakeholder’s participation is presented below:

**Establish Clear CSR corporate Goals:** Before embarking on CSR activities, organization management should clearly define their CSR goal. If the goal will be in pursuing of long-term profitability through CSR, it should be well known to all. Having a clear CSR goal will help to determine if the approach will be strategic or philanthropy activities (Hohnen, 2007). According to Rangan, Chase, and Karim (2012), “the fundamental problem with CSR practice is that companies usually don’t have a CSR strategy, but rather numerous disparate CSR programs and initiatives”. Is very important to address the fundamental problems, the organization can know their policy direction.

**Study the Community Stakeholders:** The need to study and understand what the community need will be better done by giving attention to all members of the community without regarding any member as insignificant. Understand where each community members stand in various classifications and the balance of power and position the community occupy in relation to other communities.

**CSR Corporate – Community Strategic Alignment:** Once the organization has understand their CSR objective and that of the community, the next is to find a common balance for achieving the corporate goals and community goals. The organization will be able to determine their strategic involvement and the area that are vital to all stakeholders in the community, as well as their corporate objectives. "By building a business strategy to align economic, social and environmental performance to long-term business values, corporate social 94 Mariana Cristina Ganescu responsibility becomes part of the business and adds long-term value for both the company and the society" (Rochlin et al., 2005) as reported by Ganescu (2012).

**Mobilize Resources:** Once the strategic alignment has been established the next is to mobilize resource toward the agreed project. Stakeholders will not take organization serious that fail to mobilize resource for the achievement of agreed project objectives. If resources are not available, it means the strategist does not understand the CSR objectives in the first place or the organization is on a wishful thinking. In strategic CSR, resources availability determine CSR programme of the organization, not the community (Alsaedi, 2017).

**Implementation:** Once resources have been mobilized, the implementation teams come in to implement the CSR programme. The team may be members from the organization only or joint team with the community. Whichever that suit the implementation plan.

**Control and Evaluation:** Measures must be put in place to prevent the programme not being directed for the financial gain of some set of people. Results at all stage must be compared with set standard and any deviation is corrected as soon as possible when noticed.

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