

**ASSESSMENT OF CORPORATE SOCIAL RESPONSIBILITIES STRATEGIES OF
CHEVRON & SHELL OIL COMPANIES IN EKEREMOR & YENAGOA COMMUNITIES IN
BAYELSA STATE**

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ABSTRACT

The study assessed corporate social responsibility strategies of Chevron & Shell Oil Companies in Ekeremor and Yenagoa communities in Bayelsa State. The objectives were to find out the corporate social responsibility strategies of Chevron & Shell Oil Companies in Ekeremor and Yenagoa communities in Bayelsa State, determine the effectiveness of these corporate social responsibility strategies in addressing the developmental needs of Ekeremor & Yenagoa communities in Bayelsa State, examine the level of community participation with the corporate social responsibility interventions of Chevron and Shell, ascertain the level of satisfaction of community members with Chevron and Shell projects and determine measures Chevron & Shell oil companies can adopt to improve on the impact and sustainability of corporate social responsibility in Ekeremor & Yenagoa communities in Bayelsa State. The study employed social exchange theory to give the work a theoretical base. The population of the study comprises Ekeremor & Yenagoa communities, which was 1,205,266. A sample size of 400 was determined using Taro Yamane's (1967) statistical tool as a guide. The survey research design was used for the study. The multistage sampling technique was used. Questionnaire was the instrument for gathering relevant data. Data were computed in tables, percentages while the questions were analyzed in four point likert scale (weighted mean score) graduated in ground mean. The finding revealed that provision of infrastructural facilities, community and stakeholder engagement, provision of skill acquisition and youth empowerment programme, environmental management, provision of scholarship for pupils and students and provision of health facilities were the corporate social responsibilities of Chevron and Shell oil companies, in Ekeremor and Yenagoa communities in Bayelsa State. The finding affirmed that community engagement through strengthening and implementation of memorandum of understanding reached with communities, engaging capacity building, engaging participatory needs assessment, regular transparency reporting, project evaluation and sustainability were the measures Chevron & Shell has employed to improve on the impact and sustainability of corporate social responsibility strategies in Ekeremor & Yenagoa communities in Bayelsa State. The finding also affirmed that the effectiveness of corporate social responsibility strategies of Chevron and Shell oil companies in Bayelsa State is poor. The finding showed that the extent to which stakeholders of Ekeremor and Yenagoa communities in Bayelsa State participate in the design and implementation of corporate social responsibility project of Chevron and Shell is low. The finding further affirmed that the level satisfaction of community members with Chevron and Shell corporate social responsibility interventions is poor. The study concluded that community stakeholders and management of multinational oil companies in Niger Delta communities especially Bayelsa State should partner together to drive development projects and programmes. The study recommended that Chevron and Shell as well as other multinational oil companies should monitor and engage in

community participatory needs assessment plan to be effective in their performance in meeting the needs of the host communities in the Niger Delta communities especially Bayelsa State in order to end the lingering crises between them.

Keywords: *Assessment, corporate social responsibility, strategies, Chevron and Shell Oil Companies, Ekeremor & Yenagoa communities, Bayelsa State*

INTRODUCTION

Corporate Social Responsibility (CSR) has become a critical interface between multinational oil companies and host communities in the Niger Delta. In Bayelsa State, where oil exploration and production have significantly impacted the environment, livelihoods, and social structures, companies like Shell Petroleum Development Company of Nigeria Ltd [SPDC] and Chevron Nigeria Limited [CNL] have implemented various CSR programmes to manage community relations and mitigate negative impacts.

Ekeremor and Yenagoa are two strategic Local Government Areas (LGAs) in Bayelsa State with high oil and gas activities but also with persistent issues of environmental degradation, unemployment, and underdevelopment. Over the years, Shell and Chevron has adopted CSR strategies ranging from infrastructure provision, scholarships, health programmes, to community development projects through the Global Memorandum of Understanding framework. [GMOU]. Despite these interventions, there is growing concern among stakeholders about the sustainability, relevance, and effectiveness of these CSR strategies in improving the living conditions of people in Ekeremor and Yenagoa communities. This study therefore seeks to assess the CSR strategies of Shell and Chevron, their effectiveness, and the challenges encountered in implementation within the two LGAs.

Corporate social responsibility is a phenomenon that helps multinational companies to identify and address the core needs of the people in the communities where they operate. It is the philosophy where companies provide jobs for the people, provide infrastructure and improve the socio-economic lives of the people. Corporate social responsibility strategies refer to the tactics and techniques used to interact with and meet the needs of the communities. Ojo (2025) states clearly that multinational companies employ stakeholder engagements, meetings, dialogue, visitation, etc, as strategies to create good harmony with their host communities. They are used to avert crises and conflict which may affect productive capacity of these oil companies if they are not harnessed effectively. Ogbedengbe (2020) states that oil and gas companies operating in Nigeria and by extension Niger Delta States should identify the key communities and stakeholders where they are found and pay priority attention to their felt needs. Harrison & Wicks (2021) revealed that stakeholders in the communities where companies are situated are very important and that they play phenomenal roles in influencing members of their communities. Nwocha (2016) reiterates that stakeholders that influence the acts and policies of corporate bodies are customers, employees, communities, suppliers, shareholders, media, non-governmental organisation, regulatory agencies and government. When multinational companies from time to time engage the relevant stakeholders in the communities where they operate, it may lead to peace, order and stability between them. But if they neglect or fail to give attention to providing jobs, infrastructure and other needs to the stakeholders and communities, it may lead to crisis or conflict.

Robbins (2024) states categorically that the onus is on an organisation to create means to manage these different parties and generate relationships that lead to strategic cohesive for the benefits of all parties directly and indirectly. This is done by integrating the interests of all groups in a strategic fashion that ensures a long term and on going successes of the organisation. In doing this, it is very important to analyze and evaluate the actual behaviour of all the stakeholders and identify their co-operative potential and competitive threats, using the strengths, weakness, opportunities and threats (SWOT) analysis method, (Adeleke, Ogundele & Oyenuga, 2019). (Gregory, 2019) corroborates the apt view that organisations should carry out planned programmes, policies and projects that will affect the lives of the people in the communities. It is against this backdrop that

this study seeks to assess corporate social responsibilities strategies of Chevron & Shell oil companies in Ekeremor and Yenagoa communities in Bayelsa State.

Statement of the Problem

Corporate social responsibility has become a key expectation for oil companies operating in resource-rich but environmentally sensitive regions like Bayelsa State, Nigeria. Chevron and Shell have consistently claimed to implement corporate social responsibility initiatives aimed at improving the lives of host communities through projects in education, healthcare, infrastructure, and environmental protection. However, there remains a significant gap between these reported efforts and the actual experiences of local communities, who often express dissatisfaction over unfulfilled promises, lack of transparency, and minimal impact on their well-being.

The persistence of environmental degradation, poverty, unemployment, and social unrest in Bayelsa State raises serious questions about the effectiveness, relevance, and sustainability of the corporate social responsibility strategies adopted by these oil companies. Moreover, there is limited empirical research that critically evaluates and compares the corporate social responsibility approaches of Chevron and Shell in the state, especially in terms of community participation, project delivery, and long-term impact.

This study, therefore, seeks to assess the corporate social responsibility strategies of Chevron and Shell in Ekeremor & Yenagoa communities in Bayelsa State, with a focus on their implementation processes, community perception, and overall contribution to sustainable development.

Aim and Objectives of the Study

The aim of the study is to assess the corporate social responsibility strategies of Chevron and Shell in Ekeremor & Yenagoa communities in Bayelsa State. However, specific objectives are to;

- i) find out the corporate social responsibility strategies implemented by Chevron & Shell oil companies in Ekeremor & Yenagoa communities in Bayelsa State.
- ii) determine the effectiveness of these corporate social responsibility strategies of Chevron & Shell oil companies in addressing the developmental needs of Ekeremor & Yenagoa communities in Bayelsa State.
- iii) ascertain the level of satisfaction of community members with Chevron & Shell social responsibility interventions.
- iv) determine measures Chevron & Shell oil companies can adopt to improve on the impact and sustainability of corporate social responsibility in Ekeremor & Yenagoa communities in Bayelsa State.

Research Questions

From the foregoing, therefore, the following questions were raised to guide the study;

- (i) what corporate social responsibility strategies and programmes have Chevron & Shell implemented in Ekeremor & Yenagoa communities in Bayelsa State?
- (ii) how effective are these corporate social responsibility strategies in addressing the developmental needs of these communities?
- (iii) what is the level of satisfaction of a community members with Chevron & Shell oil companies corporate social responsibility interventions?
- (iv) what measures can be adopted by Chevron & Shell oil companies to improve upon the impact and sustainability of corporate social responsibility in Ekeremor & Yenagoa communities in Bayelsa State?

LITERATURE REVIEW

Conceptual Review

Concept of Corporate Social Responsibility Strategies

A corporate social responsibility strategy is a structured plan that outlines how a company intends to address its social, environmental and economic impacts. This strategy is crucial for aligning a company's operations with stakeholder expectations and societal needs. Porter & Kramer (2016) argue that an effective corporate social responsibility strategy should be integrated into the core business model and involve stakeholder engagement. It should also focus on creating shared value, benefiting both the company and the communities in which it operates.

Corporate Social Responsibility (CSR) strategy refers to the structured approach that organisations adopt to integrate social and environmental concerns into their business operations and stakeholder interactions. It encompasses a company's commitment to acting ethically, contributing to economic development and improving the quality of life for the workforce, their families, the local community and society at large.

Challenges in Implementing Corporate Social Responsibility Strategies by Multinational oil Companies

Implementing effective corporate social responsibility strategies can be fraught with challenges that may hinder their success. Understanding these challenges is crucial for organisations, especially in the context of upstream oil companies operating in regions like Bayelsa State. Below are some of the primary challenges faced in the implementation of corporate social responsibility strategies:

Lack of Clarity and Commitment

One of the significant challenges in implementing corporate social responsibility strategies is the lack of clarity regarding what corporate social responsibility entails and the level of commitment from top management. Without a clear vision and strong leadership support, corporate social responsibility initiatives can become fragmented and lack direction (Morsing & Schultz, 2006). This ambiguity can lead to confusion amongst employees about their roles in corporate social responsibility efforts, resulting in ineffective implementation and diminished impact.

Resource Constraints

Many organisations, particularly smaller ones, often face resource constraints that limit their ability to effectively implement corporate social responsibility strategies. These constraints may include financial limitations, insufficient personnel, and inadequate training resources (Idemudia, 2014). In the case of upstream oil companies, the high operational costs associated with exploration and production may leave limited budgetary allocations for corporate social responsibility initiatives, making it challenging to fulfill community expectations adequately.

Complexity of Stakeholder Needs

The diverse and sometimes conflicting needs of various stakeholders can complicate the development and implementation of corporate social responsibility strategies. In regions like Bayelsa State, where local communities may have different expectations from the oil companies, it becomes essential to balance these varying interests. Failure to adequately address stakeholder concerns can lead to dissatisfaction and reputational damage, undermining the effectiveness of corporate social responsibility efforts.

Corporate Social Responsibility Strategies in Oil Companies in Bayelsa State

In the context of upstream oil companies in Nigeria, effective corporate social responsibility strategies can be observed in various initiatives. For instance, Shell's "Investing in communities programmes focuses on long-term development projects in health, education, and enterprise

development. However, these efforts are often met with criticism regarding their adequacy and the genuine intent behind them (Idemudia, 2014).

Shell Nigeria

Shell Nigeria has been involved in various corporate social responsibility initiatives aimed at addressing the socio-economic challenges in the Niger Delta region. One of their key programmes is the "Shell Live wire initiative" which focuses on empowering young entrepreneurs by providing them with training, mentoring, and access to funding (Shell, 2020). This programme has not only helped create jobs but has also fostered local business development, contributing to the economic resilience of the communities where Shell operates. Furthermore, Shell invests in community health initiatives, such as the Health-in-Motion programme, which provides mobile healthcare services underserved populations (Idemudia, 2014).

Chevron Nigeria Limited

Chevron Nigeria Limited is recognized for its proactive approach to corporate social responsibility, focusing on sustainable development through various programmes. One of its flagship initiatives is the "Chevron's National Arts Competition," which encourages creativity amongst Nigerian youth and supports local artists (Chevron, 2020). Chevron also invests heavily in local content development, ensuring that a significant portion of its procurement is sourced from local suppliers, thereby boosting the local economy (Idemudia, 2014). Moreover, Chevron engages in community health programmes that provide essential medical services and promote good living condition.

Theoretical Framework

The Social Exchange Theory was adopted in this study.

Social Exchange Theory

The social exchange theory (SET) developed by George Homans (1958) was adopted in the study. The theory is anchored on two fundamental principles, namely: reciprocation and fairness, and aggressiveness and approbation. The reciprocity and fairness principle focuses on relationships. Persons who get expected sympathy or rewards in a relationship are thought to wish to reciprocate, that is to return similar good gestures towards the person who gave the reward, while the aggressiveness and approbation principle emphasizes the ramifications of not obtaining the benefits one expects or experiencing the penalties one does not expect from such behaviour. After being denied an anticipated benefit or subjected to an unanticipated penalty, an individual will feel enraged, leading to hostile behaviour that will be repeated and will eventually become a more valuable habit (Ogege & Ewhrudjakpor, 2009). The exchange of social and material resources is a fundamental type of human contact (Homans, 1974). Each interaction between people includes an exchange, and every connection should have a give-and-take dynamic. Alkazay & Robert (2003) argue that an individual group or organisation has resources that it is prepared to trade. As a result, they aim to minimize costs and maximize benefits to get the best possible outcome. The theory is relevant to the study because it can be used to engage the relevant stakeholders in the communities to promote peaceful co-existence. This theory is relevant to this study because it provides opportunity for the oil companies and the host communities to have a fair treatment with each other for a better understanding and cooperation.

Empirical Studies

The following studies are examined which are related to corporate social responsibility strategy of oil companies in Niger Delta:

Olowu (2020) examined "Corporate Social Responsibility and Environmental Sustainability in Niger Delta". The study aimed to explore the relationship between corporate social responsibility practices and environmental sustainability outcomes in the Niger Delta oil sector. A case study approach was employed, focusing on two major oil companies operating in the region. The study employed

interviews with 40 stakeholders, including company officials and local community representatives. Results indicated that while companies implemented various corporate social responsibility initiatives, environmental sustainability remained compromised due to on-going oil spills and gas flaring. This study emphasized the need for integrating environmental sustainability into corporate social responsibility strategies, which is relevant for the current assessment of Shell and Chevron oil companies corporate social responsibilities in Ekeremor and Yenagoa communities in Bayelsa State. The study concludes that the oil companies should engage profitable corporate social responsibility strategies that create harmony with the host communities. The study recommended stricter adherence to environmental regulations and increased investment in sustainable projects as part of corporate social responsibility initiatives. The previous study looked at environmental degradation while the present study looked at environmental issues.

Nwankwo & Ordu, (2020) examined the "Role of Corporate Social Responsibility in Community Development in the Niger Delta". The study aimed to analyse the impact of corporate social responsibility on community development indicators in Niger Delta communities. The study utilized both qualitative and quantitative methods, including interview and community survey. The population included local residents and leaders from five Niger Delta communities, with 200 respondents. Findings revealed that corporate social responsibility projects had a positive impact on education and health sectors but fell short in economic empowerment initiatives. The insights into the various sectors affected by corporate social responsibility initiatives are directly applicable to evaluating similar strategies in Bayelsa State. The study concluded that for corporate social responsibility to be effective, it must address broader economic challenges, recommending the inclusion of local content in corporate social responsibility planning. The previous study used system theory while the present study used social exchange theory.

METHODOLOGY

The survey research design was employed for this study. Okon (2024) succinctly states that survey research design helps researchers to elicit respondents' responses on issues of public interest and in social settings. A total population of 1 205, 266 stands for Ekeremor & Yenagoa communities. Therefore, the breakdown is given below:

Ekeremor communities	=	404,300
Yenagoa communities	=	800,966
Total	=	1,205,266

A sample size of 400 was used which was determined by the Taro Yamene's formula. While the multi stage sampling technique was used. Questionnaire was the instrument employed in the gathering of relevant data for the study. Data obtained from the field were presented in tables and percentage and analyzed using weighted mean score and four point likert scale presented as follows:

Strongly Agree=	4 points
Agree	= 3 points
Disagree	= 2 points
Strongly Disagree	= 1 point

Therefore, the benchmark for decision rule is 2.5 and above. That is, any value up to 2.5 and above is accepted and less than 2.5 is rejected.

DATA PRESENTATION AND ANALYSIS

Out of the four hundred (400 copies of the questionnaire distributed to the respondents in Ekeremor & Yenagoa communities in Bayelsa State, only three hundred and fifty (350) were returned in usable condition. The figure was used for the data analysis for the study.

Analysis of Research Questions

Research Questions One (1)

What are the corporate social responsibility strategies of Chevron & Shell oil companies in Ekeremor & Yenagoa communities in Bayelsa State?

Table I: The corporate social responsibility strategies of Chevron & Shell oil companies in Ekeremor & Yenagoa communities in Bayelsa State

S/N	Statement	SA 4	A 3	D 2	SD 1	Total	WMS	Remark
(i)	Provision of infrastructural facilities	200	100	40	10	1190	3.4	Agreed
(ii)	Community and stakeholder engagements	160	140	30	20	1140	3.3	Agreed
(iii)	Provision of skills acquisition and youth empowerment programmes	180	120	25	25	1155	3.3	Agreed
(iv)	Environmental management	200	100	20	30	1170	3.3	Agreed
(v)	Provision of scholarship for pupils and students	180	120	25	25	1155	3.3	Agreed
(vi)	Provision of health facilities and buildings	170	130	10	40	1130	3.2	Agreed
(vii)	Building of Churches and shrines	10	40	100	200	560	1.6	Disagree
	Grand mean = 4.5							

Source: Field Survey, 2026

Table 1 revealed that provision of infrastructural facilities, community and stakeholder engagements, provision of skills acquisition and youth empowerment programme, environmental management, provision of scholarship for pupils and students and provision of health facilities and buildings were the corporate social responsibilities of Chevron & Shell oil companies in Ekeremor & Yenagoa communities in Bayelsa State.

Research Question Two(2)

How effective are these corporate social responsibility strategies of Chevron and Shell oil companies in addressing the development needs of the communities?

Table 2: The effectiveness of corporate social responsibility strategies of Chevron & Shell oil companies in addressing the developmental needs of Ekeremor & Yenagoa communities in Bayelsa State

S/N	Statement	SA 4	A 3	D 2	SD 1	Total	WMS	Remark
(i)	Poor	150	180	10	10	170	3.3	Agreed
(ii)	Very poor	20	30	200	100	670	1.91	Disagreed
(iii)	Good	30	20	200	100	680	1.94	Disagreed
(iv)	Very Good	10	40	100	200	560	1.6	Disagreed
(v)	Satisfactory	20	30	20	100	670	1.91	Disagreed
(vi)	Fair	40	10	160	140	650	1.90	Disagreed
	Grand mean = 3.2							

Source: Field Survey, 2026

Table 2 affirmed that the effectiveness of corporate social responsibility, strategies of Chevron and Shell oil companies in Ekeremor & Yenagoa communities in Bayelsa State is poor.

Research Question Three (3)

What is the level of satisfaction of community members with Chevron and Shell is corporate social responsibility interventions?

Table 3: The level of satisfaction of community members with Chevron and Shell's corporate social responsibility interventions

S/N	Statement	SA 4	A 3	D 2	SD 1	Total	WMS	Remark
(i)	Very poor	20	30	200	100	670	1.91	Disagreed
(ii)	Poor	180	120	30	20	1160	3.3	Agreed
(iii)	Good	40	10	180	120	670	1.91	Disagreed
(iv)	Very Good	20	30	150	150	620	1.77	Disagreed
(v)	Satisfactory	10	40	100	200	560	1.6	Disagreed
	Grand mean = 2.6							

Source: Field Survey, 2026

Table 3 affirmed that the level of satisfaction of community members with Chevron and Shell's corporate social responsibility interventions is poor.

Research Question Four (4)

What measures can be adopted by Chevron & Shell to improve on the impact and sustainability of corporate social responsibility strategies in Ekeremor and Yenagoa communities in Bayelsa State?

Table 4: Measures Chevron & Shell can adopt to improve the impact and sustainability of corporate social responsibility strategies on Ekeremor and Yenagoa communities in Bayelsa State.

S/N	Statement	SA 4	A 3	D 2	SD 1	Total	WMS	Remark
(i)	Community engagement through strengthening memorandum of understanding implementation	160	140	30	20	1140	3.3	Agreed
(ii)	Engaging in participatory Needs Assessment	180	120	25	25	1155	3.3	Agreed
(iii)	Community capacity building	170	130	10	40	1130	3.2	Agreed
(v)	Regular Transparency reporting	150	150	30	20	1130	3.2	Agreed
(vi)	Project evaluation and sustainability	200	100	40	10	1190	3.4	Agreed
(v)	Engaging in divide and rule policy	30	20	200	100	680	1.94	Disagreed
	Grand mean = 4.6							

Source: Field survey, 2026

Table 4 affirmed that community engagement through strengthening memorandum of understanding implementation, engaging participatory needs assessment community capacity building, regular transparency resorting, project evaluation and sustainability were the measures Chevron and Shell oil companies can adopt to improve the impact and sustainability of corporate social responsibility strategies in Ekeremor & Yenagoa communities in Bayelsa State.

Discussion of Findings

Research Question One (1)

What are the corporate social responsibility strategies of Chevron & Shell oil companies in Ekeremor & Yenagoa communities in Bayelsa State?

The finding revealed that provision of infrastructural facilities, community and stakeholder engagements, provision of skills acquisition and youth empowerment programme, environmental, management, provision of scholarship for pupils and students and provision of health facilities and buildings were the corporate social responsibility strategies of Chevron & Shell oil companies in Ekeremor & Yenagoa communities in Bayelsa State. This is in tandem with the statement of Folarin & Adeleke (2021) that stakeholder engagements, infrastructural facilities, youth empowerment programmes, skills acquisition programme, provision of employment opportunities are the corporate

social responsibility strategies employed by multinational oil companies in the Niger Delta especially, Bayelsa State.

Research Question Two (2)

How effective are these corporate social responsibility strategies of Chevron & Shell oil companies in addressing the development needs of Ekeremor & Yenagoa communities in Bayelsa State?

The findings affirmed that the effectiveness of corporate social responsibility strategies of Chevron & Shell oil companies in Bayelsa State is poor. This agrees with the expressions of Nze & Nwankwo (2020) that most multinational oil companies operating in the Niger Delta communities especially, Bayelsa State perform poorly and below expectations of the people, this is why there had been crises between the oil companies and the host communities.

Research Question Three (3)

What is the level of satisfaction of community members with Chevron & Shell's corporate social responsibility interventions?

The finding affirmed that the level of satisfaction of community members with Chevron & Shell corporate social responsibility intervention is poor. This agrees with the statements of Olowu & Olubunmi (2020) that most community members expressed great dissatisfaction with multinational oil companies such as Chevron & Shell operating in the Niger Delta communities because of their poor project delivery and poor attention given to the people's needs.

Research Questions Four(4)

What measures can be adopted by Chevron & Shell to improve on the impact and sustainability of corporate social responsibility strategies in Ekeremor & Yenagoa communities in Bayelsa State?

The finding affirmed that community engagement through strengthening and implementation of memorandum of understanding reached with communities, engaging capacity building, engaging participatory needs assessment, regular transparency reporting, project evaluation and sustainability were the measures Chevron & Shell can employ to improve on the impact and sustainability of corporate social responsibility strategies in Ekeremor & Yenagoa communities in Bayelsa State. This agrees with the statements of Nwankwo & Ordu (2020) that multinational oil companies operating in the Niger Delta communities especially Bayelsa State can engage effective stakeholder and community engagements, capacity building, implementation of memorandum of understanding reached and agreed upon with communities, engage in participatory needs assessment plans, regular monitoring and evaluation of projects and programmes are measures they can employ to improve on their performance in the future.

CONCLUSION

The assessment of corporate social responsibility strategies of Shell Petroleum Development Company and Chevron Nigeria Limited in Ekeremor and Yenagoa communities reveals that both oil companies have made significant investments to address developmental challenges in their host communities. Through frameworks such as the Global Memorandum of Understanding, scholarship schemes, health outreaches, infrastructure provision, youth empowerment, and livelihood programmes, Shell and Chevron have contributed in providing access to education, healthcare, and basic amenities in parts of the two LGAs.

However, the effectiveness of these CSR interventions remains mixed. While some projects have yielded positive outcomes in terms of community goodwill and short-term poverty alleviation, many others have failed to achieve long-term sustainability due to several structural and operational challenges. Key challenges identified include inter-community conflicts, poor community participation, environmental degradation, mistrust, project duplication, weak monitoring and evaluation, vandalism, and delays in funding. The riverine nature of Ekeremor and the urban pressure in Yenagoa further complicate project implementation and maintenance.

If these measures are adopted, CSR can move beyond conflict management and become a genuine tool for socio-economic transformation in oil-producing communities of Bayelsa State.

RECOMMENDATIONS

- (i) Multinational oil companies especially Chevron & Shell should implement their corporate social responsibility strategies such as stakeholders engagement, youth empowerment programme, provision of job opportunities, provision of scholarships for pupils, students in secondary schools and high institutions in the Niger Delta communities especially Bayelsa State.
- (ii) Multinational oil companies should monitor, engage in participatory needs assessment plan so as to be very effective in their performance in meeting the needs of host communities in the Niger Delta communities especially Bayelsa State.
- (iii) Multinational oil companies should provide enough development projects and programmes that will touch the lives of Niger Delta communities especially Bayelsa State so as to reinforce their satisfaction with them.
- (iv) Multinational oil companies operating in Niger Delta communities especially Bayelsa State should implement all the memorandum of understanding reached and agreed upon with host communities so as to touch their lives positively and reduce the cases of crises amongst them.

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