



REVIEW ARTICLE

THE EFFECTIVENESS OF CSR IN SUSTAINABLE DEVELOPMENT: A CASE-STUDY OF TOTAL'S OIL EXPLORATION ACTIVITIES IN THE NIGER-DELTA REGION

Ese Eigbadon Oshiose^{a,*}, Chinwe Chinazo Okoye^b, Samuel Tobenna C. Udokwu^c^aUCS Ltd, Abuja^bAccess Bank Plc, Nigeria,^cIndependent Researcher, Lagos State, Nigeria*Corresponding Author Email: ese.eigbadon@gmail.com

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ABSTRACT

This research was set out to assess the effectiveness of the design and implementation of corporate social responsibility (CSR) as a contributory factor to sustainable development (SD) in developing economies. The use of a case-study (Total's oil exploration activities in the Niger-Delta region) allowed for a profound exploration of the subject. This was achieved by the use of documents and interviews. The sample comprised of two employees of Total Nigeria plc who were presented with a long list of in-depth and open-ended questions. The participants who work in CSR-related departments have vast knowledge about CSR and SD in Nigeria. The information provided by the respondents alongside data obtained from secondary sources were analyzed. It was concluded that the problem lies in the state of the external environment, the implementation of CSR as a result of the dearth in monitoring and regulation of CSR activities, and the lack of balance in social, economic and environmental investments in host communities.

KEYWORDS

Oil Exploration, Corporate Social Responsibility, Niger-Delta, Sustainable Development, Total

1. INTRODUCTION

In an increasingly globalized world, where multinational corporations (MNCs) routinely traverse national boundaries, the role of corporate social responsibility (CSR) in ensuring sustainable development (SD) within host nations, particularly developing countries, is becoming more vital than ever. This introduction presents the framework for examining the nexus of CSR and SD, using the case study of Total's oil exploration activities in the Niger-Delta region, Nigeria.

Nigeria holds a significant position in the global energy landscape, notably as one of the major oil-producing nations (World Bank, 2020). With a substantial portion of these resources located in the Niger-Delta region, the area is unsurprisingly riddled with MNCs, including Total, drawn by the region's rich oil deposits. However, despite the tremendous wealth generated from oil exploration, a grim paradox has emerged. The communities living within the Niger-Delta region remain steeped in poverty and are subject to detrimental environmental consequences (Felix et. al, 2015). This striking paradox forms the crux of our research issue. The foreign earnings flowing from Niger-Delta's oil wealth are not translating into local socio-economic advancement. Moreover, the current model of CSR, often manifested in philanthropic contributions, fails to catalyze genuine sustainable development. These MNCs, including Total, have been providing compensations for damages caused by oil exploration activities, but this reactive approach appears to be insufficient in enabling substantive and lasting development (Idemudia, 2014).

Globalization has facilitated a scenario where MNCs can leverage resources from developing nations, often with minimal obligation to contribute significantly to their socio-economic advancement. This paper poses the critical question: How can CSR policies be redesigned and effectively implemented to foster sustainable development in developing

countries?

The motivation for this study is spurred by the dire socio-economic and environmental situation in the Niger-Delta. The region is grappling with significant challenges, including persistent poverty, environmental degradation, and recurrent social unrest, often linked to oil exploration activities (Olabanji and Ese, 2014). This research will focus on dissecting Total's CSR policies and their implementation. By establishing a comprehensive understanding of these policies and assessing their impact, we can provide insights into how MNCs' CSR policies can contribute to sustainable development effectively. We strive to shed light on the environmental and socio-economic impacts of oil exploration, examine the roles of various stakeholders in CSR policy design and implementation, and scrutinize the effectiveness of CSR in developing countries. Our investigation is guided by research questions that probe into the intricacies of Total's CSR policy, its implementation, and its implications for the Niger-Delta community. Key questions include: What are the environmental and socio-economic impacts of oil exploration in the Niger-Delta? How is Total's CSR policy designed and implemented? What roles do various stakeholders play in this process? How effective is Total's CSR policy in fostering sustainable development within the region? By examining these issues, this study seeks to provide a comprehensive understanding of CSR's role in facilitating sustainable development in developing countries. It endeavors to bridge the gap between theory and practice and shed light on ways CSR can be better leveraged to meet sustainable development objectives. The lessons drawn from Total's case in the Niger-Delta region are expected to provide valuable insights that can inform more impactful CSR strategies in the future.

2. LITERATURE REVIEW

The significance of Corporate Social Responsibility (CSR) within the oil

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and gas sector, particularly in developing nations, has been a growing area of interest. Of particular importance is the efficacy of such initiatives in fostering sustainable development (SD) within host countries. This literature review distills contemporary scholarly discourse, with specific emphasis on the operations of Total in the Niger-Delta region.

Multinational corporations (MNCs) operating in resource-abundant developing regions often result in substantial socio-economic and environmental ramifications. A salient example of this is the Niger-Delta region in Nigeria, where a plethora of MNCs, including Total, have established a presence due to its abundant oil reserves (World Bank, 2020). Yet, despite its considerable resource wealth, the region still faces persistent challenges such as poverty and environmental degradation (Felix et al, 2015). This paradox has given rise to the 'resource curse' concept, which scrutinizes the real beneficiaries of oil wealth in such settings (Ross, 1999).

In view of this, CSR's role becomes increasingly pivotal. Numerous MNCs have adopted CSR policies, but their effectiveness in promoting SD is subject to debate. As noted, CSR policies are often characterized by philanthropic contributions designed to compensate for the damages caused by oil exploration activities (Idemudia, 2014). However, these strategies tend to be reactive rather than preventive and thus fail to adequately address systemic issues, resulting in limited SD outcomes.

Equally, the design and execution of CSR policies demand careful attention. A study suggested that CSR policies and strategies often lack a nuanced understanding of local contexts, thereby compromising their efficacy (Ahmed et al., 2013). Additionally, they observed that the roles of various stakeholders - community leaders, government agencies, and non-governmental organizations (NGOs) - are often downplayed in the CSR design and implementation process. This finding resonates with the work of who argued that insufficient engagement of local communities in CSR initiatives often culminates in outcomes that do not align with the communities' needs (Olabanji and Ese, 2014).

Government regulations also warrant serious consideration within the discourse on CSR and SD. According to recent studies, government policies and regulations can significantly influence the success of CSR initiatives. They posited that enhanced government supervision and enforcement of CSR policies could ensure MNCs' activities better align with the host countries' SD objectives (Uduji and Okolo-Obasi, 2016).

Total's CSR efforts in the Niger-Delta region provide a telling case study. While Total has executed a range of CSR initiatives, their effectiveness in promoting SD invites further examination.

Concurrently, the concept of corporate citizenship has become integral to contemporary business practices. Companies increasingly acknowledge their role in contributing to societal welfare (Post, 2020). The concept has seen rising attention in recent years, reflecting burgeoning social and environmental expectations from various stakeholders (Park, 2023).

A study underscored the link between ability, motivation, opportunity-enhancing human resources management (HRM) practices, and corporate environmental citizenship, demonstrating how HRM practices can bolster a company's environmental sustainability efforts (Tay, 2023).

Moreover, corporate citizenship is often associated with organizational commitment and organizational citizenship behavior. This relationship was explored within the Indian Oil Corporation Limited, revealing a positive correlation between these constructs (Sharma, 2022).

Further probing into this concept, researchers analyzed the interplay between organizational citizenship, corporate citizenship, and CSR. This examination offers a comprehensive understanding of how organizations can make a positive societal impact (Ismail and Sonay, 2021).

Corporate citizenship is also examined across diverse cultural contexts. A Russian study explored this phenomenon, demonstrating how its interpretation varies across different cultural contexts (Aдова, 2021).

However, it's vital to understand that corporate citizenship extends beyond CSR and environmental, social, governance (ESG) initiatives. It entails companies exceeding their legal duties and making a conscious commitment to contribute to societal betterment (Maignan, Ferrell and Hult, 1999; Lee and Shin, 2010; Peterson, 2004).

In sum, the literature underscores pressing gaps and opportunities for harnessing CSR towards achieving SD in developing countries, as illustrated by Total's operations in the Niger-Delta region. The need for more effective CSR policy design and implementation, increased

stakeholder engagement, and stringent government oversight are emphasized to ensure CSR initiatives yield sustainable outcomes. CSR holds enormous potential for advancing SD, but its practical application necessitates more astute and attentive management to realize its full potential.

3. METHODOLOGY

This section examines the methodology adopted for this research, with an emphasis on the type of investigation, data collection methods, sampling methods, ethical considerations, data analysis, validity and reliability of the data, and the research's limitations.

3.1 Research Design and Approach

An exploratory study was chosen due to the unexplored and unclear aspects of the investigation. An abductive approach is implemented, using both inductive and deductive methods in an ongoing process throughout the research. This enables the generation or modification of theory, incorporating existing theory where appropriate. This research is based on the theoretical framework of CSR and SD in developing countries, particularly considering Total's CSR framework in relation to SD.

The research is cross-sectional in nature, considering the time dimension (three months). It provides a snapshot of one point in time.

3.2 Data Collection Methods

The data collection techniques include interview techniques and document analysis. In-depth and semi-structured interviews (as shown in the appendix) are conducted to answer the research questions and objectives stated in section one and contribute to the analysis in section five.

3.3 Sampling Method

As this research is a case study, non-probability sampling is utilized. This method allows for an information-rich case study, providing theoretical insights and facilitating the exploration of research questions.

3.4 Ethical Considerations

The ethical committee of the university approved a list of documents before primary data collection for this research commenced. These include an Ethical application form, Participant Information form, Participant consent form, and a Summary of research.

4. DATA ANALYSIS

The audio-recorded interviews are transcribed to facilitate analysis. Conceptualization is employed in the analysis of collected data, guided by the conceptual framework presented in section 3. This may result in the generation of another framework based on the information provided. A deductively based analytical procedure known as pattern matching is employed in the analysis.

4.1 Reliability and Validity

The importance of reliability and validity in research is acknowledged in this study. Questions surrounding the consistency of data collection methods, validity of the data, and the representativeness of the data are addressed to ensure the findings are relevant and credible.

4.2 Reliability

Reliability is concerned with the consistency of findings produced by data collection methods or analysis procedures. Threats to reliability, such as the semi-structured interview style and subject bias, are addressed to ensure the consistency and validity of the research findings.

4.3 Validity

The validity of the data in this research is determined by assessing the authority or reputation of the sources of secondary data. In this study, secondary data were obtained from reputable and credible scientific journal databases, thus enhancing the validity of the data used.

This research employs a case-study methodology that combines individual interviews and secondary sources to provide a comprehensive view of Total's engagement in CSR towards SD. A qualitative data analysis method, pattern matching, is used to analyze the data. The data analysis plan detailed in this section is applied in section 5 to derive the findings.

5. RESULTS

This section provides an in-depth case study of Total's operations in the Niger-Delta region. The analysis centers on the effectiveness of Total's Corporate Social Responsibility (CSR) policy in contributing to Sustainable Development (SD) in the region. The study employs pattern matching analysis (discussed in Section Four) to align data from the case study with theoretical propositions presented in Section Three. Interviewee's anonymity has been maintained, with participant roles identified instead of their names. Complete transcripts of the interviews can be found in Appendix VII.

5.1 Analysis

Figure 1 illustrates the theoretical framework underpinning the relationship between SD and CSR. To effectively contribute to SD, CSR initiatives should encompass corporate citizenship, tri-sector partnership, corporate strategy, and corporate social investment, with corporate citizenship incorporating elements of corporate social investment and corporate strategy.

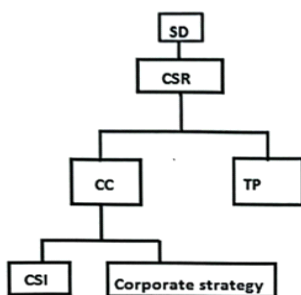


Figure 1: The relationship between SD and CSR

5.1.1 Corporate Citizenship in Total

Corporate citizenship, as defined, pivots on 'commitment' and 'responsibility.' Companies must secure both social and regulatory licenses to operate as a business entity. Total's adherence to laws signifies its commitment as a responsible corporate citizen, thereby securing its regulatory license (Drucker, 1993). As study notes, a failure to conform can lead to the revocation of permits (Warhurst, 2001).

Obtaining a social license, according to Warhurst (2001), relies on a company's ability to foster partnership, mutual trust, and establish a self-regulating structure for performance monitoring. Total's SD vision underscores capacity building and partnerships. It seeks to maintain societal commitment to its core values, thereby earning a preferred operating partner status in Nigeria, and consequently a favorable 'license to operate.'

Total prioritizes transparency to build trust with stakeholders. According to the Head of the Health and Safety (HSE) department at Total Nigeria (HSE mgr., 2013):

"We are very transparent in everything we do. We usually have what we call a forum, to explain to them that we are going to take these steps."

Performance monitoring in Total is conducted in line with established rules and agreements. However, there is a lack of robust enforcement in implementing Total's CSR policy due to inadequate monitoring and regulation, as stated by HSE mgr. (2013):

"One thing that I know that is needed in monitoring or regulation is enforcement. I think that those that are supposed to enforce, they are not there, and they are under-staffed."

In summary, while Total's efforts to promote corporate citizenship are evident, a gap exists in the enforcement of monitoring and regulation systems of Total's CSR policy in Nigeria.

5.1.1.1 Corporate Social Investment (CSI) at Total

Understanding corporate citizenship within the context of Total involves evaluating its commitment to Corporate Social Investment (CSI). As delineated by Warhurst (2001), corporate citizenship requires firms to proactively engage in CSI to generate benefits for host communities, particularly those indirectly and adversely affected by their operations. This is echoed in the narrative from the Corporate Affairs Manager (CA

mgr., 2013), who underlined Total's reputation as a responsible corporate citizen, driven by their CSR endeavors and investment in host communities.

Total's CSR report (Total, 2010) emphasizes their commitment to CSI, thereby promoting sustainable development. The company goes beyond periodic donations, integrating social needs into their business model in a structured manner. They invest in different societal aspects including healthcare, education, and human development, which is a critical facet of their CSR policy.

5.1.1.2 Corporate Strategy at Total

Warhurst (2001) identified corporate strategy as another integral component of corporate citizenship. This is illustrated through Total's proactive measures to avoid pollution, uphold human rights, and implement clean-up and social impact mitigation strategies upon the closure of operations. The company strives to ensure fairness in the treatment of its employees, recognizing and upholding human rights in its operations.

Total also embarks on reclamation initiatives, like agricultural activities, that serve to rejuvenate the environment and counteract the social impact of their operations. The company's strategy also includes efforts to improve business practices and display equity in their relationships with stakeholders. Despite these efforts, the impact of Total as a corporate citizen is contingent on effective monitoring and regulation, an area where the company requires improvement.

5.1.2 Tri-sector Partnership at Total

Tri-sector partnership (TP), as explained by Warhurst (2001), involves a structured agreement between businesses, communities, and governments. Total engages in TP to implement its CSR policy effectively. Partnerships with government agencies and communities are central to Total's CSR activities, which include initiatives such as HIV and AIDS reduction, education, and infrastructure development.

Total also employs various reporting systems to monitor and evaluate the performance of their CSR activities, such as periodical monetary reports and logbooks for educational provisions and scholarships. They establish formal relationships with communities through Memorandum of Understanding (MOUs) to ensure adherence to commitments.

However, despite Total's effort to foster partnerships, challenges persist due to the absence of an enabling environment in Nigeria, which impedes the effectiveness of Total's CSR activities. Efforts are being made to tackle these issues through a bottom-up partnership approach, yet concerns about corruption and over-dependence on oil persist.

5.1.3 The Interplay of Corporate Social Responsibility (CSR) and Sustainable Development (SD) in Total

CSR entails companies maximizing their capabilities to contribute to SD, extending beyond traditional responsibilities to stakeholders such as shareholders, law, and employees. In this context, CSR is defined as the company's efforts to assist the immediate environment of their host communities and promote growth (CA mgr., 2013). Total's CSR strategy comprises three core plans: mitigating the impact of the company's operations on people and the environment, advancing the economic and social standing of stakeholders, and anticipating future needs.

The potential of CSR to foster SD lies in several interlinked dimensions, including focus of accountability, the business case, level of engagement, and the degree of influence. Total demonstrates a broad focus of accountability, balancing the interests of various stakeholders. Furthermore, CSR is strategically integrated into Total's operations, with CSR activities being handled by the corporate affairs department under the human resources division. This reflects the company's focus on human capital development.

The company engages at three levels: compliance, harm minimization, and value creation. Compliance is evidenced in Total's adherence to legal responsibilities and industry standards. Harm minimization is pursued through efforts to lessen environmental damage from business activities. However, the company shows limited innovation in value creation. Tri-sector partnerships and a comprehensive understanding of business roles in society are necessary for CSR to become integral to all companies. Through its CSR and corporate social investment (CSI) initiatives, Total promotes development, particularly in Nigeria's Niger-Delta region, investing in social amenities, human capital development, and infrastructural facilities.

5.1.4 Pursuit of Sustainable Development (SD) in Total

SD is interpreted differently across the organization. For some, it is about business continuity and the well-being of the host community, while others view it in the context of resource limitations and individuals' ability to reproduce with available resources. In this study, SD is analyzed based on the main elements identified: connectivity, equity, prudence, and security (Bansal and Howard, 1997).

Total demonstrates connectivity by reducing criminal activities through community development programs. The training initiatives reduce social vices, leading to less vandalism and pollution. The company acknowledges equity by aiming to pass on skills across generations, although corruption in the external environment compromises this effort. Prudence is exhibited through care and prevention, using technology to mitigate environmental damage, but more investment in research and development (RandD) is needed. Security encompasses the protection from chronic risks and disruptive threats. However, Total's adherence to the four SD elements is hindered by inadequate RandD investment and the state of the company's external environment.

5.2 Synthesis of Findings and Interpretations

Total's CSR activities generally align with the framework proposed by Warhurst (2001). However, issues of equity, monitoring and regulation, and innovation hinder the effectiveness of CSR implementation in terms of SD.

Corruption in Nigeria affects Total's business and CSR activities, leading to resource wastage. The absence of robust monitoring and regulation of CSR activities and a shortage of personnel further weakens SD. Total's lack of innovation in oil exploration activities impacts the community and the environment negatively. The company needs to invest in RandD to develop safer oil production methods.

In conclusion, while Total's CSR policy has potential for SD in developing countries, improvements are needed in dealing with corruption, enhancing monitoring and regulation, and fostering innovation. These modifications are crucial to actualizing the theoretical framework of Warhurst (2001) for CSR in sustainable development.

6. CONCLUSION

The focus of this study was primarily driven by the underdeveloped state of the Niger-Delta region, despite a significant presence of multinational oil corporations. This research scrutinized the link between Corporate Social Responsibility (CSR) and Sustainable Development (SD) in emerging economies, specifically evaluating the effectiveness of Total's CSR activities concerning the development in the Niger-Delta region. Utilizing Warhurst's (2001) theoretical framework enabled the study to offer a pragmatic perspective, allowing differentiation and empirical comparison between various CSR activities' outcomes. Data for this research was obtained through a combination of secondary and primary sources, including telephone interviews with two employees from Total Nigeria Plc. A pattern matching analysis technique was employed to analyze and interpret the emerging themes. The research successfully addressed questions related to the negative and positive effects of oil exploration in the Niger-Delta region, elucidating Total's CSR implementation strategy and the constraints faced in the region. The outcomes of the study indicate that Total's CSR policy focuses primarily on human capital development and establishes collaborations with the government, community, and NGOs. However, deficiencies in monitoring and regulation of CSR activities, prevalent corruption, and insufficient investment in RandD to mitigate environmental pollution were found to be significant limitations to Total's CSR strategy. In order to effectively implement CSR for contributing to sustainable development, it is suggested that Total addresses these obstacles by emphasizing the balance of its social, economic, and environmental investments, enhancing its enforcement team's capabilities, and mitigating corruption in its CSR activities. The study also acknowledges limitations faced during its conduct, such as time constraints, authenticity of secondary data, challenges related to telephonic interviews, restricted access to relevant scholarly articles, and the limited sample size due to a single case-study approach. Despite these constraints, the research has successfully explored the intricate relationship between CSR and SD in developing economies, thereby making a noteworthy contribution to this field. Recommendations for future research include broadening the scope and exploring more diverse samples that reflect a generalized perspective on the subject matter. Moreover, a focus on other developing economies may enhance the validity and applicability of the research outcomes. In conclusion, this study's insights underscore the significance of effective

CSR policies for sustainable development in emerging economies, providing a foundation for further investigation in this relatively unexplored field.

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APPENDIX I

INTERVIEW QUESTIONS

- Can you tell me about yourself and your responsibility/position in your company (background, experience, work etc.)?
- How successful would you describe Total's operations in Niger-Delta?
- What is your definition of CSR?
- What do you consider are the most serious concerns or challenges that Total is facing in Niger-Delta with regards to CSR?
- What are the main strategies (corporate strategies) that Total uses to approach these challenges?
- What are the biggest advantages for Total operating in Niger-Delta?
- Is CSR a separate division in your business or is it integrated throughout the whole organization? Why?
- What is Total's CSR motive and what are its target areas?
- How does CSR relate to SD in Total's operation?
- How does Total exhibit corporate citizenship?
- Whom do you identify as stakeholders of Total operations within the Niger- Delta region?
- How do you describe Total's relations with those stakeholders?
- How do you think stakeholders perceive Total's operation?
- How transparent is Total in its implementation of its CSR policy in the Niger- Delta?
- How does Total's CSR policy affect you as an employee?
- Is Total into any partnership and collaborative initiatives with regards to CSR?
- How does Total ensure its CSR policies are adhered to by contractors/partners?
- In the partnerships Total has, how does it balance its relations with the government and the community?
- Is there any big change Total has implemented in Niger-Delta with regards to CSR policy and SD within the last two years? Why?
- Is there any big change that you think Total will implement in Niger-Delta with regards to CSR policy and SD within the next two years? Why?
- What are the main socio-economic investments that Total has made? How do you think they have affected the company (its economic performance)?
- What are the main environmental investments that Total has carried out? How do you think they have affected the company (its economic performance)?
- How appropriate do you find the regulation under which Total's operates? Why? (Monitoring system).
- What can Total do to resolve issues of corruption when it comes to officials that are meant to regulate or monitor?
- How concerned is Total about socio-economic and environmental issues? How in comparison to other oil companies? Why do you think that?
- Being that you have closer interactions with the members of the community, how is Total's CSR policy perceived by the people in Niger-Delta?
- What is sustainable development to you?
- What are the key elements in SD considered by Total?
- How do you think sustainable development approaches affect Total's competitiveness?
- What are the effective ways to implement CSR in Total to contribute to

SD? How does CSR relate to SD in Total?

- How do you ensure the health and safety of the communities where Total operates?
- Is Total planning to change its methods of oil exploration in the Niger-Delta in order to minimize negative impacts?
- How do you tackle issues relating to the evaluation and reporting system in CSR and SD?
- What do you think Total should do to improve its overall performance:
 - socio-economic,
 - environmental and
 - to improve its stakeholders' relations?
- How do you think regulation should change in order to achieve better Total:
 - Socio-economic,
 - environmental goals,
- What do you think should be changed?
- What is the difference between Total's strategies utilized in Niger-Delta in comparison to other operators? Why?

APPENDIX II

TRANSCRIBED INTERVIEW ANSWERS

Answers to the research interview questions that were carried out via telephone with two workers (participant A and B) in Total oil and Gas Nigeria were recorded and jotted down. This appendix provides the full transcript of both interviews.

Due to the agreement signed between the researcher and the participants, the names of the interviewees were not included, only their roles.

The semi-structured and in-depth interviews were carried out on the Head of Health, Safety and Environment (HSE) department in Total EandP Nigeria (Participant B/ HSE mgr.). The transcripts of the interview carried out on the participants were sent to each interviewee to verify their responses to the questions posed to them.

The Corporate Affairs Manager is referred to as Participant A or CA mgr., while the Head of the Health and safety Department is referred to as Participant B or HSE mgr.

The interview with Participant A, (CA mgr.) was carried out on the 19th April 2013 at 20:00pm; the interview lasted for approximately an hour. The answers to the interview questions for this participant were recorded and jotted down. The transcript is as follows:

Question 1: Could you tell me about your role and responsibility in Total?

Participant A: I am the corporate affairs manager in Total for the downstream sector. My job is to implement the company's CSR policy in Total Nigeria Plc Downstream.

Question 2: Is CSR a separate division in your business or is it integrated throughout the whole organization? Why?

Participant A: I do not understand what you mean by integrated throughout the whole organization, production has its department, finance has its department and CSR activities are carried out by the corporate affairs department, which is under the human resource (HR) division. This is because the HR division deals with Human capital development which is the company's CSR focus. Our CSR policy is aimed at Human capital development. Our motive is to meet the needs of our host communities and the success of our company's operation in those communities.

Question 3: What is sustainable development to you?

Participant A: Sustainable development to me, involves ensuring the continuity of our business and ensuring the health, safety, environmental protection and development of the community and individuals in our host communities. The key element is continuity. In order to ensure sustainability, the company invests in the communities by giving out packages to individuals to develop their skills. When individuals, who have been enrolled in development program (designed based on their choices

by Total) have completed their courses, some of these individuals who do exceptionally well could be absorbed into the company while others are encouraged to branch out into setting-up of their own businesses.

Question 4: Is Total into any partnership and collaborative initiatives with regards to CSR? How does Total ensure its CSR policies are adhered to by contractors/partners (monitoring system)?

Participant A: Total is in a lot of partnerships, for example with regards to the HIV and AIDS initiatives, Total is in partnership with NIBUCAA to ensure the reduction of the spread of AIDS and HIV in the community. NIBUCAA stands for Nigeria Business Coalition against Aids. The company (Total) together with NIBUCAA provides facilities for the screening of individuals to test their status as well as organizing seminars to educate people on how to take care of themselves if diagnosed, and for those who are not HIV-positive, on how to prevent HIV/AIDS.

To ensure that our policies are adhered to by our partners, we make use of periodical monetary reports that are certified by the authorities. In the case of education, a log book is used to ensure that all individuals enrolled in our program attend lectures and seminars and the packages handed out are not sold to others in trade for money.

Question 5: Whom do you identify as stakeholders of Total operations within the Niger-Delta region? How do you describe Total's relations with those stakeholders?

Participant A: Our stakeholders include the transporters of our products (contractors), local communities, local authorities and shareholders. Those involved and affected by the company's activities are referred to as our stakeholders. We have a very cordial relationship with our stakeholders and we are transparent in our dealings with them. We work in line with their needs and they are satisfied with the implementation of our CSR policy. In fact, they commend us for our good work. For example, in Kakuri, in Kaduna state where one of our plants is located, our CSR policy has brought relative peace to the area as we strive to educate the people on the importance of peace and development.

Question 6: What do you consider are the most serious concerns or challenges that Total is facing with regards to CSR?

Participant A: Most of the concerns we have faced in the past have been resolved by the company. But one that was most peculiar, is the willingness of the people in host communities to accept these benefits and development, for example with the education provided, the willingness to learn, the willingness to use these opportunities presented to them in a positive way. But lately, this issue has been resolved due to the greater involvement of the leaders of such communities (people) in the design of our CSR projects.

Question 7: What other strategies (corporate strategies) does Total use to approach challenges? (Aside from greater involvement of the communities)

Participant A: for instance, for CSR, we have blending plants located at local host communities, we try to ensure that the people of such communities are given some kind of scholarship, so their wards are trained in school, their wards are trained in skills acquisition programs. We try to contribute to their medical facilities, we provide water where we find they do not have portable drinking water, we provide electricity to people who are close, for instance to the plant; we connect electricity from the plant to their houses, so that they have light to be able to read, to do some other activities that they want to get involved in, that will make their living worthwhile. In the distribution of our products around the country, our tankers involved in car accidents, in truck accidents are not only as a result of the physical structure of the road but also bad driving practices. For that reason, we have opened a driving school where we intend to train tank drivers and it will be open to the general public for people who have trucks to come train. At the end of the day, we have trucks in Nigeria driven by people who are properly trained, people who respect traffic rules and then we can reduce the casualties we have on our roads because of tanker drivers. These are some of the things that we do which are borne out of our operations in the downstream.

Question 8: How transparent would you say Total is in respect to the implementation of the CSR policy and how are the projects monitored, I know you mentioned earlier how they can be monitored but could you be a bit more specific?

Participant A: We are very transparent as a business; our company's website ensures the transparency of our CSR activities, because people can log onto our website and read through our CSR activities. By using the

website, transparency is ensured as people are allowed freedom to go through the website and find out what activities we are involved in to improve our host communities as well as other investments. As for monitoring, as I have earlier mentioned periodical monetary reports and log books are some of the ways Total keeps an eye on its projects.

Question 9: What are the main CSR Investments made by Total in Niger-Delta?

Participant A: The Company has invested in health, education and human development in communities where we operate. We have also invested money in infrastructures in those communities; the provision of water, electricity, wheelchairs, vocational /educational developmental skills, health care facilities and care etc.

Question 10: How does Total's CSR policy affect you as an employee?

Participant A: As an employee of Total, the company treats its staff members with fairness and has gone further to provide healthcare packages for myself and my family. Several other benefits are presented to me and my family as a worker in Total. For the fact that the Company has a very good working relationship with her host communities, we the workers are safe visiting the company' facilities anywhere in the country.

Question 11: What is the difference between Total's CSR strategies utilized in Niger-Delta in comparison to other operators? Why?

Participant A: Total acts meticulously when dealing with CSR, the company does not jump into projects for the communities but rather we interview the people to understand their needs/wants because what others do is to jump into projects assuming that is what the people would be needing, we act based on the situation in the communities we operate. And we act differently in contrast to other oil companies in Nigeria. We usually hold consultative meeting with community leaders and other pressure groups to ensure a full coverage of all interest.

Question 12: Is there any big change Total has effected in the implementation of its CSR policy and SD within the last two years? Why?

Participant A: Yes, there have been some changes in the way we implement our CSR policy. We have allowed for greater involvement of the local communities where our company operates in the design and implementation of the company's CSR policy.

Question 13: Is there any big change Total will effect in the implementation of its CSR policy and SD within the next two years? Why?

Participant A: Yes, the company is planning on incorporating a partnership with three universities: African University of Science and Technology Abuja, University of Science and Technology Port Harcourt and the Lagos Business School to work out a program specifically for our younger stations' dealers to learn how to manage small business, a certificate that would be recognized and acceptable in the country. This will help with expanding the ability and skills of our future dealers to continue to work for the company or develop their own businesses. Presently we are into partnership with IBTC for the deployment of the Mobile payment (mobile money) system in the country - where our stations would be used as transaction centers for payment/loading of wallet money. This technology indirectly supports the government policy of developing a cashless society. We are also introducing the Total solar lamps into the country as a way of ensuring light to everyone in Nigeria. In the rural communities these lamps would be offered to young men and women to act as sales agents creating businesses for them.

Question 14: How does Total exhibit corporate citizenship?

Participant A: Corporate citizenship is seen in, as I have explained to you, some of the activities that we have carried out as our corporate social responsibility. It is tied to our CSR because the things we do is as though we are one person or we are a human being; just as a person wants to train a child in school, the person wants to ensure there is good health, the person wants to ensure that the environment is protected and people are empowered by vocational skills by educational skills, this is the same way Total also carries out its corporate social responsibility; through our investments in our host communities we are seen as corporate citizens.

Question 15: In the partnerships Total has, how does it balance its relations with the government and the community?

Participant A: we create a conducive atmosphere for business activities to go on. Government sees us as a responsible citizen, we are not just only paying our statutory levies and taxes, we are also contributing to help the

immediate and the general Nigerian citizen and the environment. So, it gives us a good relationship with our host community and the government. The government also sees us as responsible, being able to share in providing social amenities through our social responsibilities to the people and citizens of the country. It is not to say that if we do not do it the government will blacklist us, no, but it just shows that we are concerned, and we are part of the growth and development of the country by getting involved in social investments and responsibilities.

Question 16: How does CSR relate to SD In Total's operation'?

Participant A: for instance, when we train people in the host community and they acquire skills, vocational skills and educational skills, they will be able to transfer to other members of the society, that is, there is a multiplier effect out of one person that is trained. In that, we are helping to sustain life, we are helping to sustain the host community where we are. We are not just donating money to, for instance, an orphanage home for them to eat, for them to keep the orphanage running, we go the extra step to empower people to enable them fend for themselves to become useful to the society, transfer those skills and responsibilities and there is a continuation, there is a multiplier effect; in that way it is a sustainability contribution, it is just not an immediate thing that you just do, a one-time thing and it is just over. So, that is how a CSR activity can become a sustainable development activity at the end of the day.

Question 17: What is your definition of CSR?

Participant A: CSR are activities that the company undertakes to assist the host community's immediate environment to maximize or contribute to growth. Sustainable development is an extended CSR activity that guarantees sustainability of life by the appreciation of skills, vocational skills, educational skills that can be multiplied, that can be reproduced, and that can be handed over to generations after generations; something that is done that lasts forever. If you will, CSR is like of short-term while sustainable development is long-term.

PARTICIPANT B [HSE MGR]

The interview with Participant B (HSE mgr.) was carried out on the 20 April 2013 at 22:30pm; the interview lasted for approximately an hour. The answers to the interview questions for this participant were audio-recorded. The transcript is as follows:

Question 1: Could you tell us about yourself and your responsibility/position in your company (background, experience, work etc.)?

Participant B: I have worked in Total EandP in different capacity in the following departments; Engineering, Construction and currently in HSE as the Head of the department. Yes, I worked in Port-Harcourt (a state in the Niger-Delta) from 1986 to 2012.

Question 2: How successful would you describe Total's operations In Niger-Delta?

Participant B: You can say Total is one of the most successful operators in the Niger-Delta, we have won some awards amongst the oil and gas producers in Nigeria for being community-friendly, for having a lot of community development projects and supporting activities, we had our memorandum of understanding with the community (host community) as far as 1998, we have a very good relationship with the community.

Question 3: What are the major concerns or challenges that Total is facing in Niger- Delta?

Participant B: when there is a general concern, like when there is a general reprisal with the community that affects every operator. Some years back when they were blasting the oil lines of Shell, Chevron and other operators, Total lines were also affected because we connect our own lines to Shell lines. Whatever happens to Shell happens to us indirectly. Yes, you see in the oil production, we share some of our facilities. The trunk line that serves the oil to maybe, port where it is exported is shared between Agip, Total and also Shell, and the one that we have direct link with the communities that I will talk to you about now is the Obagi in OML 58.

Question 4: What are the main strategies that Total uses to approach these challenges?

Participant B: we have what we call the memorandum of understanding with the communities in the Niger-Delta. We sit on a round table with the communities, we brainstorm on the need and support required for the community and then come up with a strategy in order for us to meet their

needs and support them in achieving self-sufficiency, and also try to see if we can put in place structures or even facilities in order for us to meet these needs, and this is reviewed yearly. Memorandum of understanding is aimed at the community to attain the capacity and capability to work both on projects and also to assist them with scholarship. Can I say that has helped so much, because like now we have short-term and long-term development plan for the community based on that, we work on it to make sure that the community is not only involved in the oil production but also that they benefit from it. We train them, we give them scholarship, and we also give them opportunities for them to develop as contractors.

Question 5: What is the biggest advantage for Total in its operation in the Niger--Delta?

Participant B: it gives us a very close relationship with them, we maintain a peaceful relationship, and it gives us the opportunity to operate without any constrains. You know in our production we count it per hour; talk about our daily production, how many barrels we produce per day and if the - community affects your production, what does it mean, total loss and you cannot make up for loss, once something is lost, it's gone. And because we have a good relationship with them, we have not had problems of that nature for a very long time.

Question 6: How transparent is Total in its implementation of its CSR

Participant B: the last word you said I didn't hear It very well, but we are very transparent in everything we do. You see, when we want to expand on our production, we want to expand on anything that we are doing, I believe that the community is aware. This is what we want to take from them, this is what we want to do and this is the impact. Because, we usually have what we call a forum, to explain to them that we are going to take these steps, we are going to develop gas, and this is the impact of gas on your facilities and on your land. The ecosystem is going to change because of the impact of gas. Should we have any leak or spillage, this is the effect that it is going to have. And we usually have this with government representatives, usually DPR, NNPC or the federal government of Nigeria. When you have that kind of forum, you know everyone is supposed to be there and the communities in the Niger-Delta come with their specialists: their environmental specialist, legal specialist and developmental specialist attending the forum then they advise them. We come to an understanding before we start activities within the communities.

Question 7: What are the main socio-economic and environmental investments made by Total in the Niger-delta?

Participant B: Total has done a lot of things, we have invested in: schools, training of individuals who want to start small-scale industries; we train the people, we give them the facilities for them to start their businesses. Some of them venture into welding; some take the responsibility of contracting the external people that we need to assist us in the oil production. So, I think we have put in place a lot of facilities. The scholarships that we give to the indigenes of a community to specialize in managing their own business and participating in the oil business are very important aspect of us trying to make the Niger-Delta people benefit from the resources available to them.

Question 8: In comparison to other oil companies, how concerned is Total about socio-economic and environmental issues?

Participant B: as I told you at the beginning of our interview that Total got the award for being the most environmental-friendly, being the most community-friendly and also community-concerned and I am sure with our memorandum of understanding with the community, we would continue to do more for the communities. We have a system where we deal directly with the communities that produce the crude oil; the second aspect of it, we deal with the people that are neighbors to them. We have another aspect of the impact on the whole of Nigeria, so we invest in Nigeria to benefit from the oil that they produce. You see us building schools in different parts of the country; we build schools in Kano and far north because we want everybody to benefit from the oil that is produced in Nigeria.

Question 9: What do you understand by sustainable development?

Participant B: Sustainable development, I understand a bit about it, that we should give people the opportunity to understand how to live and also to provide for themselves based on what they have that is available to them. They should understand that there is limitation in resources and for us to meet up with the limitation of resources, we have to harness that which is available to us and with that, knowing what you want to do and how you want to do it. Providing resources for all these benefits that the people will continue to receive and the people will also know how to

provide not only for themselves but also provide resources that can be transferred to others. The key elements in the definition of sustainable development are the limitation of resources and the ability of individuals to reproduce with the resources made available to them. Even though we see oil flowing at our backyard, it is not enough for us to think that there is enough. Even if you are given 10 million, 100 million, it is not enough. It is for you to understand how to multiply that one or to continue to reproduce from that, that is available.

Question 10: What are the effective ways to implement CSR in Total to contribute to SD?

Participant B: Total's corporate responsibility to the communities is translated to the communities through our sustainable development programs enshrined in our MOU. And the effective way to implement these programs is by involving the communities from the planning to the implementation stage of the programs using the communities' manpower to achieve these programs. Sustainable development as we understand it in Total is one, it is community-friendly, community-involved and individual-developing. We consider a number of things: what is it that community needs, what is the individual capable of performing. How can an individual from what he has, transform, translate into making productivity, making resources available, not only to himself but to others. So, we try to see that the people understand and we understand in discussions we have like a family concern. A family concern in the fact that these resources is coming from you, how can we live in harmony with you? What can we put in place to make it profitable not only to you, but to your generations to come. Assuming that this oil will finish in the next ten years, what can we put in place that can still sustain the community? We can transform oil into agriculture, Total has set up demonstration mixed farm to teach the communities mechanized way of farming and has also introduced high yield crops to the farmers such as but not limited to protein source commercial agricultural product etc. We can transform it into productivity of other resources. That is how I look at it.

Question 11: How do you think sustainable development approaches affect Total's competitiveness?

Participant B: Maybe you heard about Ogoni trying to push Shell out, usually the problems that you have with oil companies or producers is the land allocation. Some of these oil companies in the Niger-Delta do not have a single land allocation because of that, they do not have an immediate community-concern but for those of us that have immediate community-concern, there is no oil-producer that is located in Nigeria that can compete with us because we are community-friendly and discuss community issues and take care of it from the grassroots in comparison to other companies that undertake operations only off-shore. Off-shore you are in the sea and do not have any contact with the direct land of the communities in the Niger-Delta. When you are in contact with the land of the community, it becomes a different level of concern but if you are off shore you do not get in contact with the community. We work in places like Obagi, Rivers state; what we do is we go into the communities, our workers go into the community, they have an impact on the community, and we install our production facilities in the community. But if you work off-shore you do not have anybody to think about, you are on your own when you are off-shore. That is why if you look at these companies that you mentioned, some of them had to leave due to their lack thereof when it comes to the land where they operate, some have to sell of their land locations. But we have developed a relationship with the community, and it is very important. We started a lot of things that a lot of them (companies) are trying to practice. We are one of the best in Nigeria

Question 12: How do you ensure the health and safety of Individuals of host communities in the Niger-Delta?

Participant B: I will tell you that before I got into HSE department I worked in the construction department, and in construction I had first-hand contact with the people in the community. I go there, I pick people from there, and they work on the facilities partly in construction, excavation and many other things. During one of our activities in 1998, when we did the gas plant, I was one of those who started putting in place facilities before it became a memorandum of understanding. And why, one of the first things we looked at was that in our area of operation they did not have even a small place for women to deliver. When we started the memorandum of understanding we looked at both prevention and treatment and try to put in the best we could. First of all, they did not have clean drinking water, which we tried to provide. They did not have network of roads which we also tried to provide. And they did not have clinics and medical facilities; we provided clinics where they could get first-hand treatments. On a yearly basis, we try to see if we can give free treatment to our host communities, organizing it through different

hospitals; we commission the hospitals to give treatments to them for free for different ailments. You know about the flood that recently happened, we are trying to see if we can mediate and put back the place in order for people to live, especially as it concerns water. Water, you know, is very essential, all the diseases and water-borne diseases come from infested water. So, after the flood, even our own facilities were also devastated by the flood but subsequently, we worked seriously to clean up the place to make it more habitable, provided that the people are open to better facilities.

Question 13: Is Total planning to change its methods of oil exploration in the Niger- Delta in order to minimize negative impacts?

Participant B: we did this a long time ago, we have directional drilling, usually we drill directly to our own reservoir but we discovered the directional drilling where you can put all your oil extracts in one place and you can go to your reservoir, we do not have to go and acquire lands in different locations for us to produce oil and store in different reservoirs. A reservoir is actually a place where you have a pool of oil trapped in between rocks. If you discover that the oil is few kilometers away from your target, you can drill and go to that point, take your oil without disturbing the top soil or causing much damage. So, we try to improve on the daily developmental knowledge of drilling. That is one of it. And we have tried to cluster all our production; our production is clustered in one place. Instead of having oil production all over the place, we have it only in one place. Maybe in a particular location, you can have about 20 wells and taking oil from maybe about 10 to 15 reservoirs without disturbing the top soil. That is what we try to do in order for us not to cause much damage. The technology is what we try to incorporate, being amongst the top in technology.

Question 14: What do you think Total should do to improve its overall performance?

- Socio-economic
- environmental and
- to improve its stakeholders' relations?

Participant B: Currently, we look at the environment in which we operate; we carry out periodic audit of the environmental impact of our production on the community. When oil exploration started in Nigeria, there was no baseline study for us to understand what were the effects and other aspects that were there. When we embark on exploration activities we look at: how can we put up with waste in its bare originality, how can we take care of waste that we generate? Some years back, we decided that let us take all the waste not only from us but also from the community, the community that has expanded, that has increased, the community that has come there because of the mining activities. How can we go about the effects of our activities on the ecosystem? Then we usually conduct audits, last year it was like this, this year it is like this, next year what is it going to be like, in ten years' time, what is it going to be like? And if you understand, flaring has been the in-thing in Nigerian oil production, the impact of that one is what? You have the acid rain, thank God the acid rain is not so much in the Niger-Delta, but if you see the impact of even heat translated from this to the environment, what are you going to do in order for you to get rid of that, so we try to see if we can recover our impacts on the environment. We started the agricultural farm where we can get some vegetation into the ecosystem; we improved on the agricultural system so that the people do not lose so much due to the impact of our activities. Whenever you bring down the trees and so on and you do not replenish them or bring something to replace them, you change the ecosystem. When you change the ecosystem¹ the people do not get back what they had before. We have tried to replace losses by introducing agricultural farms; we have incinerators to dispose waste for those that are not biodegradable. Those are some of the ways we control things and we will improve on these things. As for social and economic aspects, the development of human capital is constantly focused on by our company and the stakeholders of the company are involved in all our activities.

Question 15: How appropriate do you find the regulation under which Total's operates? Why? (Monitoring system).

Participant B: there are rules and regulations established in extractive industries, especially mining and extraction; there are rules that are set down by the federal government, there are rules that are set down by our own operators, by operators I mean our senior partners, NNPC and DPR (Department of Petroleum Resources); they set down some standards for us to follow, laws. We have the environmental impact organizations; we have a lot of other agencies that control and regulate. How do we work with them? They give you all the perimeter/agreement of operations and

in the agreement of operation we do it in conjunction with these people, they monitor us. They are available at our facilities; we have DPR controlling work quality on our fields, they are controlling engineer quality on our fields, they make sure that the acceptable working condition is followed both in our operational field and also in our offices because the perimeter of operation is given to make sure that we follow it. The water that we dispose into the environment, we make sure that we do it according to the agreement. So, you find out that the regulators concerned are there, they are amongst us. So, we operate according to laws and regulations both on-shore and off-shore.

Question 16: What can Total do to resolve issues of corruption when it comes to officials that are meant to regulate or monitor or even employees?

Participant B: corruption on operation is not legal, what we do is that we operate according to set-down rules, and if one has to operate outside that one, that is a situation that is out of my own understanding or out of my operation.

Question 17: How do you think regulation should change in order to achieve better:

- Socio-economic,
- Environmental goals,
- What do you think should be changed?

Participant B: one thing that I know that is needed in monitoring or regulation is enforcement. I think that those that are supposed to enforce, they are not there, and they are under-staffed. Things that are meant to be done on a weekly basis, they will do only once maybe a year and I believe that if they have enough follow-ups, proper regulation can be done.

Question 18: What is the difference between Total's strategies utilized in Niger--Delta in comparison to other operators? Why?

Participant B: I believe that given our sustainable development and our planning and everything for every area that we operate, given the opportunity to choose who should operate in their area. I believe the whole of the country will give Total that opportunity. I believe that because others are trying to learn from us what we do in the community that makes us so loved. And I think that every community will like to have a share of what is given to the community that we operate in.

Question 19: How does Total CSR policy affect you as an employee?

Participant B: Total's CSR policy, first of all, it is for you to understand what Total stands for and what is the responsibility to staff, to community, to others, because if you don't understand what it stands for then you will not know its use. I believe that our corporate social responsibility both to the staff and to the environment, to the community is one of the best policies you can have. They are concerned about who you are, your welfare. Total is an international company and the corporate responsibility is that you should put everybody in consideration. The company has put in place something that we will be proud of, not only to protect and serve the community but also to put things in place for those who contributed in making it happen. Both on the workers, the communities, the government

of the country, we look at what is our impact on any community or any facility could be positive or negative.

Question 20: Being that you have closer Interactions with the members of the community, how is Total's CSR policy perceived by the people In Niger-Delta?

Participant B: we have KPIs, the key performance indicators are set for all projects for the communities, these are usually on numbers of completed projects within the life span of a MOU for us to look at our performance within the community. We set this up to ensure that the community is receiving services. We put in place scholarships; we make sure that in the next two to five years we should have contractors that will be able to perform some basic construction works. We give individuals from host communities the leverage to perform some contracts and make sure that these contractors can perform some basic operations. So, these kinds of facilities that we provide to them are not easily provided to other people, so we develop the community to take care of some activities in construction and so on. You should know that the community wants to produce some of the materials we get outside. We make sure we provide them with light and they can introduce welding activities and some other trade as they want to see that the site engineer or whatever come from the community and our discussion with them is always a progressive situation whereby we help them to attain the level that is why I indicated that scholarships are being given. We open schools in areas to try to assist in development of individuals. We have some general managers from these host communities; this is what in the past we did not anticipate or think could happen.

Finally,

Question 21: How do you tackle issues relating to the evaluation and reporting system in CSR and SD?

Participant B: Evaluation and reporting system, first of all, we have to put in place these systems. If we are looking at what we are doing in the community, we will look at the impact of what we have put in the community. Then we look at what our impact is on the community individually and collectively and at the end of the day we evaluate it, audit it and review it continuously and that is why we have the MOU. And I told you initially that we have MOU that we use throughout the year. And we set down in the MOU this year that this is what we intend to do in five years, this is what we intend to do in two years, this is what we intend to do this year. At the end of the year when you sit down with the communities you check what you have done. We look at it this way, for example, we plan we were going to bring hospitals to the following communities, what did we achieve? We plan that in our MOU we are going to have scholarship for 50 people, how many people did we give? We plan that the community people will have 20% of employment by the year ending after training them, what did we achieve? We look at it and see if we have underperformed because we may not be the best offer in the market and the person may not be interested in working for us, so that will affect our results. There are some very fast and quick money institutions that are even higher than the oil industry. So, if you happen to train these people and they get those kinds of jobs, then you may not be able meet up with your plans. But I know that in every development project, we review our MOUs we put in place in order for us to meet up with what we set out to achieve.

