

2020

Evaluating Successful Corporate Social Responsibility Initiatives of Multinational Corporations in the Niger Delta Region

CHUKWUEMEKA THEOPHILUS OMEOGA
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Chukwuemeka Theophilus Omeoga

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Walden University
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Abstract

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by

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MSc, University of Liverpool, 2015

MEng, University of Port Harcourt, 2007

BEng, University of Port Harcourt, 2003

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

August 2020

Abstract

The communities in the Niger Delta region of Nigeria and the multinational companies perceive the contribution and success of their corporate social responsibility (CSR) activities differently, which cause conflicts. There is a lack of consensus with the evaluation of successful CSR initiatives by the multinational corporations in the Niger Delta region. The purpose of this qualitative classical Delphi study was to determine how a panel of 32 global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. The research question directly addressed this purpose. Legitimacy and stakeholder support formed the basis of the conceptual framework. The 32 global expert panelists of CSR completed 4 rounds of data collection, and the result was a consensus-based list of top 6 ranked forward looking solution statements that are desirable, feasible, and important for a framework to evaluate the success of CSR initiatives in the Niger Delta. Data analyses included descriptive statistical calculation of median and frequency percentages for desirability, feasibility, importance and confidence for each solution statement. This study provided the multinational corporations and the host communities with consensus-based solutions to enable corporations implement strategic corporate social responsibility initiatives, which could improve relationships, create peace, and promote socioeconomic development of the Niger Delta region.

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Dedication

This dissertation is dedicated to my parents late Elder Ezekiel Omeoga and Mrs. Imuche Omeoga. My parents valued education and made every effort to ensure that their children and other family member around went to school. The level of education we have attained in the family today is a testament to all the efforts and encouragement received from our parents. I adore you and will continue to follow in your footsteps.

Acknowledgments

Thank you, the almighty God, for the opportunity to attain this educational height and for making all things possible for me. Our lord God sustained me through all the challenges. Thank you to all the Walden faculty members that taught me in the course of my doctoral studies. Thank you to all the academic support staff that provided support to me. Thank you, Dr. Keri Heitner, my committee chair for your prompt support and guidance while writing my dissertation. Thank you, Dr. Raghu Korrapati, my second committee member for the support you provided. Thank you, Dr. Barbara Turner, my URR, my dissertation benefitted from your critical insight. Thank you, Dr. Elizabeth Thompson, you supported me during my field test and your critical feedback helped to enhance my study. Thank you to all the panelists who participated in my four rounds of surveys during data collection.

Thank you, Dr. Kenneth Sherman, my committee chair for five quarters. You mentored and guided me through the development of my prospectus and proposal. You created a family of Delphi researchers and also provided a learning environment that motivated me to attain the highest level of excellence. I am truly grateful to you.

Thank you to my lovely wife and children, Ijeoma, Nnaemeka, Oluomachi, and Ugochukwu Omeoga. Thank you, for being there for me. The support and encouragement I received to complete this study came from you all. Thank you, 'Aijay' for travelling with me to my academic residencies to provide support. I love you and am I forever grateful.

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Chapter 1: Introduction to the Study

Corporate social responsibility (CSR) is about how corporate organizations manage their business operations to positively impact society (Omran & Ramdhony, 2015). CSR is institutionalized among the multinational companies (Bice, 2017), and the multinational corporations in the Niger Delta region of Nigeria are increasingly embracing the implementation of CSR activities in their host communities (Dandago & Arugu, 2014; Uduji & Okolo-Obasi, 2019). The gradual increase in CSR activity by the multinational corporations is due to the need for the companies to contribute to the socioeconomic development and cultural progress in the communities in which they operate (Idemudia & Osayande, 2018; Musa, Yusuf, McArdle, & Banjoko, 2013). However, companies and the communities they serve are not able to agree upon whether CSR initiatives make a difference for the intended beneficiaries (Adewole, 2018; Nwoke, 2016). The success of CSR initiatives in the Niger Delta region has been defined at a broad macro level (e.g., peace, stability, economic prosperity) of desirable goals, but there is a need for a clear and consistent definition or nuanced multiple construct for measuring the success of CSR (Dokpesi & Abaye-Lameed, 2014; Enuoh, 2017; Isah-Chikaji & Abdullahi, 2017; Kpolovie & Sado, 2016).

The current study could be valuable through experts' consensus on the desirable, feasible, and important elements of a framework for evaluating the success of CSR initiatives in the Niger Delta, which can be applied by the host communities and the multinational companies. Chapter 1 of this study includes the background of the study, problem statement, purpose of the study, research question, conceptual framework, nature

of the study, definitions, assumptions, scope and delimitations, limitations, significance of the study, and summary and transition.

Background of the Study

The Niger Delta region of Nigeria contributes 50% of the country's gross domestic product and 95% of foreign exchange through oil from the region (Ndu & Agbonifoh, 2014). The communities in the region are rich in oil reserves with different multinational oil and gas companies operating and exploiting the natural resources, leading to the region being poor with environments polluted with oil from exploration activities and oil pipe damage (Eweje, 2007). To address these issues, multinational companies operating in this region engage in CSR activities for developmental and community relations purposes (Dang, Dang, & Danladi, 2014). But the communities in the Niger Delta claim that these CSR activities do not create desirable outcomes despite the companies' perspective that they are contributing to community development (Nwoke, 2016). Companies that are not able to manage relationships with host communities suffer and lose business opportunities (Adewole, 2018). But evaluation of the success of CSR from the company and community perspective differs.

A variety of scholars have studied the CSR activities of the multinational companies in the Niger Delta with different evaluation approaches and perspectives on the success of the CSR activities of the multinational companies. For example, Enuoh and Eneh (2015) evaluated CSR success from the perspective of capacity building, poverty reduction in the host communities, and the involvement of the host communities in the planning and design of CSR projects. Additionally, Uduji and Okolo-Obasi (2017)

measured the success of CSR projects in the Niger Delta in terms of the boost in the participation of rural dwellers in agriculture, which ensures food security, cooperation and peace between the communities and the companies. Further, Adewole (2018) studied CSR in the Niger Delta region of Nigeria focusing on the CSR activities of Shell Petroleum Development Company of Nigeria. The author evaluated CSR success from the perspective of effective stakeholders' engagement, which the author also considered to be indispensable for any meaningful and sustainable CSR practices. Communities are important stakeholders and engagements with them could be made better and further enhanced through partnerships with the organizations (Deigh, Farquhar, Palazzo, & Siano, 2016). For instance, CSR activities of the companies can contribute to increased rural dwellers' participation in agriculture, which fosters cooperation with the communities (Uduji & Okolo-Obasi, 2017).

Despite the claims of the companies and potential positive outcomes of stakeholder engagement, research has indicated that the contemporary CSR practices of multinational companies are not capable of bringing sustainable development in the Niger Delta host communities (Nwoke, 2017). Models to maximize shareholder value of the multinational companies make CSR unreasonable for sustainable development of the communities (Eweje, 2007; Nwoke, 2017). Further, executives of multinational companies are unable to distinguish between philanthropic CSR and the more demanding duty of care in the host communities and their environment (Nwoke, 2016). The host communities also negatively perceive the multinational companies CSR initiatives because the communities are not involved in the planning, design, and implementation of

the CSR projects (Enuoh & Eneh, 2015). The multinational oil companies have not been proactive in CSR implementation and have been perceived by the host communities as enemies and exploiters instead of partners (Obi, 2015).

Research has also highlighted that companies should have a human face and assist to provide social needs in third world countries like Nigeria where there is a failure of political leadership (Isah-Chikaji & Abdullahi, 2017). Effective CSR initiative should consider social, economic, and environmental sustainability (Essien & Inyang, 2017). The achievement of a conducive operational environment for the oil companies in the Niger Delta region is dependent on improvement of community relations, which can create a peaceful coexistence (Kpolovie & Sado, 2016).

Companies and the communities they serve are not able to agree upon measures to decide whether CSR initiatives make a difference for the intended beneficiaries (Adewole, 2018; Nwoke, 2016). Therefore, the purpose of this classical Delphi study was to address a knowledge gap in the scholarly literature concerning desirable, feasible, and important elements of a framework for evaluating the success of CSR initiatives in the Niger Delta (Enuoh, 2017; Isah-Chikaji & Abdullahi, 2017; Kpolovie & Sado, 2016). The different multinational corporations and host communities in the Niger Delta region could benefit from the consensus-based solutions from the study panelists. The knowledge from the study can help to have a peaceful relationship between the multinational corporations and the communities in the Niger Delta.

Problem Statement

Ninety five percent of Nigeria's revenue is generated from the sale of crude oil produced from 18 multinational corporations operating in the Niger Delta region (Enuoh, 2015; Uduji, Okolo-Obasi, & Asongu, 2020). Despite the economic benefit of the crude oil from the region, the revenue gains have not made a positive change in the lives of local citizenry (Enuoh & Inyang, 2014; Obi, 2015). Members of the communities hosting the oil companies complain of depletion of natural resources and environmental degradation which, leads to conflict (Ajodo-Adebanjoko, 2017), agitations, kidnappings, and insurgency against the multinational companies (Dandago & Arugu, 2014; Enuoh, 2017; Odera, James, & Scott, 2016).

CSR programs are part of the development and community relations efforts by the multinational companies in Nigeria (Dang et al., 2014). The multinational companies operating in the Niger Delta region claim to be active in CSR for community development, but the community perspective is that CSR projects by the companies do not create the desired impact (Ndu & Agbonifoh, 2014; Nwoke, 2016). The general management problem is that the relationships between multinational companies and the communities they serve in the Niger Delta region are strained, as mutual expectations of community support are not being met through CSR initiatives (Enuoh, 2017). Despite the annual budget allocations to CSR by the petroleum companies and the publicity by the companies about their transformational roles, local community members do not feel satisfied and claim that there is nothing to justify the claims and expenditures (Enuoh & Eneh, 2015; Ojo, 2012). The resulting attacks on the facilities of these organizations in

the Niger Delta region cost the companies and Nigeria government over 1.8 billion dollars annually (Ajodo-Adebanjoko, 2017). The attacks on the oil companies can also cause frustration of oil company executives, resulting in an eventual pull out threat through business divestment (Adewole, 2018).

The specific management problem is that the interpretation of the success of CSR initiatives by the multinational companies are equivocal and perpetuate conflict with the host communities (Adewole, 2018; Nwoke, 2016). Companies and the communities they serve are not able to agree upon whether CSR initiatives make a difference for the intended beneficiaries (Adewole, 2018; Nwoke, 2016). Definitions of the success of CSR for the Niger Delta region of Nigeria lacks specificity in the literature (Uduji, Okolo-Obasi, & Asongu, 2019). The success of CSR initiatives in the Niger Delta region has been defined broadly (e.g., peace, stability, economic prosperity), but there is a need for a clear and consistent definition or nuanced multiple construct for measuring the success of CSR (Enuoh, 2017; Isah-Chikaji & Abdullahi, 2017; Kpolovie & Sado, 2016).

Purpose of the Study

The purpose of this qualitative classical Delphi study was to determine how a panel of 32 global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. Relational challenges between the communities in the Niger Delta region and the multinational corporations results from both parties having different perspectives on the CSR initiatives implemented in the region (Idemudia & Osayande, 2018). Companies that are not able to manage

relationships with host communities suffer and lose business opportunities (Adewole, 2018). The implementation of consensus based forward looking solutions could lead to improve corporate-community relationships, peace, and socioeconomic development of the Niger Delta region.

Research Question

How does a panel of global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta?

Conceptual Framework

A conceptual framework involves interlinked concepts that provide a comprehensive understanding of a phenomenon (Dahabreh, 2014; Tamene, 2016). The conceptual framework situates a study within multiple contexts and supports the importance of the research (Ravitch & Carl, 2016). The stakeholder management theory and the legitimacy theory formed the basis for this study's conceptual framework (see Figure 1)

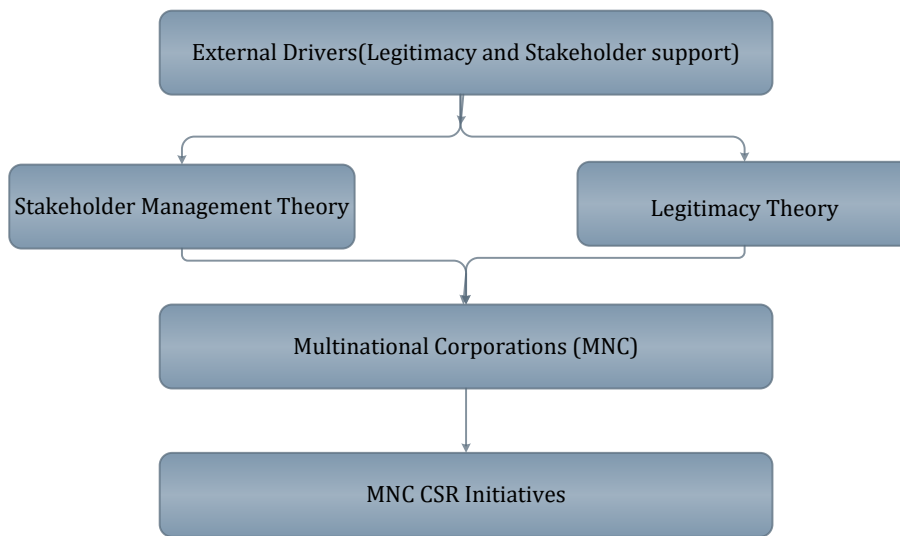


Figure 1. Conceptual framework for a successful corporate social responsibility initiative by multinational corporations in the Niger Delta Region.

CSR is grounded in stakeholder theory (Freeman, 1984). Stakeholders were first conceptualized as a group for which corporate leaders need to properly manage relationships so the company business to thrive and survive. Additionally, cooperation between companies and their stakeholders is an effective way of creating shared value (Freeman, 1984). The stakeholder concept has been used to address three interconnected issues: the problem of value creation and trade, thought process of businesspeople, and ethics problems pertaining to capitalism (Parmar et al., 2010). An assumption underlying the stakeholder theory is that corporate organizations have a social responsibility toward communities that they operate in and make profits (Bice, 2017). Finding that point of intersection for all stakeholders' interests is important in the management of stakeholder relationships. Stakeholder theory can be employed to explain the relationship between companies in the Niger Delta and their host communities and the value of the CSR

initiatives (Enuoh, 2017). The success of organizational financial performance is best achieved by giving equal consideration to the interest and expectations of the shareholder and stakeholders (Freeman, 2004), which in the context of the current study, includes the host Nigerian communities.

The legitimacy theory is premised on the notion that there is a social contract between the society and the multinational companies (Omran & Ramdhony, 2015). Multinational companies require legitimacy or social approval from the host communities, which means that the companies are inseparable from the host communities. The operations of multinational corporations in host communities are based on a social contract, because their growth and survival are dependent on legitimacy conferred on them by the communities (Frynas & Yamahaki, 2016). This study entailed using the classical Delphi study design with the aim of building a consensus solution for the stakeholders on the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta.

Nature of the Study

The qualitative classical Delphi research design was employed in this study. The Delphi design is a qualitative approach despite including qualitative and quantitative data because the approach is used to solicit the views of experts to reach a consensus (Avella, 2016; Habibi, Sarafrazi, & Izadyar, 2014; Sim, Crookes, Walsh, & Halcomb, 2018). The Rand Corporation introduced the Delphi design in the 1950s as a group communication process as well as a technique for building a consensus of opinion for forward-looking solutions associated with a specific problem or issue (Giannarou & Zervas, 2014;

Kawamoto, Wright, Spers, & de Carvalho, 2019; Staykova, 2019). The Delphi design is based on the assumption that the judgement of a group is more reliable than individual judgement (Linstone & Turoff, 1975). The Delphi design is preferred as a decision-making tool when knowledge of a phenomenon is incomplete (Giannarou & Zervas, 2014). The Delphi research design was appropriate for this study because of its potential to gather data from experts regardless of the location (Sekayi & Kennedy, 2017). Distinct features of the classical Delphi include expert anonymity, structure of the feedback, and control of data (Kezar & Maxey, 2016; Linstone & Turoff, 1975; Strear, Forbes, & Henninger, 2018).

Other qualitative research designs such as phenomenology, grounded theory and case study were less appropriate for the needs of this study. A phenomenological study focuses on exploring the lived experiences of individuals who has experienced a phenomenon (Percy, Kostere, & Kostere, 2015). A phenomenological research design, which is inwardly focused to the participants' internal feelings and emotions toward a phenomenon, was not appropriate for building consensus on the desirable, feasible, and important elements of a framework for evaluating the success of CSR initiatives.

Additionally, applying a grounded theory approach allows the development of a theoretical account of the general features of a topic while grounding the account in empirical observations (Wiesche, Jurisch, Yetton, & Krcmar, 2017), but the intent of this study was not to develop a theory. There is a conceptual framework that guides this study, which makes the grounded theory approach inappropriate for this study. Further,

developing a theory is not required to achieve consensus on a list of important solutions identified by the expert panelists in the study.

Finally, the case study approach is used when existing theories are inadequate to carry out studies from multiple perspectives (Chetty, 1996). The multiple sources of data collection in case studies makes it possible for the researcher to examine in detail chosen case, become knowledgeable, and be able to address attitudinal, historical and observational issues. The case study design is preferred when *how* or *why* questions are being posed and the researcher has little control over the events (Yazan, 2015; Yin, 2013). In this study, the case study design was not appropriate because it does not meet the intent of the Delphi study in building consensus on the desirable, feasible, and important elements of a framework for evaluating the success of CSR initiatives.

The Delphi design has different subclassifications that include the classical Delphi, policy Delphi, e-Delphi and modified Delphi (Strear et al., 2018). The classical Delphi employed in this study is used to reach a consensus among a panel of experts on a subject (Avella, 2016). The classical Delphi study goes through a four-round iteration and progress to consensus at the end (Linstone & Turoff, 1975).

The number of experts chosen as panelists for a Delphi study varies. The samples sizes could range from 15 to 60 individuals (Kezar & Maxey, 2016). For this study, 32 CSR experts were solicited as the panelists, considering a 25% attrition rate, which ensures that the credibility of the study is not affected (Hsu & Sandford, 2007). A nonprobability, purposive expert sample was used for this study. The expert panelists were solicited using a set of criteria based on the knowledge and experience of CSR

practices in multinational corporations and host communities in Africa (Alshehri, Rezgui, & Li, 2015; Giannarou & Zervas, 2014). Inclusion criteria for participants was based on 5 or more years of experience in one of the following roles: (a) CSR manager in multinational corporations in Nigeria, (b) community relations manager in the multinational companies in Nigeria, (c) CSR consultant in Africa, or (d) as an author or academician in the field of CSR in Africa. The experts should have the ability and willingness to participate, effective communication skill and adequate time to participate in the study (Alshehri et al., 2015). LinkedIn professional network group owners of CSR were asked for permission to join their group and invite members who met the stated criteria to participate in the study. Panelist recruitment was done with the cooperation of the LinkedIn professional network groups on CSR.

Four rounds of study surveys were conducted for data collection and analysis to build consensus among the expert panelists. The study survey was administered electronically through SurveyMonkey in an online environment. The nature of data collected from the survey participants consists of ratings for desirability and feasibility, ranking for importance of solution statements, and rating of the participants confidence in the solution statements.

Definitions

Consensus: Agreement of the majority of participants and the resolution of minority held objection (Vetter, Hunter, & Boudreaux, 2014).

Confidence: Confidence is the extent of certainty that you have in the cumulative panel prediction being correct about these solutions.

Corporate social responsibility (CSR): CSR refers to the obligation of an organization to act responsible to the environment and stakeholders in a way that goes beyond financial goals (Enuoh & Inyang, 2014).

Desirability: Desirability is the effectiveness or benefit of the solution.

Feasibility: Feasibility is the practicality in the implementation of the solution.

Host community: The area or communities in the Niger Delta region where the multinational corporation operating facilities are situated.

Multinational corporations: Multinational and foreign oil and gas companies like Shell, Total E&P, Exxon Mobil, Addax, Agip, and Nigeria Liquefied Natural Gas company operating in the Niger Delta region of Nigeria.

Stakeholders: Stakeholders are referred to as a group which corporate leaders need to properly manage relationships with for the company business to thrive and survive (Parmar et al., 2010). Without stakeholders' support, existence of the organization would cease (Miles, 2017). Stakeholders have a vested interest in the organization, and they include the host community, suppliers, employees, and consumers (Lai Cheng & Ahmad, 2010).

Assumptions

The information provided in a research synthesis would be incomplete when the assumptions underlying the constructs are not well understood (Wolgemuth, Hicks, & Agosto, 2017). There are some assumptions that underpin this study. For instance, there was the assumption that participants would provide unbiased and honest answers to the questionnaires, as they were assured of their anonymity. But to put themselves in a

socially acceptable situation, respondents may under report or over report socially undesirable or desirable issues (Kim & Kim, 2016). There was also the assumption that the field test that to be conducted prior to the Round 1 would reveal any ambiguity in the initial questionnaire developed before distribution to the Delphi panel of experts.

Lastly, there was the assumption that sufficient number of experts in the Delphi panel would be identified through purposive sampling. Purposive sampling is typically used for Delphi study (Merlin et al., 2016). There was a possibility that some study participants could drop out due to the iterative nature of the Delphi study before completion of the study. For this study, 32 CSR experts were targeted to be recruited, taking into account a 25% attrition rate (Hsu & Sandford, 2007), which ensured that the study was not affected. The attrition rate estimate was based on the average of overall attrition rate, which ranges between 12% and 29% in previous studies by Annear et al. (2015), Benito et al. (2018), Gadau, Zhang, Yeung, Bian and Lu (2016), Guerreiro et al. (2018), Sinclair, Oyebode and Owens (2016) and Xu, Francis, Dine and Thomas (2018).

Scope and Delimitations

This study targeted 32 experts in CSR practice in multinational corporations in Africa. The experts who participated in the study self-selected to be part of the panel based on meeting the eligibility criteria set to be part of the panel. Meeting the criteria ensured that the experts contribute to what is desirable, feasible, and important in evaluating the success of CSR in the Niger Delta region of Nigeria.

The data collection format for this Delphi study was a delimitation. In Delphi studies, the traditional data collection tool is the questionnaire, which allows the

researcher to solicit honest expert opinion (Brady, 2015). Reliance on only the questionnaire excludes the other opportunities that the combination of other forms of data collection methods brings to a study. The data collection was online through four rounds of questionnaire administration to the expert panelists to solicit their responses. Consensus was based on the scales for desirability, feasibility, and importance using frequencies and median to measure convergence of agreement. No communication between the study participants took place. Physical or visual interactions that may influence the study did not take place with the participants in this Delphi study.

Limitations

Constraints beyond the researcher's control that could affect trustworthiness of the findings of the research are limitations. Limitations expose conditions that may make weaken a study (Marshall & Rossman, 2011). Several limitations are apparent in this study. The outcome of this study was based on the responses received from the limited number of experts ($N = 32$) in the Round 4 Delphi study panel. A second limitation in this study was that the panelists were the ones who determined their eligibility for the study to meet the criteria set for the study. The anonymous nature of the data collection precluded carrying out a background check of the participants. Additionally, confirming the honesty of the responses received from the panelists was not easy. Respondents may under report or over report depending on the socially desirable response (Kim & Kim, 2016).

Further, the overall conclusion of the Delphi study could be affected by the attrition of participants between rounds by constraining the depth of data collection

(Cegielski, M. Bourrie, & Hazen, 2013). The panelist attrition rate of 11.1% in the four rounds of data collection and analysis based on the original count of 36 panelists who completed the survey in Round 1 of the Delphi study was a limitation to the study. The challenges associated with the COVID-19 global pandemic, which affected Nigeria through a national lockdown and restriction of movement may have contributed to some of the participants dropping out of the survey. Another limitation of this study was that the panelists may have brought their biases to this study and as such, different set of CSR expert panelists may have had a different conclusion. The way the questionnaires were framed may also have influenced the opinion of the expert panelists. Finally, the lengthiness of the Round 2 and 3 questionnaires may have burdened the expert panelists making them not to put their best effort in the study responses.

Significance of the Study

Significance to Practice

The multinational corporations invest huge sums of money in CSR initiatives in the Niger Delta host communities (Mbalisi & Okorie, 2020). With all the amount of money invested in the CSR initiatives for community development, the community and the corporations are engaged in conflicts (Mbalisi & Okorie, 2020; Ojo, 2012). The communities do not feel indebted to the companies, claiming that with all the CSR activities of the companies, nothing justifies the money spent. Companies and the communities are also on opposing views as to whether CSR initiatives make a difference (Adewole, 2018; Nwoke, 2016). Adopting the recommendations and strategies proposed by the study, panelists may have impact on multinational corporations' organizational

practice in the Niger Delta region. The practice of implementing the moral minimum to fulfil all righteousness when it comes to CSR implementation may change because having a mutually agreed framework would result in a successful CSR initiative and good corporate–community relations. Additionally, multinational corporations and communities utilizing the forward-looking solutions from this study to guide the initiation and implementation of CSR activities in the Niger Delta region may promote peaceful coexistence and socioeconomic development of the Niger Delta region.

Significance to Theory

This study was conducted to develop a consensus-based list of forward-looking solutions that are desirable, feasible, and important to be used for evaluating successful CSR initiatives by the multinational corporations in the Niger Delta region. The findings of this study reinforced that there is a lack of consensus with the evaluation of successful CSR initiatives by the multinational corporations in the Niger Delta. The study findings also support the stakeholder management theory and the legitimacy theory, which formed this study's conceptual framework. The legitimacy theory refers to a social contract between the community and the multinational companies (Omran & Ramdhony, 2015), where multinational companies require legitimacy or social approval from the host communities. These companies' growth and survival are dependent on legitimacy conferred on them by the communities (Frynas & Yamahaki, 2016). The significance of the current study is that finding the point of intersection for all stakeholders' interests is important in the management of stakeholder relationships. The cooperation between companies and their stakeholders can create shared value (Freeman, 1984).

Significance to Social Change

The relationship between the multinational companies and the communities in the Niger Delta region involves mutual expectation, which could be met through CSR (Enuoh, 2017). Successful CSR efforts could drive positive social change in the Niger Delta region by promoting social value, better environmental and social performance, and alignment between company and community interests (Shaukat, Qiu, & Trojanowski, 2016). Successful CSR initiatives by the multinational companies may contribute to socioeconomic development of the Niger Delta host community, peaceful coexistence with the companies, and improved living standards (Enuoh & Eneh, 2015; Isah-Chikaji & Abdullahi, 2017; Kpolovie & Sado, 2016; Oliver & Obo, 2016).

The views and perceptions of the stakeholders differ on the success of CSR initiatives in the Niger Delta region (Ndu & Agbonifoh, 2014). For companies to respond to the changing social expectations of CSR initiatives, which have the potential to impart positive social change, there is a need for a desirable and feasible framework for measuring the success of CSR initiatives (Aguilera, Rupp, Williams, & Ganapathi, 2007; Alvarado-Herrera, Bigne, Aldas-Manzano, & Curras-Perez, 2017; Bice, 2017). The outcomes of this study fill a knowledge gap and may contribute to positive social change. The implementation of a strategic CSR initiative after needs assessment may promote the implementation of community supported and accepted CSR program that would fill the social gaps and empower the community. Company–community relationships and CSR engagements in the Niger Delta region of Nigeria need to be reframed considering the socioeconomic importance of the region (Nzeadibe, Ajaero, & Nwoke, 2015). The

consensus-based solution by the panelists of this study contributes to the elements of a framework for evaluating CSR initiatives in the Niger Delta. The framework could provide a platform for the multinational companies to initiate and implement socially and environmentally responsible CSR projects that contribute to social change in the host communities (Jankalova, 2016).

Summary and Transition

Chapter 1 included an introduction to this Delphi study involving 32 global experts' views on CSR practices in multinational corporations in Africa and desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. The consensus-based solution by the panelists of this study contributes to the elements of a framework for evaluating CSR initiatives in the Niger Delta. The limitations of this study included the expert panel sample size, panelists' attrition between rounds, and panelists determining their eligibility for the study.

Chapter 2 includes the details of the conceptual framework and literature review on the topics that guided this study. Chapter 3 includes a discussion on the methodology, the study research design and rationale, role of the researcher, participant recruitment, data collection and analysis, and issues of trustworthiness. In Chapter 4, the results of the study are presented, which includes the discussion and data analysis. Chapter 5 includes the interpretation of findings and their relationship with the literature, limitations of the study, recommendations for future studies, and implications of the study.

Chapter 2: Literature Review

This chapter includes a review of the literature on CSR with focus on the research problem, which was the strained relationships between multinational companies and the communities in the Niger Delta region due to not meeting mutual expectations of community support through CSR initiatives (Enuoh, 2017). Further, the interpretation of the success of CSR initiatives by the multinational companies are equivocal and perpetuate conflict with the host communities (Adewole, 2018; Nwoke, 2016). The purpose of this qualitative classical Delphi study was to determine how a panel of 32 global experts of CSR practices in multinational corporations in Africa viewed the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. A review of the current literature indicated that the definition of the success of CSR for the Niger Delta region of Nigeria lacks specificity; therefore, this study helped gather data and build consensus on solutions with experts. This chapter consists of the literature search strategy, conceptual framework, literature review, and a summary and conclusion.

Literature Search Strategy

In-depth information about a study is provided through literature reviews. The search for literature in this study covered peer-reviewed articles and professional publications within the past 5 years. The review includes some seminal sources that are older than 5 years due to the historical underpinning of the research topic. The databases and search engines used in the literature review for peer-reviewed articles include Google

scholar, ProQuest, JSTOR, Emerald, EBSCOHost, SAGE Research Methods, and Business Source Complete.

The process of searching in Google Scholar was done through controlled vocabulary by using quotation marks to separate the different words in the search query. For instance, I searched combined words like “CSR,” “Niger Delta,” and “Multinational” for relevant publications on CSR by multinational corporations in the Niger Delta region of Nigeria. Checks on the other databases were done using the following key search terms: *Stakeholder management theory, legitimacy theory, Delphi technique, corporate social responsibility, multinational corporation CSR, corporate-community relation and community perception of CSR*. In the databases, Boolean operator was applied to limit undesirable results and to define the search terms.

Conceptual Framework

A conceptual framework is a network of interlinked concepts that provides a comprehensive understanding of a phenomenon (Dahabreh, 2014; Tamene, 2016). The conceptual framework is employed to situate a study within multiple contexts and make a case for why the research is important (Ravitch & Carl, 2016). Increasingly, host communities are asking the multinational oil companies in the Niger Delta region of Nigeria to develop their communities (Eweje, 2007). The demands from the host communities act as external drivers or pressure on the companies, which necessitates the need for relationship management, demonstrating business legitimacy and stakeholder management through CSR implementation. Thus, the stakeholder management theory,

and legitimacy theory formed the basis for the conceptual framework for the current study and are further discussed in the following subsections.

Stakeholder Management Theory

As a term, *stakeholder* was first noted in an internal memorandum of the Stanford Research Institute in 1963 (as cited in Parmar et al., 2010). Stakeholders were conceptualized as a group for which corporate leaders need to properly manage relationships with for the company business to thrive and survive. Freeman (1984) expanded on the stakeholder concept by emphasizing that cooperation between companies and their stakeholders is an effective way of creating shared value. Freeman and other scholars used the stakeholder concept to address three interconnected issues. The issues were the problem of value creation and trade, thought process of businesspeople, and ethics problems pertaining to capitalism (Parmar et al., 2010). The issues discussed by Freeman and other scholars were not new issues at the time the term stakeholder was first used, but it was the first-time stakeholder theory was formulated and applied.

CSR is grounded in stakeholder theory (Freeman, 1984). Because cooperation between companies and their stakeholders creates shared value, the success of organizational financial performance is best achieved by giving equal consideration to the interest and expectations of the shareholder and stakeholders (Freeman, 2004), which in the context of the current study includes the host Nigerian communities. Additionally, an assumption underlying the stakeholder theory is that corporate organizations have a social responsibility toward communities that they operate in and

make profits (Bice, 2017). Finding that point of intersection for all stakeholders' interests is important in the management of stakeholder relationships. Thus, stakeholder theory can be employed to explain the relationship between companies in the Niger Delta and their host communities (Enuoh, 2017) and the value of the CSR initiatives.

Legitimacy Theory

The legitimacy theory is premised on the notion that there is a social contract between society and multinational companies (Omran & Ramdhony, 2015). Multinational companies require legitimacy or social approval from the host communities, which means that the companies are inseparable from the host communities. The operations of multinational corporations in host communities are on the basis of a social contract, because their growth and survival are dependent on legitimacy conferred on them by the communities (Frynas & Yamahaki, 2016).

The application of legitimacy theory suggests that companies that use CSR in obtaining legitimacy benefit in good governance rating and reputational gains (Frynas & Yamahaki, 2016). In applying the legitimacy theory to CSR, the multinational companies operating in the Niger Delta region of Nigeria may improve in company–community relations and stable business operations (Frynas & Yamahaki, 2016). The relationship between the oil companies and host communities involves mutual expectation that could be met through CSR (Enuoh, 2017). The host communities and the multinational companies expect a lot from each other, which implies that a reciprocal obligation is expected of each other group. The multinational companies meeting the need of the host communities via CSR would make the host communities confer legitimacy on the

companies, which can be evident in peaceful coexistence with the companies. The presence of social contract between the multinational companies in the Niger Delta and the host communities necessitated the incorporation of legitimacy theory in the conceptual framework.

Literature Review

The purpose of this qualitative classical Delphi study was to determine how a panel of 32 global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. This section contains a review of the current literature on CSR with focus on the research problem. The geographical setting of the Nigeria Niger Delta was reviewed, which provides information about the region where the study is focused. There is also a review of the concept of CSR and the multinational corporation CSR implementation in the Niger Delta region of Nigeria. The Niger Delta host community's stakeholder perception of the multinational corporation CSR initiatives and the multinational corporation perception of their CSR initiatives is also reviewed. Further, the role of CSR the company–community relations and conflicts in the Niger Delta region are reviewed. Also reviewed are the measurement and evaluation of CSR initiatives in the Niger Delta region. Lastly, the previous Delphi studies on CSR measurement and evaluation are reviewed to establish how Delphi studies relate to CSR measurement and evaluation.

The Nigeria Niger Delta

The Niger Delta region refers to the coast-ward of the Benue trough in Nigeria occupying 7.5% of the Nigeria land mass with a total area of about 75,000Km² (Ite et al., 2018). The region is rich in oil reserves with different multinational oil and gas companies operating and exploiting the natural resources. Despite the abundance of natural resources, the region is poor (Eweje, 2007), and their environments are polluted with oil from exploration activities and oil pipe damages. This affects the Niger Delta region's biodiversity consisting of swamps, unique animal species, and mangrove forests. But the region contributes 60% of the country's gross domestic product and 95% foreign exchange (Ndu & Agbonifoh, 2014; Uduji et al., 2020) through oil from the region.

The communities in the Niger Delta region complain of dirty rivers and lakes as well as disappearing forests and species of animals due to exploration activities. But the multinational corporations and other indigenous companies operating in this region have an obligation to this area they operate, which includes refraining from water pollution and preservation of the forests and biodiversity of the area. Organizations in these areas have an ethical responsibility to partner with the Niger Delta people in dealing with their social concerns through CSR activities.

Corporate Social Responsibility

CSR has many meanings and approaches to different organizations. The different expressions referring to CSR include corporate citizenship, corporate ethics, corporate sustainability, business ethics, and corporate social performance (D'Aprile & Talò, 2014;

Glavas & Radic, 2019). These expressions and multiple meanings of CSR are consistent with evolution over time.

CSR is about how corporate organizations manage their business operations with positive impact to society (Aguinis & Glavas, 2019; Omran & Ramdhony, 2015). CSR is institutionalized among the multinational companies (Bice, 2017). Four drivers that encourage organizations to adopt CSR are managing business risk and reputation, avoiding regulations, responding to demands of consumers, and protecting human capital assets (Doane, 2005). Additionally, CSR encompasses the benefit to the organization, the relationship between social performance and economics, and improved relations between stakeholders and corporations (Bice, 2017). CSR is grounded on the stakeholder theory and comprises of a set of normative and philanthropic issues relating to the role of business in the society (Bice, 2017). Stakeholders' support for CSR relates to what it means to be socially responsible. Four kinds of social responsibility make up CSR in totality, which are economic, legal, ethical and philanthropic (Carroll, 2016; Deigh et al., 2016; Ijabadeniyi & Govender, 2019).

Economic responsibility. Organizations are economic entities created for good and services to the society while creating profit in the process and benefitting all stakeholders. Organizations have economic responsibilities to the communities in which they operate (Carroll, 2016). Organizations that fail in their economics sphere go out of business. Economic responsibility is a basic requirement that the organization must achieve in a competitive environment.

Legal responsibility. Legal responsibility ensures that businesses comply with the law and regulations of government at the local, state, and federal levels. Law and regulation ensure that businesses are fair in their practices (Carroll, 2016). In meeting the legal requirements for a business, organizations provide goods and services and fulfill legal obligations to the society stakeholders.

Ethical responsibility. Ethical responsibility embodies norms, standards, and expectations that reflect concerns of consumers, stakeholders, the community, and employees, which they see as fair and just with respect to protection of the moral rights of stakeholders (Carroll, 2016).

Philanthropic responsibility. Philanthropy includes actions by corporate entities in response to the expectations of the society that businesses are corporate citizens. Philanthropic activities are voluntary and are guided by business desires to give back to the communities. The social contract between the society and businesses indicates that the community stakeholders expect the organizations to be good corporate citizens. Organizations fulfil philanthropic responsibilities by giving money, building schools, and performing other discretionary contributions toward community development (Carroll, 2016). The philanthropic activity is an element in the definitions of CSR.

Summary. CSR gained prominence in the 1950s at the time organizations were making changes to improve employees' welfare (Carroll, 2015). Organizations practiced CSR in the 1960s as philanthropic activities to give back and improve societal welfare (Carroll, 2016). In the 1980s, Freeman (1984) introduced the stakeholder theory for CSR. The 1990s experienced a lot of scholarly work to compare financial performance of

organizations and corporate social performance (Pour, Nazaria, & Emami, 2014). The period 2000 to 2010 experienced more scholarly work on CSR with a focus on the business case for, and financial benefits of CSR (Carroll, 2015). From 2010 to now, most scholarly research is focused on CSR implementation (Carroll, 2015).

Some of the terms used to describe CSR are corporate citizenship, corporate conscience, and corporate social opportunity (Allen & Eze, 2019; Ojo & Akande, 2014). There are multiple definitions of CSR depending on disciplines. To the economist, CSR is defined as sacrificing profits and to the political science, and sociology CSR is an institutional response and political contest at institutional level (Sheehy, 2015). Further, legal scholars understand CSR as compliance to regulations (Sheehy, 2015). CSR is viewed as the obligation of an organization to act responsible to the environment and stakeholders in a way that goes beyond financial goals (Enuoh & Inyang, 2014; Olatunle, Gumus, & Wanjuu, 2020). Considering the multiple definitions of CSR, there is a need for a consensus on the definition and the framework for evaluating the success of CSR.

Multinational Corporation Corporate Social Responsibility Implementation in the Niger Delta Nigeria

The multinational corporations in the Niger Delta region of Nigeria are increasingly embracing the implementation of CSR activities in their host communities (Dandago & Arugu, 2014; Mbalisi & Okorie, 2020). The gradual increase in CSR activity by the multinational corporations in the developing countries is due to the need to contribute to the socioeconomic development and cultural progress in the communities in which they operate (Musa et al., 2013; Olatunle et al., 2020). However, there are two

divergent views of the effectiveness of CSR activities in the Niger Delta region by multinational corporations (Nwoke, 2016). The first view is that CSR provides sustainable community development, and the second view is that CSR has failed to provide sustainable development. Further, the contemporary CSR practice of multinational companies is not capable of bringing sustainable development in the Niger Delta host communities despite the claims of the companies (Nwoke, 2017). The maximizing shareholder value model of the companies makes the contemporary CSR unreasonable for sustainable development of the communities.

Another view is that CSR by the transnational companies operating in the Niger Delta cannot bring about development because they are driven by short-term interests. Multinational companies are unable to distinguish between philanthropic CSR and the more demanding duty of care in the host communities and their environment (Nwoke, 2016). But what the communities need are long-term projects that would take care of the needs of the present generation without compromising the needs of future generations (Dandago & Arugu, 2014). Because the host communities hold a stake in the multinational companies, neglecting their interest could negatively affect the company's performance. Thus, oil companies and host communities have a mutual expectation that could be met through CSR.

Despite their obligation, oil companies in the Niger region have not been proactive in CSR implementation and as a result have been perceived by the host communities as enemies and exploiters instead of partners (Obi, 2015). Companies are changing their exclusionary rule of engagement for a stakeholder-focused engagement

model in their CSR activities (Lugard, 2014). The stakeholder approach would make the communities consider themselves as having a part in making the CSR activities of the companies sustainable knowing that the initiative is designed for them.

Some of the multinational oil companies in the Niger Delta embrace development initiatives to show that they are socially responsible (Oliver & Obo, 2016; Uduji & Okolo-Obasi, 2019). There is a view that the oil companies live up to the expectations of the society with regards to CSR by contributing to the development of their host communities through the provision of scholarships at the university and post primary education levels (Ezeji & Okonkwo, 2016). The CSR initiatives of the multinational companies which contribute to the development of the Niger Delta region are not commensurate to the degradation caused by the activities of oil companies (Essien & Inyang, 2017). Other CSR initiatives of the multinational corporations in the Niger Delta region also include agricultural extension services support and the construction of cottage hospitals for the communities (Ezeji & Okonkwo, 2016).

Host Communities Stakeholder Perception of Multinational Corporation Corporate Social Responsibility Initiatives

The Niger delta host communities experience conflict and poverty despite the CSR initiatives of the multinational companies targeted at community development (Kalu & Ott, 2019; Ojo, 2012). Apart from the poverty and underdevelopment of the region, the environments of the communities are polluted with oil and gas flares during oil exploration. Host community stakeholders in the Niger Delta region are always in conflict with the multinational oil companies despite the CSR initiatives of the companies

(Enuoh & Eneh, 2015; Okoroba, 2020). The companies and communities are always locked in claims and counter claims about the CSR initiatives of the multinational companies. Ojo (2012) noted that little is known about how the CSR practices of the multinational companies in the Niger Delta region fits into the sustainable development of the Niger Delta region.

Multinational oil companies invest huge sums of money on CSR in the Niger Delta region which hosts them (Mbalisi & Okorie, 2020). The CSR initiatives in the Niger Delta region includes provision of university and post-primary education scholarships, agricultural extension services support and the construction of cottage hospitals for the communities (Ezeji & Okonkwo, 2016; Wali, Amadi, & Andy-Wali, 2015). The multinational companies equally sponsor skills acquisition training and employment opportunities to qualified indigenes (Kpolovie & Sado, 2016). Agricultural development support which provides employment, increased food production and reduction in rural urban migration is part of the CSR initiatives by the multinational companies in the Niger Delta region (Uduji & Okolo-Obasi, 2017). The challenge with the money invested in the CSR initiatives in the Niger Delta region is the lack of transparency and accountability in the process of initiating the CSR activities which do not consider the community participation (Ojo, 2012).

The perception of the host communities is that the multinational companies implement CSR programs for selfish reasons rather than protecting the community interests (Smallman, Benn, Teo, & Eweje, 2007). The perception of the actions of the multinational companies by the communities forms the basis for any action in support or

against the companies. Enuoh and Eneh (2015) noted that for the multinational companies to protect the host community interest through CSR programs, the community input has to be sought to achieve a win-win outcome. Ojo (2012) carried out a study to assess the perception of the multinational CSR activities in the Niger Delta region. Seventy-six percent of the study participants in the communities during the assessment scored the CSR activities of the multinational companies with a poor grade, 23% scored the CSR activities unsatisfactory while 1% scored it good. The communities do not feel indebted to the companies claiming that with all the CSR activities of the companies, nothing is on ground to show or justify the money spent.

Multinational Corporation Perception of their Corporate Social Responsibility Initiatives

The multinational companies in the Niger delta perceive their CSR initiatives differently from the host community stakeholders. Companies engage in the CSR activities to contribute to the socioeconomic development and cultural progress in the communities in which they operate (Musa et al., 2013; Odobo, 2018). Some of the multinational companies establish a community relations department as a liaison between the companies and the community in order to meet the demands of the community stakeholders (Smallman et al., 2007).

Nwoke (2016) noted that leaders of multinational companies perceive that their CSR activities are making significant difference in the Niger Delta region. Uduji and Okolo-Obasi (2017) reinforce the belief that multinational oil company executives perceive that their CSR initiatives in Nigeria contribute to increased rural dwellers

participation in agriculture which fosters cooperation with the communities.

Multinational company leaders believe their organizations make a difference in the host communities through their intervention programs in education, infrastructure, environmental issues, and health care programs (Essien, & Inyang, 2017). By contrast, community stakeholder's perceptions are that multinational CSR projects do not create the desired impact (Ndu & Agbonifoh, 2014; Nwoke, 2016). The companies and the communities they serve are not able to agree upon measures as to whether CSR initiatives make a difference for the intended beneficiaries (Adewole, 2018; Nwoke, 2016).

Corporate Social Responsibility and the Company-Community Relations

There are occasions when the host communities turned against multinational oil companies operating in the Niger Delta region (Eweje, 2007). Host community leaders complain of poor development of their communities despite the rich natural resources being extracted from their communities by these oil and gas companies (Ajodo-Adebanjoko, 2017). The host communities claim the CSR activities of the multinational companies do not create the desired effort while the perspective of the companies is that their CSR activities are contributing to development in the communities (Nwoke, 2016). The community and the multinational companies perceive the contribution and success of the CSR activities differently which cause relationship problems. Bice (2017) noted that the stakeholders support for corporate social responsibility relates to how they understand what it means to be socially responsible.

The host communities and the multinational companies relate on the basis of a social contract, which assures growth and survival of the companies through the

legitimacy conferred on the companies by the communities (Frynas & Yamahaki, 2016). In applying the legitimacy theory through CSR, the multinational companies operating in the Niger Delta region of Nigeria may improve in company-community relations and stable business operations (Frynas & Yamahaki, 2016). The CSR programs of multinational companies need the application of effective strategies to develop and maintain reciprocal relations with the host communities (Abubakri, Ogado, & Adedowole, 2014). Michael, Min, Ling and Kai (2015) noted that the multinational oil companies make enormous contributions in their host communities through CSR, but these contributions do not improve relationship with the host communities. Understanding the relationship between CSR strategies used by the companies and the nature of perceived value of CSR initiatives by stakeholders is important for evaluating the success of CSR initiatives (Michael et al., 2015).

The achievement of a conducive and peaceful operational environment for the oil companies in the Niger Delta region is dependent on improvement of community relations (Kpolovie & Sado, 2016). The participation of the multinational oil companies in community development reduces tension and frustration and also makes the host communities amenable to relations management. Corporate social responsibility has positive effects on corporate image of the organization (Nsikan, Umoh, & Bariate, 2015). Appropriate investment in CSR by multinational companies through environmental consciousness, sponsoring educational programs, and social welfare of communities leads to enhancement of the company image. Positive relationship exists between CSR

and the company reputation with regards to product and service quality, management performance and firm attractiveness (Famiyeh, Kwarteng, & Dadzie, 2016).

Corporate Social Responsibility and Conflicts in the Niger Delta Region

Conflict involves stakeholders with incompatible goals which results in the escalation of antagonistic actions. Host community stakeholders in the Niger Delta region are always in conflict with the multinational oil companies despite the CSR initiatives of the companies (Enuoh & Eneh, 2015; Kalu & Ott, 2019). The relationship between the host communities in the Niger Delta region and the corporate organization which was peaceful and cooperative in the 1960s transformed to a conflictual one due to the effects of oil production, poverty and a sense of deprivation (Idemudia & Ite, 2006). The adoption of CSR by the multinational companies to improve relations with the host communities has not altered violent situations in the Niger Delta region. Violence and pipeline vandalism, which result in disruptions in oil production have caused the Nigerian state over seven billion dollars since the beginning of 2016 (Kpolovie & Sado, 2016). Violence and pipeline vandalism are entirely not unconnected with poor CSR implementation by the multinational oil companies in the Niger Delta (Kpolovie & Sado, 2016).

A relationship exists between the failure of CSR initiatives and conflict in the Niger Delta region, as the people in the region plan on the ways of eradicating rural impoverishment and environmental pollution through enhanced CSR (Nwankwo, 2015). CSR initiatives implemented by the multinational companies and how they are perceived by the host communities differs resulting in antagonistic actions which leads to persistent

conflicts between the multinational companies and the communities (Enuoh & Eneh, 2015). The perception of the host communities is that the multinational companies implement CSR programs for selfish reasons rather than protecting the community interests. Enuoh and Eneh (2015) noted that for the multinational companies to protect the host community interest through CSR programs, the communities' input has to be sought to achieve a win-win outcome. Aaron and Patrick (2013) noted that the relationship between the communities and corporate organizations in the Niger Delta are without exemption framed around conflict which results from dysfunctional CSR policies practiced by the multinational companies.

Corporate-community relations in the Niger Delta region is a function of the CSR strategy by the multinational companies. In the CSR programs of multinational companies, effective strategies need to be applied to develop and maintain reciprocal relations with the host communities (Abubakri et al., 2014). Host communities in the Niger Delta, whose concerns are covered by the multinational companies CSR strategy at the early stage of the corporate-community engagement, experience good relations with the companies (Aaron & Patrick, 2013). For a successful, sustainable and meaningful CSR practice, effective stakeholder engagement is necessary. The CSR initiatives of the multinational companies in the Niger Delta region are defined at a very broad macro-level of desirable goals and need a clear and consistent approach for measuring and evaluating success.

Corporate Social Responsibility Implementation Challenges in the Niger Delta Region

The CSR policies and practices by the multinational corporations in the Niger Delta region keeps evolving depending on how the organizations conceptualize and understands corporate social responsibility (Egbon, Idemudia, & Amaeshi, 2018). The Niger Delta region hosts both multinational and indigenous oil and gas corporations which implements different types of CSR initiatives to address environmental and socio-economic concerns in the region (Mbalisi & Okorie, 2020; Raimi, 2019). The multinational corporations through their CSR community development initiative provided basic skill training like craftsmanship, mechanics, joinery, etc. to the indigenous youths. The multinational corporations also engaged in other community development projects like road construction, micro credit schemes, electrification, water boreholes and training of farmers. The evaluation of the success of the CSR initiatives are unclear and part of the challenges are the divergent perceptions and lack of agreement on the assessment criteria by the communities and the corporate organizations (Okoro, 2017). The CSR initiatives of the multinational corporations brought some infrastructural development, but many of the projects are inadequate to address the needs of the region (Mbalisi & Okorie, 2020; Okoro, 2017). Some of the challenges faced by the multinational corporations in their CSR initiative implementation were attributed to poor stakeholder management, lack of transparency and accountable governance (Mbalisi & Okorie, 2020).

Host communities and the multinational companies expect a lot from each other which implies that a reciprocal obligation is expected of each group. Poor stakeholder management creates differences in opinion and perception of the multinational corporations CSR initiatives and subsequent challenges of support and acceptance of the initiatives. Obi (2015) noted that oil companies have not been proactive in CSR implementation and as a result have been perceived by the host communities as enemies and exploiters instead of partners. Koolwal and Khandelwal (2019) noted that corporate organization executives could utilized CSR pre-emptively to position corporations and manage risks proactively. The host communities hold a stake in the multinational companies and neglecting their interest could affect the company's performance in a negative way.

Raimi (2019) reviewed CSR implementation in the Niger Delta region focusing on identifying the CSR actors in the region and proving a model which integrates CSR practices to ecological sustainability in the region. The author noted that CSR implementation in the Niger Delta region attracted mixed reaction from the stakeholders and that the communities perceived the CSR initiatives as substandard with little value. The communities do not feel indebted to the companies claiming that with all the CSR activities of the companies, nothing is on ground to show or justify the money spent. The challenge with the money invested in the CSR initiatives in the Niger Delta region is the lack of transparency and accountability in the process of initiating the CSR activities which do not consider the community participation (Ojo, 2012). Understanding what drives the expectations of the communities is imperative to reduce the challenges and

help corporate organizations in the implementation of good CSR policies and practices (Odera, Scott, & Gow, 2018; Osemeke, Adegbite, & Adegbite, 2016) The perceptions of the communities define how the multinational corporations would operate and corporations that ignores it do so at their own peril (Odera et al., 2018).

Corporate Social Responsibility and the Niger Delta Community Development

The multinational corporations in the Niger Delta region embarked on the CSR initiatives as a means of contributing to socio-economic enhancement and community development of the region. Despite the contributions to the communities, the impact of the CSR initiatives is questioned by the community stakeholders due to the increasing rate of poverty and environmental degradation (Amuyou et al., 2016). In recognition of the deplorable condition of the region and the need to provide developmental support, the multinational corporations over years adopted different models of CSR developmental support to the region. The models of CSR developmental support implemented by the multinational corporations includes community assistance, community development, sustainable community development and global memorandum of understanding (GMOU; Okoroba, 2020). Each of these models, approach involvement in the communities differently and are selected by the corporations based on their motives and organizational attributes (Dinkpa & Russell, 2016). The different multinational corporations operating in the Niger Delta region adopted different models or combinations of the models.

Community assistance model. The multinational corporations started with the community assistance model to give back to the host communities and gain required legitimacy to operate in the region. The host communities and the multinational

companies relate on the basis of a social contract, which assures growth and survival of the companies through the legitimacy conferred on the companies by the communities (Frynas & Yamahaki, 2016). The community assistances from the multinational corporations to the host communities were in the form of gifts. The gifts were given by the multinational corporation based on what they perceived is lacking in the community without the community involvement (Okoroba, 2020). The community assistance approach suffered setback and criticisms with complaints from the communities resulting to the multinational corporations changing their approach to the community development model.

Community development model. The multinational corporations adopted the community development model due to the ineffectiveness and failure of the community assistance model (Dinkpa & Russell, 2016). The community development model was philanthropic in nature with the involvement of the communities in the development of their needs with regards to infrastructural development based on priority. The community development model proved more effective when compared with the community assistance model because of the community involvement in the infrastructure development. The incorporation of elements of the community assistance model into the community development model caused a limitation to this approach. The expectation of the communities increased and when they are not met crises ensued (Dinkpa & Russell, 2016). The need for a sustainable approach led to the multinational corporations developing the sustainable community development model.

Sustainable development model. The sustainable development model broadened the scope of the community development model through sustainability (Aaron & Patrick, 2013). Sustainability is about meeting the needs of today without compromising the future generations need (Oliver & Obo, 2016). The sustainable development model was aimed at supporting the communities to improve and have the capability to generate and sustain socio-economic progress.

The multinational corporations achieved the sustainable community development objective through project partnership and strategic alliances with organizations like World Bank International Finance Corporation (Dinkpa & Russell, 2016). The partnership with organizations like World Bank provided the multinational corporations the opportunity for joint funding of projects in the communities and inter-agency collaborations. The sustainable development model is based on three pillars which are environmental, economic and social perspectives (Osobajo, Ajide, & Otitoju, 2019).

The environmental sustainability perspective focused on the non-human welfare by avoiding over exploitation of the environmental resources to the point that required huge capital investment to substitute and maintain a stable environmental resource base (Osobajo et al., 2019). The maintenance of biodiversity and the ecosystem are included in the environmental sustainability perspective. The economic sustainability perspective focused on the maximization of human welfare such as education, transportation, food, health facilities, clothing and housing (Osobajo et al., 2019). The social sustainability perspective focused on maintaining the social values of the communities through equity, social and cultural justice (Osobajo et al., 2019). The objective of the social sustainability

was to promote long-term human activity considering environmental, economic and social dimensions. Amuyou et al. (2016). noted that the proactive measures of the multinational corporations created a dependability mentality among the host community people especially the community youths. The limited involvement of the communities in the sustainable development model was a source of conflicts with the multinational corporations and in recognition of the lapses, the GMOU model was introduced (Osobajo et al., 2019).

Global memorandum of understanding. The GMOU is an agreement between the multinational corporations, cluster of communities and the government which brings the stakeholders in the agreement together in a decision-making committee (Dinkpa & Russell, 2016; Okoroba, 2020). It specifies the role of the different stakeholders in the identification, funding and implementation of community CSR initiatives. The implementation improved corporate-community relations with more CSR projects implemented in the Niger Delta region (Uduji, Okolo-Obasi, & Asongu, 2019a). The GMOU was seen a more effective model considering the limitations of the sustainable development model. The GMOU specifies transparency, sustainability, accountability, prevention of conflicts and regular communication with the cluster of communities in the agreement. The GMOU agreement allowed the multinational corporations to make funds available for project implementation for periods of up to five years.

The GMOU has also experienced criticisms. Okoroba (2020) noted that developmental gaps and long term socio-economic and environmental problems continued in the communities engaged in the GMOU with multinational corporations.

Some of the Niger Delta communities complain of not being involved in the multinational corporation's negotiation to determine the GMOU fund due them (Okoroba, 2020). These gaps in the GMOU processes caused divergence in the community perspectives with that of the corporations with regards to the success of the CSR initiatives in the Niger Delta regions. Idemudia (2014) noted that the CSR initiatives of the multinational corporations have been able to take care of a small population of the Niger Delta region.

Measurement of Corporate Social Responsibility Initiatives

CSR initiatives are often measured using multidimensional concepts consistent with the expressions and polysemy of the CSR concepts. The different approaches developed for measuring CSR have been continuously altered by organizations for business reason because of the context-specific nature and are illustrative of the complexity of the CSR measurement (D'Aprile & Talò, 2014). The measurement of CSR is complicated and challenging due to the lack of consensus on the applied meaning of CSR concept. The approach for measuring CSR success include reputation indices, content analysis, questionnaire-based survey and one-dimensional measures (Ehsan et al., 2018; Fatma, Rahman, & Khan, 2014; Galant & Cadez, 2017). The reputation indices approach has to do with measuring CSR using reputational indices compiled by agencies like the MSC KLD 400 Social Index. The content analysis approach entails identification of constructs of interest and then codifying CSR information to have a quantitative scale which can be used in statistical analysis (Ehsan et al., 2018). The qualitative descriptive-based approach consists of collecting information of a company's CSR activities using

interviews or questionnaires from the employees of the organization (Ehsan et al., 2018).

The one-dimensional measure is an approach of measurement which focuses on one construct of CSR for instance philanthropy or environmental management (Galant & Cadez, 2017).

Wang, Chen, Yu, and Hsiao (2015) approached the measurement of organizations CSR success using the conceptual scheme of Dow Jones Sustainability Index. On the Dow Jones Sustainability Index, the variables used for CSR includes economic, social, environmental, and corporate governance. The environmental variable consists of penalty notices and fines paid due to environmental hazards. The social variable consists of contributions to government and employees. The corporate governance variable consists of external share ownership and board size. Another multidimensional approach for measuring CSR success in the industry is the composite index. The composite indices are used for measuring CSR social outcome in the electricity industry (Paredes-Gazquez, Rodriguez-Fernandez, & de la Cuesta-Gonzalez, 2016). Bilbao-Terol, Arenas-Parra, Alvarez-Otero and Cañal-Fernández (2018) noted that measuring the success of a CSR initiative could be done by the use of rating agencies. The rating agencies provide internal and external stakeholders with corporate position of environmental, economic and social dimension for the improvement of legitimacy and social image of the company. The agencies used for measuring CSR performance of a company are the Vigeo and Covalence rating agencies. The Vigeo rating agency analyses the company leadership and implementation then scores are assigned showing the company CSR engagement and risk management. Ratings by KLD an external rating agency could be

used to measure the disaggregated aspects of the CSR (Feng, Wang, & Kreuze, 2017).

KLD rates CSR of companies from on seven primary dimensions which include community, diversity, relations corporate governance, environment, employee relations, product and human rights.

Katie (2016) developed a model called 5 R Framework to identify, measure and report CSR impact on the company's return on investment (ROI) and also show the link between CSR and some key parts of the company business. The framework consists of five key measurement areas which are:

- Revenue- Under this theme, the ways CSR contribute to the bottom line of the company by driving cost savings, customer retention and acquisition of new customers is shown.
- Reputation- Under the reputation theme, the company shows how its CSR activities generate positive comments and external awareness by ranking as the most ethical and admirable company.
- Recruitment- This shows how CSR could be used to attract top talents to come and work in an organization.
- Retention- Under the retention theme, the company shows how SCR initiatives and programs improves retention, satisfaction and engagement of employees.
- Relationships- Under the relationship theme, the company measures how partnerships through CSR builds and strengthen business relationships.

Katie (2016) noted that companies could use the 5 R frameworks to measure and report the impact of CSR on the performance of the organization. This framework could help companies to identify opportunities and ways to improve business efficiency of their CSR program.

Evaluation of Multinational Corporations Corporate Social Responsibility

Initiatives in the Niger Delta Region

The CSR initiatives by multinational corporations in the Niger Delta lack a clear construct for measuring and evaluating the success of CSR. Musa et al. (2013) noted that the effectiveness of CSR success in the Niger Delta has been evaluated by using a before and after approach which is inefficient. By using the before and after approach, mundane achievements that do not impact the lives of people in the community are passed as significant. There is a need for a target approach in the evaluation of CSR that would focus on strategic components of CSR and the extent they are realized over a period of time. Such a targeted approach should consider community input in project selection, design, execution, monitoring and the maintenance (Musa et al., 2013).

The CSR initiatives of the multinational corporations in the Niger Delta region are the focus of evaluation of the success of CSR in the host communities. Enuoh (2015) noted that the efficiency in CSR implementation requires that organizations assess the impact of their activities on the host communities and be willing to plan and implement actions of minimal negative impact on the environment. Developing a valid and reliable approach to evaluate CSR is relevant. From the viewpoint and imperative of the community, the long-term effect of CSR is difficult to measure but an understanding of

the distribution of the precepts of CSR is a useful criterion for evaluating the success of CSR initiatives (Musa et al., 2013).

Motilewa and Worlu (2015) evaluated the success of a CSR initiative from the lens of reputational capital. Reputational capital refers to stakeholder's perception of the organization's value which makes customers more willing to buy goods and services from the organization. Essien and Inyang (2017) evaluated successful multinational corporations CSR activities in the Niger Delta from the perspective of socio-economic impact, poverty alleviation, adequate health care systems and infrastructural development to improve the living standard of the host communities. The CSR initiatives of the multinational companies contribute to the development of the Niger Delta region. The interventions through CSR programs are not commensurate with the degradation caused by the activities of oil companies (Essien & Inyang, 2017).

Abubakri et al. (2014) perceived CSR success in terms of transnational corporations focusing on sustainable business practice which ensures investment in social, environmental and financial capital. The author noted that in the CSR programs of multinational companies, effective strategies need to be applied to develop and maintain reciprocal relations with the host communities. The CSR initiatives of the transnational corporations noted by the author include development of education by giving scholarships to the indigenes of the Niger Delta region, granting of micro-credit scheme to community farmers and the improvement of health facilities. The success of the multinational corporations CSR in the Niger Delta region of Nigeria would be determined by the reduction in the negative impact of their operational activities on the soil,

reduction of gas flaring and provision of alternative livelihood for the communities (Enuoh, 2015). Implementing a CSR program by applying the stakeholder theory would help reduce crisis and enhance peace between the companies and the Niger Delta host communities. The stakeholders in Nigeria are more concerned with ethical responsibilities, legal and economic issues than philanthropic components (Fadun, 2014). Enuoh (2015) noted that the CSR initiatives of the multinational oil companies in the Niger Delta are viewed mainly as philanthropic activities in which the companies tend to fulfil the moral minimum.

Dandago and Arugu (2014) noted that the CSR by the transnational companies operating in the Niger Delta cannot bring about development because they are driven by short-term interests. What the communities need are long-term projects which would take care of the needs of the present generation without compromising the needs of future generations. Successful CSR initiatives ensure peaceful coexistence between the multinational companies and the host communities, growth of the local economies in the Niger Delta region, and the end of crisis between the communities and the oil companies (Dandago & Arugu, 2014; Kpolovie & Sado, 2016).

Kpolovie and Sado (2016) noted that the achievement of a conducive operating environment for the oil companies in the Niger Delta region is dependent on improvement of community relations. Participation of the oil companies in community development will eliminate frustration and reduce tension and also make the host communities amenable to relations management (Kpolovie & Sado, 2016). The relationship between the oil companies and host communities are that of mutual

expectation that could be met through corporate social responsibility (Enuoh, 2017).

Mutual expectations between host communities and the multinational companies implies that a reciprocal obligation between groups. Enuoh (2017) assessed a successful CSR initiative with consideration to improvement in community relations with the host communities, provisioning of basic social amenities, job creation and a better standard of living within the host community.

Lugard (2014) administered a document analysis of the CSR activities of the multinational corporations in the Niger Delta. The author assessed a successful CSR as one that has a broad-based mutual engagement between the oil companies and the host communities on CSR initiatives for the communities. The oil companies are changing their exclusionary rule of engagement for a stakeholder-focused engagement model in their corporate social responsibility activities (Lugard, 2014). The stakeholder approach would make the communities consider themselves as having a part in making the CSR activities of the companies sustainable knowing that the initiative is designed for them. Nsikan et al. (2015) assessment of CSR by multinational corporations is that it has positive effect on the corporate image of the organization. An appropriate investment in CSR by multinational companies through environmental consciousness, sponsoring educational programs, and social welfare of communities leads to enhancement of company image. A successful CSR initiative could bring peaceful relationship with the host communities, empowerment and improvement in the socio-economic life of the Niger Delta peoples.

Michael et al. (2015) evaluated a successful CSR as one that ensure peace and stability in the Niger Delta. Oil companies make enormous contributions in their host communities through CSR. However, these contributions do not improve relationships with the host communities in Nigeria. Michael et al. (2015) noted that understanding the relationship between CSR strategies used by the companies and the nature of perception of CSR initiatives by stakeholders is important in finding out the nature of outcomes from the implementation of CSR. The success for the multinational corporation's CSR strategies will be determined by long term sustainability of the CSR initiatives to the point where the company, community and the Government of Nigeria works towards development of an enabling social and economic environment (Ezeji & Okonkwo, 2016).

Review of Delphi Studies and Corporate Social Responsibility

The purpose and research question of this study are supported by the Delphi design. The Rand Corporation introduced the Delphi design in the 1950s as a group communication process as well as a technique for building a consensus of opinion for forward-looking solutions associated with a specific problem or issue (Giannarou & Zervas, 2014; Kawamoto et al., 2019). The Delphi design is based on the assumption that the judgement of a group is more reliable than individual judgement (Linstone & Turoff, 1975). The Delphi design is used to solicit the views of experts to reach a consensus (Avella, 2016; Habibi et al., 2014).

The Delphi design has different sub-classifications that exist in scholarship which includes the classical Delphi, policy Delphi, e-Delphi and modified Delphi (Strear et al., 2018). The classical Delphi employed in this study is used to reach a consensus among a

panel of experts on a subject (Avella, 2016). The classical Delphi is characterized by expert anonymity, controlled feedback and statistical aggregation of responses from the experts (Strear et al., 2018). Linstone and Turoff (1975) noted that the classical Delphi survey go through a four round iteration and progress to consensus at the end. The classical Delphi survey starts with a questionnaire with open-ended questions to participants soliciting for their views (Brady, 2015). The solutions generated from the Round 1 responses are sent to the participants for comments. Surveys for Round 2 and the subsequent rounds of the classical Delphi survey use solutions generated in the previous rounds.

There are diverse applications of the Delphi design in scholarly studies on corporate social responsibility. Giannarakis, Litinas and Theotokas (2011) used the Delphi design in a study to identify general and sector-specific indicators to measure CSR performance in the Greek telecommunication sector. Three rounds of Delphi survey were conducted with each round based on the result from the previous one. The expert panels ranked environmental impact, health and safety issues high in importance for measuring CSR performance followed by collaboration with customers.

Shengtian and Zhang (2014) used the Delphi design to establish a CSR measurement system based on stakeholder theory for pharmaceutical companies in China. Two rounds of Delphi survey were conducted by the researcher with 26 experts from diverse backgrounds. The outcome of this study was that the priority in terms of importance for pharmaceutical companies in China showed be environmental protection,

development of the community and stakeholder concerns impacted by the pharmaceutical company business.

Hussein (2010) performed a Delphi study to know how executives in corporate organizations perceive CSR and how they would like to be perceived in CSR implementation. The aim of the study was to identify criteria that corporate executives use in evaluating CSR compared with the one developed by KLD a CSR rating agency. The researcher carried out a three round Delphi survey. In terms of the criteria that should be used by executives to evaluate CSR, the study participants ranked adherence to prevailing law, customer satisfaction and level of integrity and honesty in the order of first, second and third.

The review of previous Delphi studies on CSR measurement and evaluation is important in establishing how Delphi studies relate to CSR measurement and evaluation. Giannarakis et al. (2011), Hussein (2010), and Shengtian and Zhang (2014) used a scale of 0 to 5 in Round 2 similar to the 5-point Likert-type scale developed by Linstone and Turoff (1975). Zero is the least important in the rating while 5 is the most important. Giannarakis et al. (2011) used the scale of 0 to 5 for rating in Round 2 and 3. Hussein (2010) used the scale of 0 to 5 for rating in Round 2 followed by statistical analysis of the rating to obtain the total score for each of the ratings. In Round 3, the ratings were analyzed in the order of importance based upon the total number of responses received from the study participants. Each of these studies reviewed were limited to three rounds of survey for collecting data and the researchers did not ask the participants to rank the confidence of the solutions obtained. This research study built on these reviewed studies

to evaluate the CSR initiatives of multinational corporations in the Niger Delta region. Four rounds of survey for data collection was used which involved rating for desirability and feasibility in Round 2, ranking of importance in Round 3 and a rating for confidence in Round 4.

Summary and Conclusions

Literature review provides context and background for the necessity of the research study and where it fits in the scholarly literature. Chapter 2 of this study focused on the knowledge in literature pertinent to the evaluation of multinational CSR initiatives in the Niger Delta region of Nigeria. From the literature reviews, the interpretations of the success of CSR initiatives by the multinational companies are equivocal and perpetuate conflict with the host communities (Adewole, 2018; Nwoke, 2016). Companies and the communities they serve are not able to agree upon measures as to whether CSR initiatives make a difference for the intended beneficiaries (Adewole, 2018; Nwoke, 2016). The gap which existed in the literature necessitated this study to build consensus on the elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. The Round 1 open-ended questions emanated from the literature reviews which culminated in the emergence of top 6 solution statements by the expert panelists that participated in this study. This chapter included a review of studies conducted with Delphi methodology on CSR outside Nigeria. This research study built on these reviewed studies to evaluate the CSR initiatives of multinational corporations in the Niger Delta region. Chapter 3 includes a discussion on the methodology, the study research design and rationale, role of

the researcher, participant recruitment, data collection and analysis, issues of trustworthiness and summary.

Chapter 3: Research Method

The purpose of this qualitative classical Delphi study was to determine how a panel of 32 global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. Chapter 3 includes five key sections. The first major section of this chapter begins with the description of the research design and rationale, including the guiding study research question and the justification for using the classical Delphi design. The second section is the role of the researcher. The third section contains the research methodology with details of the of the participant selection, instrumentation, and the procedure for recruitment, participation and data collection. The fourth section contains the discussions on issues of trustworthiness, which includes those linked to credibility, transferability, dependability, confirmability and ethical procedures. The chapter ends with a summary.

Research Design and Rationale

This qualitative Delphi study was guided by the following research question: How does a panel of global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta? The Delphi design was chosen as an approach to solicit the views of experts to reach a consensus (Avella, 2016; Habibi et al., 2014). The Delphi design is based on the judgement of a group being more reliable than individual judgement (Linstone & Turoff, 1975), and it is used as a decision-making tool when knowledge of a phenomenon is incomplete (Giannarou & Zervas,

2014; Staykova, 2019). The Delphi design is appropriate for this study for consensus building (Heitner, Kahn, & Sherman, 2013) on the elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. The Delphi research design is also appropriate for this study because of its potential to gather data from experts regardless of the location (Sekayi & Kennedy, 2017).

Other qualitative research designs such as phenomenology, grounded theory, and case study would not meet the needs of this study. A phenomenological study focuses on exploring the lived experiences of individuals who have experienced a phenomenon (Percy et al., 2015), which was not appropriate for building consensus on the desirable, feasible, and important elements of a framework for evaluating the success of CSR initiatives. Additionally, applying a grounded theory approach allows for the development of a theoretical account of a topic grounded in empirical observations (Wiesche et al., 2017), but the intent of this study was not to develop a theory, and the study was already guided by a conceptual framework. Finally, the case study approach is used to carry out studies from multiple perspectives when existing theories are inadequate (Chetty, 1996), and the researcher has little control over the events (Yazan, 2015; Yin, 2013). In this study, the case study design was not appropriate because it does not meet the intent of this Delphi study in building consensus on the success of CSR initiatives.

The Delphi design was appropriate for this study than the other qualitative research designs because the aim was to build a consensus (Heitner et al., 2013) on the elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. Distinct features of the classical Delphi include expert anonymity, structure of the

feedback, and control of data (Kezar & Maxey, 2016; Linstone & Turoff, 1975; Strear et al., 2018).

A nonprobability, purposive expert sample was used for this study. The expert panelists were solicited using a set of criteria based on the knowledge and experience of CSR practices in multinational corporations and host communities in Africa (Alshehri et al., 2015; Giannarou & Zervas, 2014). Inclusion criteria for participants was based on 5 or more years of experience in one of the following roles: (a) CSR manager in multinational corporations in Nigeria, (b) community relations manager in the multinational companies in Nigeria, (c) CSR consultant in Africa, or (d) as an author or academician in the field of CSR in Africa. The experts also needed to have the ability and willingness to participate, effective communication skills, and adequate time to participate in the study (Alshehri et al., 2015).

The number of experts chosen as panelists for a Delphi study can range from 15 to 60 individuals (Kezar & Maxey, 2016). For this study, 32 CSR experts were solicited as the panelists to account for a 25% attrition rate and ensure that the credibility of the study is not affected (Hsu & Sandford, 2007). LinkedIn professional network group owners of CSR were asked for permission to join their group and invite members who met the criteria to participate in the study. Panelist recruitment was done with the cooperation of the LinkedIn professional network groups on CSR.

Role of the Researcher

In a Delphi study, the role of the researcher is that of a planner and facilitator as opposed to instrument in the case of traditional qualitative design (Avella, 2016). In this

study, I assumed the role of a facilitator in the Delphi study and was not one of the research panelists. I planned the study, including the panelist recruitment, establishing communication protocol, facilitating the data collection process through the development of survey questionnaires and feedback to the Delphi panelists. I also ensured that the interpretations of the responses from the participants convey the intended meaning. When a panel is carefully designed and executed in a Delphi study, the risk of bias is minimized by the researcher's planning, coordinating and recording tasks (Avella, 2016). To mitigate against bias, I also ensured that several resources supported the development of the conceptual elements of CSR. I carried out a literature review on current publications regarding the key concepts of this study.

Methodology

Participant Selection

An important and fundamental part of a Delphi study is the selection of participants who meet required expertise qualifications. The selection of a Delphi panel of experts is significant, as the results of the study depend on their judgement (Alshehri et al., 2015; Avella, 2016; Kerr, Schultz, & Lings, 2016). The concern of a researcher in a Delphi panel selection is not to have a generalizable sample; instead the researcher is interested in the input of a purposive sample of experts with knowledge on the research topic (Brady, 2015). There is no formula to help researchers define the criteria for experts to be selected in a Delphi panel (Strear et al., 2018). But researchers must deliberately include in the expert panel selection criteria diverse conditions for eligibility, and the criteria must be descriptive as possible. Variety of criteria are used by researchers to

evaluate the qualifications of experts in a Delphi study, which includes knowledge, experience, education, professional qualifications, licenses, professional presentations and authorship (Strear et al., 2018).

Experts in CSR practices in multinational corporations and host communities in Africa were the participants in this study. Panelist recruitment was done with the cooperation of the LinkedIn network group owners. The LinkedIn network group owners were asked for permission to join their groups and invite members who met the criteria to participate in the study. The access request e-mail to LinkedIn group owners of CSR was submitted to the Walden University Institutional Review Board (IRB) to show that permissions were sought and obtained. The expert panelists for this study were solicited using a set of criteria based on the knowledge and experience of CSR practices in multinational corporations and host communities in Africa (Alshehri et al., 2015; Giannarou & Zervas, 2014). The inclusion criteria for participants on this study was based on 5 or more years of experience in one of the following roles:

- CSR manager in multinational corporations in Nigeria,
- Community relations manager in the multinational companies in Nigeria,
- CSR consultant in Africa, or
- An author or academician in the field of CSR in Africa.

The experts also needed to be willing to participate and have the time to participate in the study (Alshehri et al., 2015). To ascertain that the participants met the criteria and qualifications to be an expert on CSR, I asked the participants to indicate that they met the outlined criteria for eligibility in the informed consent.

A nonprobability, purposive expert sample was employed as the sampling strategy. In the nonprobability purposive sample, the researcher selects the research participants based on satisfying some criteria (Setia, 2016; Vehovar, Toepoel, & Steinmetz, 2016). Purposive sampling is typically used for Delphi studies to include participants with the expertise in the panel and not to survey representatives of a broad population (Merlin et al., 2016). Snowball sampling was the backup plan for this study in a situation where the number of participants anticipated through purposive sampling was not up to 32. However, the snowball sampling strategy was not used because the number of experts that met the study criteria in Round 1 was greater than the number originally planned for the study.

Instrumentation

The instrument for data collection used in this study was structured questionnaires developed for the study. Questionnaires are the primary source of data collection in a Delphi study, as they are easy to solicit and receive expert opinion on the research topic without the fear of the response being impacted by group think and unequal power balances (Brady, 2015). For data collection, survey questionnaires were distributed to the expert panelists on CSR on each of the four rounds of the Delphi study. SurveyMonkey, a secure online survey tool, was used as the platform to administer the surveys to the recruited panelists for this study.

In Round 1 of this classical Delphi study, the CSR expert panelists were provided with a questionnaire containing three open-ended questions to solicit for forward-looking solutions relating to evaluating the success of CSR initiatives in the Niger Delta region of

Nigeria. The responses received from the panelists were reviewed for clarity of the comments and for duplicates. In Round 2, the panel of experts were asked to rate the solution statements generated in Round 1 for desirability and feasibility using two separate 5-point Likert-type scales based on those developed by Linstone and Turoff (1975). Linstone and Turoff (2002) noted that desirability is about effectiveness while feasibility is about the practicality of the approach. The expert panelists were given the option to explain their low rating of 1 or 2 on the desirability and feasibility scales. In Round 3, the panelists were asked to choose and then rank their top five preferred solution statements generated in Round 2 for importance starting from the highest to the lowest using numbers 1 to 5 for highest preference to lowest preference. In Round 4, the expert panelists were asked to rate their confidence on each of the top six ranked solution statements from Round 3 using a 5-point Likert-type scale.

Field test. To avoid any potential ambiguity or confusion in the Round 1 questionnaire, I conducted a field test. The field test was conducted before submitting the Round 1 open-ended questions to IRB for approval. The purpose of the field test was to ensure that the study Round 1 questionnaire was clearly worded, complete, with appropriate language, prior to distribution to the panel of experts. Field tests are appropriate for Round 1 question to ensure that the survey is thorough and comprehensive in addressing the topic of the study (Avella, 2016). It is in the interest of a researcher for an external expert who understands the Delphi design to review the study question (Avella, 2016). A good field test provides an opportunity to discover ambiguities, refine the research instrument, and test the technique for data analysis

(Skinner, Nelson, Chin, & Land, 2015; Spickermann, Zimmermann, & Heiko, 2014). I e-mailed two professionals, each of whom has a PhD and is experienced with Delphi studies, to serve as the field test participants. The two professionals agreed to participate in the field study, and a draft of the Round 1 questionnaire was sent to them for feedback on the appropriateness of the questions being asked of the study participants. The field test participants were asked to provide feedback following the three statements established in the objectives of a field test:

1. Based on the purpose of the study and research questions, are the questions on the questionnaire likely to generate information to answer the research question?
2. Are the participants likely to find any of the questions on the questionnaire (the nature of the question or specific wording) objectionable? If so, why? What changes would you recommend?
3. Were any of the questions on the questionnaire difficult to comprehend? If so, why? What changes would you recommend?

The field test did not require approval from IRB because only feedback on the quality of the Round 1 questionnaire content was provided by the participants, and no data were collected. For the first objective, the feedback received from the participants made me revise Question 3 of the Round 1 survey to align with the purpose of the study. Based on the second and third field test objectives, the participants responses were positive. The field test and revision to the Round 1 questionnaire occurred before I submitted the Round 1 questionnaire to Walden University IRB for approval.

Procedures for Recruitment, Participation, and Data Collection

Recruitment. The recruitment of the panelists was done online through the LinkedIn professional networking website for CSR. To be able to identify potential experts for this study, I conducted a search on the LinkedIn professional networking website on CSR in Nigeria and Africa. There were several groups in the LinkedIn professional website engaged in CSR initiatives. For this study, I targeted four CSR network groups after being satisfied with their profile: (a) CSR Network (7,503 members), (b) CSR professional (58,743 members), (c) CSR and Sustainable development (1488 members), and (d) CSR and Human Right Consultants (10,064 members). The total number of potential participants from the four different LinkedIn groups on CSR was 77,798 members. To verify the adequacy of the group members for a minimum sample size of 32 participants required for this study, a conservative assumption of 0.5%-member recruitment response rate (389) was used to calculate participants' adequacy and potential attrition to satisfy panelist recruitment goals. The 32 panelists required for this study was small compared with the total potential number of participants on the LinkedIn network group, which was large enough to be useful for maintaining the study participants' confidentiality and privacy protection.

Through the LinkedIn messaging feature, I contacted the group owners of the four targeted LinkedIn professional network groups to request for permission to be added to the group and to post the study announcement. The permission request to the LinkedIn group owner contained necessary information about the study. I obtained written permission from the group owners, and the recruitment of participants and the collection

of data started after approval was obtained from the Walden University IRB (approval number 02-20-20-0657606). There was no difficulty in recruiting the required sample size for this study. The required number of participants for this study was exceeded. The snowball sampling was the secondary strategy for recruitment in a situation where the desired sample size was not achieved, but it was not necessary.

Participation. On receipt of the approval from the LinkedIn professional group owners and the Walden University IRB, I posted the study announcement on each of the CSR network groups on the LinkedIn website. The study announcement provided the study details which included the purpose, confidentiality and panel anonymity information, self-selection criteria, my contact information, study start date, duration of study, and data collection protocol. The study announcement had a link to the Round 1 survey in SurveyMonkey. Once the potential study participants clicked on the link to the survey Round 1, it took the participant to the self-selection criteria page. The potential study participants were required to read through the criteria and choose *agree* or *disagree*. If the potential study participant chose to disagree, the survey terminated. If the potential study participants chose *agree*, they were taken to the next page to read through the informed consent. At the informed consent page, if the participant chose *disagree*, the survey terminated. If the potential participant chose to agree with the terms and conditions of the informed consent, they were taken to the Round 1 survey to provide responses to the three open-ended questions.

The potential participants were informed about the voluntary nature of the study in the informed consent form and the study announcement. There were no monetary

benefits provided. On the informed consent form, the right of the study participant to withdraw at any time was made clear including the study confidentiality, anonymity and security of the data obtained (including e-mail communication, participants data, and data storage). The data obtained from the study participants and any other communications were kept confidential and secure. Among the study participants, there was anonymity. Due to the study methodology and the nature of data collection from the study participants which required that the researcher communicate with the study participants as needed, complete anonymity between the participants and the researcher was not possible.

Data collection and analysis. In Delphi studies, data collection and the analysis happen in parallel. Delphi studies are conducted in series of iterations starting with open-ended questions, then progress to a consensus at the end (Kerr et al., 2016). The data collection and analysis were through a four-round iteration and progress to consensus at the end. Researchers are not constrained to a particular number of rounds for data collection in the Delphi studies. Bahl, Dollman and Davison (2016), Merlin et al. (2016), and van der Maaden et al. (2015) conducted 3,4 and 5 rounds of data collections respectively.

Round 1. In Round 1, a questionnaire with three open-ended questions was sent to participants soliciting their views on the techniques to evaluate the success of CSR initiatives in the Niger Delta region of Nigeria (see Appendix A). The survey questionnaire was sent to the participants through a SurveyMonkey link in the study announcement. The Round 1 survey displayed the informed consent form which required

participants to agree with the conditions to proceed to the survey questions. The panelists were asked to provide their email addresses which was seen only by the researcher. The email addresses were used to send a reminder to the panelist about completing the Round 1 survey. In a Delphi study of 3 rounds, the Round 1 starts with the distribution of open-ended questions (Brady, 2015). The open-ended questions in Round 1 of this study were developed from the review of the literature and modified based on the field test outcome. The Round 1 was an open-ended brainstorming on the topic of the research study and the resultant outcome was a list of solution statements from the study participants (Sekayi & Kennedy, 2017). The three open-ended questions in Round 1 allow for diverse views (Brady, 2015; Sekayi & Kennedy, 2017). The expert panelists were asked to provide between three and five responses for each question in the Round 1 survey. The response period given to the expert panelists for Round 1 was one week, with a follow-up email sent to the panelists as a reminder before the week ended. 36 panelists completed the Round 1 survey. From the analysis of the responses from the study participants in Round 1, 48 solution statements were generated from the responses of the expert panelists which were used to develop the Round 2 questionnaire.

Round 2. The Round 2 survey questionnaire was distributed through SurveyMonkey to the expert panelists (see Appendix C). In Round 2, the study participants were requested to rate each of the 48 solution statements in the questionnaires against desirability and feasibility choices using two separate 5-point Likert-type scales which were based on the 4-point Likert-type scale developed by Linstone and Turoff (1975). The 5-point Likert-type scale is a modification of the 4-point Likert-

type scale developed by Linstone and Turoff to allow the study participants make the choice of a neutral option if they wish to do so and not to make a judgement for or against an item (Decieux, Mergener, Sischka, & Neufang, 2015). The scales for desirability and feasibility were as follows: 1 = Very Undesirable, 2 = Undesirable, 3 = Neither Desirable or Undesirable, 4 = Desirable, and 5 = Very Desirable. The scales for feasibility were as follows: 1 = Very Unfeasible, 2 = Unfeasible, 3 = Neither Feasible nor Unfeasible, 4 = Feasible, and 5 = Very Feasible. Desirability is about the effectiveness of the approach in addressing the phenomenon while feasibility is about the practicality of the approach in addressing the phenomenon (Linstone & Turoff, 2002).

The expert panelists were given the option to explain their low rating of 1 or 2 on the desirability and feasibility scales. Out of the 36 panelists sent the Round 2 survey, 34 completed the survey and 2 panelists did not respond to the Round 2 survey. The response period given to the expert panelists for Round 2 was one week, with a follow up email sent to the panelists as a reminder before the week ended. Sumsion (1998) noted that consensus among respondents should be equated with a minimum of 70% agreement. Analysis of the consensus in Round 2 of this study was conducted using a minimum of 80% frequency for scores of 4 or 5 on the 5-point Likert-type scale with a median score of 4.5 as the level of percentage needed to achieve consensus in the study. 25 out of the 48 solution statements in the Round 1 questionnaire met consensus, while 23 solution statements did not meet consensus. The solution statements that met consensus were added in the Round 3 survey process for data collection.

Round 3. The Round 3 survey questionnaire was distributed through SurveyMonkey to the expert panelists (see appendix E). At the start of Round 3, the expert panelists were presented with the 25 solution items that met criteria for consensus in Round 2 for ranking of importance. In a two approach, the panelists choose their top 5 preferred solution statements then ranked them for importance. The process started with the panelist using checkboxes to choose their top 5 solution statement. The chosen top 5 solution statements were automatically carried forward to the next step where the panelist ranked them using numbers 1 to 5 for highest preference to lowest preference. The response period given to the expert panelists for Round 3 was one week, with a follow up email sent to the panelists as a reminder before the week ended.

Out of the 34 panelists sent the Round 3 survey, 32 completed the survey and 2 panelists did not respond to the Round 3 survey. In the analysis of the Round 3 survey ranking of importance for the 25 solution statements, using a minimum of 80% frequency for ranking of 1 or 2, three solution statements emerged as the top solution statement to be moved into the next round. But, using a minimum of 80% frequency for ranking of 1, 2, or 3, six solution statements emerged as the top solution statement to be moved to the Round 4 survey (see Appendix F).

Round 4. The Round 4 survey questionnaire was sent to expert panelists through SurveyMonkey (see Appendix H). At the start of Round 4, the expert panelists were asked to rate their confidence on each of the top 6 ranked solution statements from Round 3 using a 5-point Likert-type scale. Thirty-two panelists were sent the Round 4 survey and all the participants completed the Round 4 survey. The response period given to the

expert panelists for Round 4 was one week, with a follow up email sent to the panelists as a reminder before the week ended. The voting dimensions of the confidence scale were: 1 = Unreliable (great risk of being wrong), 2 = Risky (substantial risk of being wrong), 3 = Neither reliable or unreliable, 4 = Reliable (some risk of being wrong), and 5 = Certain (low risk of being wrong). Confidence rating is for assessing the credibility of a finding in a research study (Linstone & Turoff, 2002). The confidence rating in Round 4 was for self-reported measure of credibility by the expert panelists. Self-reported credibility was indicated by a response frequency of above 70% with scores of 4 or 5 on the 5-point Likert-type scale.

Issues of Trustworthiness

The failure to meet the standard of quality in a research study could result in a misleading research (Burkholder, Cox, & Crawford, 2016). The quality of a research study is assessed by making judgments about the soundness of the study in relation to the application and appropriateness of the methods used and the integrity of the research conclusions (Noble & Smith, 2015). Trustworthiness and dependability are the criteria for evaluating the quality of qualitative research which are respectively similar to validity and reliability in a quantitative research (Golafshani, 2003). Trustworthiness is the confidence in the method used and the source of data. In qualitative research, the researcher evaluates trustworthiness with credibility, transferability, dependability and confirmability (Amankwaa, 2016; deGama, Elias, & Peticca-Harris, 2019). Details of how to establish credibility, transferability, dependability and confirmability on this Delphi study are outlined below in this section.

Credibility

The credibility of a qualitative study is about the consistency of the research findings with reality (Shenton, 2004). The credibility of this study was ensured in the development of the Round 1 survey instrument by making sure that the panelists are not misled to a predetermined path and by ensuring that the questions for the study sets the right part (Linstone & Turoff, 2002). Development of the Round 1 survey instrument and the field test contributes to the credibility of the study. Avella (2016) noted that the field tests are appropriate for Round 1 question to ensure that the survey is thorough and comprehensive in addressing the topic of the study. The panelists providing a confidence rating for each of the top ranked solution statements in Round 4 as well as provide comments for their rating established the study credibility. The panelists provided comments and rationale for rating of items in Round 2 and also provided feedback in Round 3. After viewing the feedback, participants confirming or modifying their responses ascertains credibility of a Delphi study (Neuer Colburn, Grothaus, Hays, & Milliken, 2016). The iterations in data collection and feedback from the panelist enhance the credibility of the study (Hasson & Keeney, 2011). For this study, credibility was from the controlled feedback on the rating and ranking responses. The confidence rating in Round 4 by the panelists enhances the credibility of the study (Linstone & Turoff, 2002).

Transferability

In addition to the credibility of the research study being conducted, the researcher must ensure the transferability of a qualitative study by making sure that the outcome of the study can be applied in other situations and populations. Transferability is about the

extent which the outcome of a research study could be applied to another context or population (Noble & Smith, 2015; Shenton, 2004). Korstjens and Moser (2018) and Morse (2015) noted that thick description and step by step details are approaches researcher could use ensure transferability of a research outcome. In other to facilitate transferability in this study, clear details and clear descriptions of data analysis were provided. Also, transferability is ensured in this study by providing sufficient descriptive data to make transferability judgments possible for future researchers and potential appliers (Lincoln & Guba, 1985). The consensus-based list of solution statements could be a potential starting point for future researcher when anther evaluation of multinational corporations CSR initiative performance is done again. The purposive sampling strategy used in this Delphi studies allow for transferability based on participants criteria and the description of the phenomenon (Brady, 2015).

Dependability

The stability of research findings over time is referred to as dependability (Anney, 2014; Hasson & Keeney, 2011). The dependability of this research is ensured through detailed reporting to enable other researchers in the future to repeat the study and possibly gain the same results. Delphi researchers ensure dependability by maintain an audit trail. Audit trail involves detailed description of the research process for authentication by an external auditor (Amin et al., 2020; Lincoln & Guba, 1985). Audit trail for Delphi study researchers include the safe keeping of raw data, questionnaire data, details of data collection and analysis and presentation of the iterative rounds of reports which contain the statistical responses from the study participants. Dependability of a

research involves evaluation of the research results and interpretations by the research participants such that it is supported by the data obtained from the study participants (Korstjens & Moser, 2018). The field test carried out prior to Round 1 of the research study was an approach used to ensure the dependability of this research study (Izaryk & Skarakis-Doyle, 2017). Another strategy used to ensure dependability in this Delphi study was by ensuring that proper documentation and records are kept which includes information of data collection, data analysis, and data storage (Fletcher & Marchildon, 2014).

Confirmability

Confirmability is about the researcher's comparable concern to objectivity and the researcher must ensure that the research findings are from the ideas and experiences of the research participants (Korstjens & Moser, 2018). Maintaining an audit trail, is a strategy to promote confirmability of a research finding (Cypres (2017). An audit trail allows researchers and reviewers to trace the step by step process of a research study and also the decision-making process. The audit trail for this study attributes to the confirmability of the finding in this study. I maintained an audit trail in this Delphi study by keeping all documentation and a running account of the research process for other researchers to trace the step by step research process and decision making.

Ethical Procedures

Bennouna, Mansourian, and Stark (2017) noted that the central principles of ethical consideration in a research study are respect, beneficence and justice for the participants. These ethical principles guided this research study. Prior to the recruitment

of study participants and the commencement of Round 1 survey, approval was obtained from the Walden University IRB (approval number 02-20-20-0657606). The Round 2, Round 3 and Round 4 survey questionnaires were also approved by the IRB before they were sent to the participants for responses. The LinkedIn network group owners of corporate social responsibility granted the researcher permission to join the group and post the research study announcement.

The study announcement posted on the LinkedIn network group website page for CSR contained the SurveyMonkey link to Round 1 of the study. Once the potential study participants click on the link to the survey Round 1, it took the participant to the self-selection criteria page. The study participants were required to read through the criteria and choose agree or disagree. If the study participant chooses to disagree, the survey terminated. If the study participants choose agree, they were taken to the next page to read through the informed consent. The study participants were informed about the voluntary nature of the study in the informed consent form and the study announcement. There were no monetary benefits provided. On the informed consent form, the right of the study participant to withdraw at any time was made clear including the study confidentiality and security of the data obtained (including e-mail communication, participants' data, and data storage). The data obtained from the study participants and any other communications were kept confidential and secure. The electronic data in all the survey rounds were saved in a passworded external USB drive, a secure folder on the researcher's laptop and on the Microsoft OneDrive for safekeeping. This information will

be kept locked and secure for 5 years from the study completion before undergoing destruction.

Among the study participants, there was anonymity. Due to the study methodology and the nature of data collection from the study participants which required that the researcher communicate with the study participants as needed, anonymity between the researcher and the participants was not possible. SurveyMonkey used in this study assured confidentiality and the protection of the privacy of the study participants. Confidentiality in surveys allows participants to be truthful in their responses without the fear of retribution.

Summary

Chapter 3 contained description and detailed protocol involved in the research study. The classical Delphi design was appropriate for the study because it met the objective of building a consensus on the desirable, feasible, and important elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. In addressing the research problem, recruitment of the participants for this study was done through LinkedIn network website. The participants were CSR experts recruited using a set of criteria based upon the knowledge and experience of CSR practices in multinational corporations and host communities in Africa (Alshehri et al., 2015; Giannarou & Zervas, 2014). In Round 1 of this study survey, the participants were provided with an open-ended questionnaire. The responses from the CSR expert panelists generated 48 forward looking solution statements which were rated for desirability and feasibility using a 5-point Likert-type scale in Round 2. In Round 3, the panelists were asked to rank the top

five items deemed to be both desirable and feasible for importance. In Round 4, the panelists rated their confidence of the findings obtained from the study using a 5-point Likert-type scale. The processes and practice in this research study complied with the ethical procedures outlined and approved by the Walden University IRB. In Chapter 4, the researcher presented the results of the study which include the discussion and analysis.

Chapter 4: Results

The purpose of this qualitative classical Delphi study was to determine how a panel of 32 global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. The goal was to answer the research question about the views of global experts of CSR practices regarding a framework to evaluate the success of CSR initiatives in the Niger Delta. Chapter 4 includes information on the field test, research setting, demographics, data collection and analysis, evidence of trustworthiness, and study results. The chapter concludes a summary of the chapter.

Field Test

To avoid any potential ambiguity or confusion in the Round 1 questionnaire, I conducted a field test before submitting the Round 1 open-ended questions to IRB for approval. The purpose of the field test was to ensure that the study Round 1 questionnaire was clearly worded, complete, and had appropriate language prior to distribution to the panel of experts. I e-mailed two professionals who had experience with Delphi studies to serve as the field test participants. I sent a draft of the Round 1 questionnaire for these professionals to provide feedback on the appropriateness of the questions being asked of the study participants. The field test participants were asked to provide feedback on whether the questions were likely to generate information to answer the research questions, if participants were likely to find any of the questions objectionable, and if any of the questions were difficult to comprehend. The feedback received from the field test

led to revising Question 3 of the Round 1 survey to align with the purpose of the study. No other changes were made.

Research Setting

The study survey was administered electronically through SurveyMonkey. The nature of data collected from the survey participants consisted of ratings for desirability and feasibility, ranking for importance of solution statements, and rating of the participants' confidence in the solution statements. I did not observe any personal or organizational condition that have influence on the participants or their experience at the time of study because there was no direct or in-person interactions with the participants. Due to the absence of any observation, I do not have knowledge of instances or condition that may influence the interpretation of the results.

Demographics

The participants for this study self-selected and qualified based on 5 or more years of experience in one of the following roles:

- CSR manager in multinational corporations in Nigeria,
- Community relations manager in the multinational companies in Nigeria,
- CSR consultant in Africa, or
- An author or academician in the field of CSR in Africa.

For this study, no other demographic information was collected.

Data Collection and Analysis

Participation Overview

This classical Delphi study consisted of four rounds of survey for data collection, analysis, and results. The data collection and analysis details are contained in this section, Table 1 shows the details of the surveys distributed and completed in each round and the response rate in each round of survey.

Table 1

Survey Response Rate

Round	Survey participants	Completed surveys	Response rate %
1	48	36	80.00
2	36	34	94.40
3	34	32	94.10
4	32	32	100.00

In the four rounds of data collection and analysis, the panelist attrition rate was 11.1% based on the original count of 36 panelists that completed the survey in Round 1. Two panelists dropped out in Round 2 and another two panelists dropped out in Round 3, which were 5.55% and 5.8% attrition rates for each of the rounds respectively. There was no communication from the participants who dropped off, and the assumption was that the lengthiness of the survey questionnaires in Round 2 and Round 3 may have been the reason. Table 2 shows the timelines for the data collection and analysis for each the four round surveys. The discussion of the research result results appears in the Study Results section of this chapter.

Table 2

Data Collection and Analyses Timeline

Round	Survey dates		Analysis dates	
	Date started	Date finished	Date started	Date finished
1	3/16/2020	3/22/2020	3/23/2020	3/29/2020
2	4/01/2020	4/07/2020	4/08/2020	4/12/2020
3	4/15/2020	4/21/2020	4/22/2020	4/26/2020
4	4/29/2020	5/05/2020	5/06/2020	5/08/2020

Round 1

Data collection. The Round 1 of this classical Delphi study commenced simultaneously with panelists' recruitment after the approval of the Walden University IRB was received. All the surveys were administered online using SurveyMonkey. On receipt of the Walden University IRB approval, the study announcement was posted on four different CSR network groups on LinkedIn. The study announcement had a link to the Round 1 survey in SurveyMonkey. The Round 1 survey displayed the informed consent form, which required participants to agree with the conditions to proceed to the survey questions. The panelists were asked to provide their e-mail addresses, which were only seen by me. The e-mail addresses were used to send a reminder to the panelists about completing the Round 1 survey. The Round 1 survey questionnaire had three open-ended questions, and the panelists were asked to provide between three and five responses for each question. Round 1 data collection took place between March 16 and March 22, 2020. Out of the 48 participants who self-selected and agreed to the informed consent, 36 completed the Round 1 survey and provided their e-mail addresses.

Data analysis. Round 1 survey data analysis started on March 23, 2020 and ended on March 29, 2020. The entire data collected in Round 1 was exported to an excel spreadsheet (XLS file) in SurveyMonkey and saved in a folder created on my laptop desktop. Two excel spreadsheets were created on the desktop for data analysis. The first Excel spreadsheet contained the raw data, and the second spreadsheet contained a transposed version of the data more suitable for data analysis. The emerging solutions from Round 1 survey data were split into three major categories during the analysis. The study Round 1 data with the 48 emerging solution statements are included in Appendix B. The 48 emerging solution statements generated from Round 1 data collected were used in Round 2 survey for the panelists to rate the desirability and feasibility for each solution item. The data in Round 1 and all other survey rounds were saved in a passworded external USB drive, a secure folder on my laptop, and on the Microsoft OneDrive for safekeeping.

Round 2

Data collection. Round 2 data collection started on April 1, 2020. The Round 2 data collection process commenced following the data analysis from Round 1 and the approval of the Round 2 survey instrument by the Walden University IRB. The 48 solution statements generated from Round 1 data collected were used to develop Round 2 survey instrument (see Appendix C). The expert panelists were sent the Round 2 survey questionnaire through my Walden University e-mail account using their e-mail addresses provided in the Round 1 data collected through SurveyMonkey. The panelists were asked to confirm their e-mail addresses in Round 2 to invite them to the Round 3 survey.

In Round 2, the panelists were asked to rate the desirability and feasibility of each of the 48 solution statements using two separate 5-point Likert-type scales, one for desirability and another for feasibility. The Round 2 survey included definitions for desirability and feasibility on the introduction page. The expert panelists were given the option to explain their low rating of 1 or 2 on the desirability and feasibility scales. Out of the 36 panelists sent the Round 2 survey, 34 completed the survey, and two panelists did not respond to the Round 2 survey. Data collection for Round 2 ended on April 7, 2020.

Data analysis. The data analysis for Round 2 started on April 8, 2020. I started by exporting the entire Round 2 data to an Excel spreadsheet (an XLS file) and created a second Excel spreadsheet for the data analysis. The first spreadsheet contained the raw data from SurveyMonkey, and the second spreadsheet contained a transposed version suitable for data analysis. In the analysis of Round 2 data, using a minimum of 70% frequency for scores of 4 or 5 on both the desirability and feasibility on the 5-point Likert-type scales, 45 out of the 48 solution statements met consensus. Using a median score of at least 3.5 on both desirability and feasibility on the 5-point Likert-type scales, the three solution statements that did not meet the initial criteria met the criteria (see Appendix D). In using both measures, the 48 solution statements tended toward consensus.

The high level of consensus achieved in Round 2 statistical data analysis for frequencies and median as measured by the instrument indicated the need for an increase in threshold for consensus than that recommended in literature (e.g., Hsu & Sandford, 2007). To focus on the solution statements with the highest level of consensus, the

threshold was increased to 80% frequency for scores of 4 or 5 on both the desirability and feasibility on the 5-point Likert-type scales with a median score of 4.5. With the increase in threshold, 25 solution statements met consensus, and 23 solution statements did not meet consensus. Round 2 had a data reduction of 23 solution items. The 25 solution statements that met consensus in Round 2 were advanced to the next Delphi round. Round 2 data analysis completed on April 12, 2020.

Round 3

Data collection. Data collection for Round 3 started on April 15, 2020. The Round 3 data collection process commenced following the data analysis from Round 2 and the approval of the Round 3 survey instrument by the Walden University IRB. The 25 solution statements that met criteria for consensus in Round 2 were presented to the expert panel for ranking of importance in Round 3. In a two-step approach, the panelists chose their top 5 preferred solution statements then ranked them for importance. The process started with the panelists using checkboxes to choose their top five solution statements. The chosen solution statements were automatically carried forward to the next step where the panelists ranked them using numbers 1 to 5 for highest preference to lowest preference. The panelists were provided a column for optional comments on their ranking. Out of the 34 panelists sent the Round 3 survey, 32 completed the survey, and two panelists did not respond to the Round 3 survey. Data collection for Round 3 ended on April 21, 2020.

Data analysis. The data analysis for Round 3 started on April 22, 2020. From SurveyMonkey, I exported the entire Round 3 data to an Excel spreadsheet (an XLS file)

and created a second Excel spreadsheet for the data analysis. The raw data was on the first spreadsheet, and the second spreadsheet contained the data for analysis. On the Excel spreadsheet, I calculated the percentage frequencies for the ranking of the 25 solution statements. In calculating the percentage frequencies for the solution statements, using a minimum of 80% frequency for ranking of 1 or 2, three solution statements emerged as the top solution statement to be moved into the next round. But using a minimum of 80% frequency for ranking of 1, 2, or 3, six solution statements emerged as the top solution statement to be moved into the next round.

From the two different calculations and analysis, the option with six top solutions statements was considered to reflect the top solution items with the highest level of ranking of importance. In the analysis, the 25 solution statements were arranged in the order of its ranking of importance from the highest to lowest ranking by the panelists (see Appendix G). The top six solution statements with the highest ranking of importance were advanced to the next Delphi round. Round 3 data analysis finished on April 26, 2020.

Round 4

Data collection. The Round 4 data collection commenced on April 29, 2020 after the survey instrument was approved by the Walden University IRB. The Round 4 survey consisted of the Round 3 top six ranked solution statements. The expert panelists were asked to rate their confidence on each of the top six ranked solution statements from Round 3 using a 5-point Likert-type scale pertaining to confidence. The definition of confidence was included in the survey introductory page. The confidence scale was also

included to remind panelists of the proper order of confidence rating. The 32 panelists who completed the Round 3 survey were sent the Round 4 survey through my Walden University e-mail. The Round 4 survey introductory page indicated that the survey would close on May 5, 2020. I sent a reminder to the panelists on May 3, 2020. Data collection for Round 4 ended on May 5, 2020.

Data analysis. Data analysis for Round 4 started on May 6, 2020. I exported the entire Round 4 data to an Excel spreadsheet (an XLS file) in SurveyMonkey and to the laptop where a second Excel spreadsheet was created for the data analysis. Analysis of the frequency percentages for the confidence rating of for each of the top six solution statements yielded a confidence rating that ranged from 71.88% to 100% (see Appendix I). The Round 4 data analysis ended on May 8, 2020.

Evidence of Trustworthiness

Credibility

The credibility of a qualitative study is about the consistency of the research findings with reality (Shenton, 2004). The credibility of this study was ensured in the development of the Round 1 survey instrument by making sure that the panelists were not misled to a predetermined path and by ensuring that the questions for the study sets the right part (Linstone & Turoff, 2002). Development of the Round 1 survey instrument and the field test contributed to the credibility of the study. Field tests are appropriate for Round 1 question to ensure that the survey is thorough and comprehensive in addressing the topic of the study (Avella, 2016). The panelists providing a confidence rating for each of the top ranked solution statements in Round 4 as well as providing comments for their

rating established the study credibility. The panelists provided comments and rationale for rating of items in Round 2 and also provided feedback in Round 3. After viewing the feedback, participants confirming or modifying their responses ascertains credibility of a Delphi study (Neuer Colburn et al., 2016). The iterations in data collection and feedback from the panelist enhance the credibility of the study (Hasson & Keeney, 2011). For this study, credibility was from the controlled feedback on the rating and ranking responses. The confidence rating in Round 4 by the panelists enhances the credibility of the study (Linstone & Turoff, 2002).

Transferability

Transferability is about the extent which the outcome of a research study could be applied to another context or population (Noble & Smith, 2015; Shenton, 2004). Korstjens and Moser (2018) and Morse (2015) noted that thick description and step by step details are approaches researcher could use ensure transferability of a research outcome. To facilitate transferability in this study, clear details and clear descriptions of data analysis are provided. Also, transferability is ensured in this study by providing sufficient descriptive data to make transferability judgments possible for future researchers and potential appliers (Lincoln & Guba, 1985). The consensus-based list of solution statements could be a potential starting point for future researcher when anther evaluation of multinational corporations CSR initiative performance is done again. The purposive sampling strategy used in this Delphi studies allow for transferability based on participants criteria and the description of the phenomenon (Brady, 2015).

Dependability

The stability of research findings over time is referred to as dependability (Anney, 2014; Hasson & Keeney, 2011). The dependability of this research is ensured through detailed reporting to enable other researchers in the future to repeat the study and possibly gain the same results. Delphi researchers ensure dependability by maintain an audit trail. Audit trail involves detailed description of the research process for authentication by an external auditor (Lincoln & Guba, 1985). Audit trail for Delphi study researchers include the safe keeping of raw data, questionnaire data, details of data collection and analysis and presentation of the iterative rounds of reports which contain the statistical responses from the study participants. Dependability of a research involves evaluation of the research results and interpretations by the research participants such that it is supported by the data obtained from the study participants (Korstjens & Moser, 2018). The field test carried out prior to Round 1 of the research study was an approach I used to ensure the dependability of this research study (Izaryk & Skarakis-Doyle, 2017). Another strategy I used to ensure dependability in this Delphi study was by ensuring that proper documentation and records are kept which includes information of data collection, data analysis, and data storage (Fletcher & Marchildon, 2014).

Confirmability

Confirmability is about the researcher's comparable concern to objectivity and the researcher must ensure that the research findings are from the ideas and experiences of the research participants (Korstjens & Moser, 2018). Maintaining an audit trail, is a strategy to promote confirmability of a research finding (Cypress (2017). An audit trail

allows researchers and reviewers to trace the step by step process of a research study and also the decision-making process. The audit trail for this study attributes to the confirmability of the finding in this study. I maintained an audit trail in this Delphi study by keeping all documentation and a running account of the research process for other researchers to trace the step by step research process and decision making.

Study Results

This classical qualitative Delphi study was guided by the following primary research question: How does a panel of global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta? This study entailed four rounds of data collection, analysis and the results. The results of each round are presented in this section. The data reduction results for the solution items for each round of data collection are shown in Figure 2.

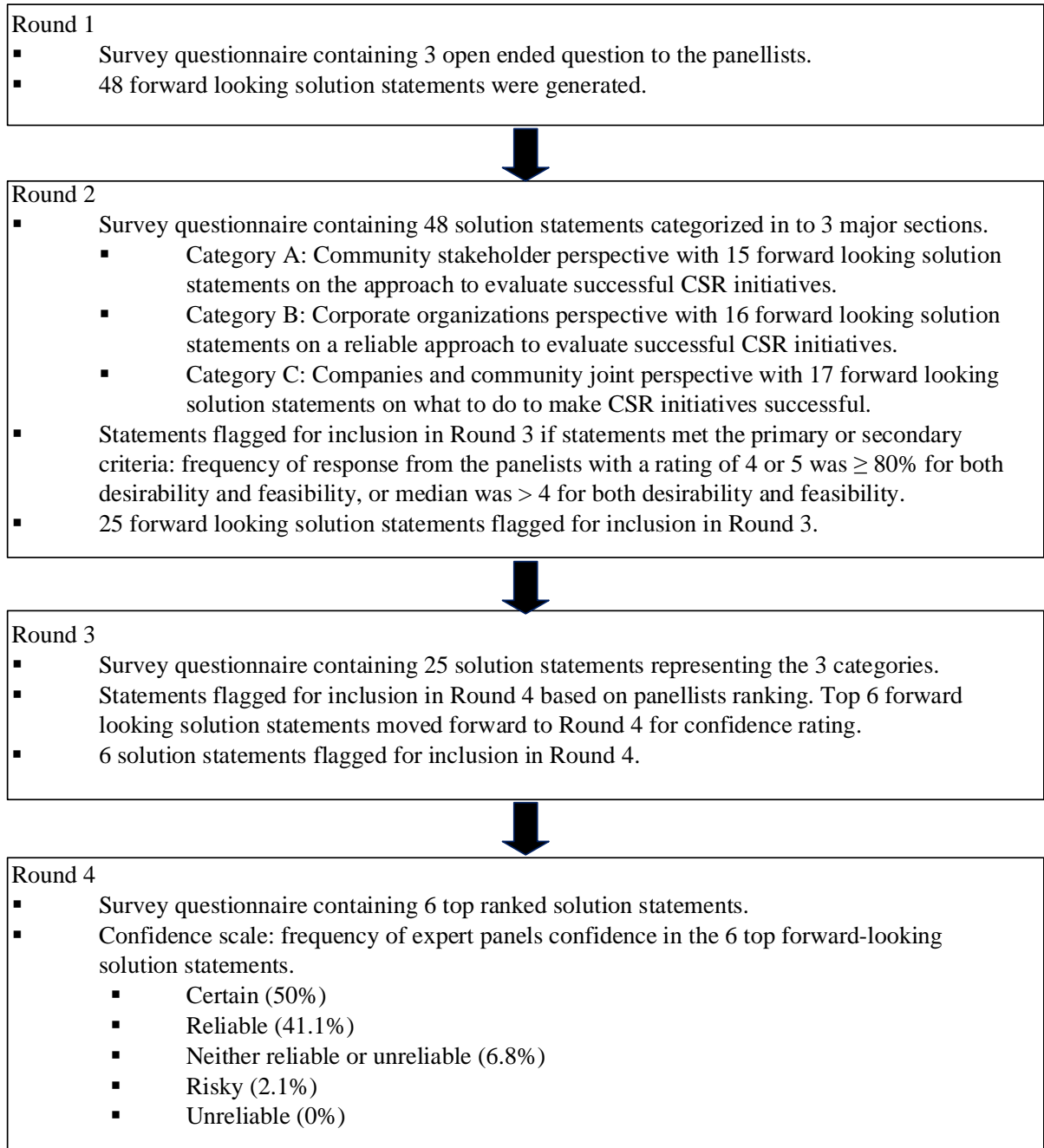


Figure 2. Data reduction results.

Round 1

In Round 1, 339 responses were received from the 48 expert panelists on CSR in Nigeria. From the responses provided the panelists to the open-ended questions, 48 forward looking solution statements emerged which were sorted into three categories. Category A focused on the community stakeholder perspective on a reliable approach to measure or evaluate a successful CSR initiative by the multinational companies. Category B focused on corporate perspective on a reliable approach to measure or evaluate a successful CSR initiative by the multinational companies. Category C focused on what the companies and communities can jointly do to make sure that the CSR initiatives of the multinational corporations are successful. The 48 forward looking solution items categorized were used to create the survey for Round 2.

Round 2

In Round 2, panelists rated the desirability and feasibility of the 48 forward looking solution statements for evaluating successful CSR initiative by the multinational companies using two separate 5-point Likert-type scales. The panelists rated the desirability and feasibility of each of the 48 solution statements using two separate 5-point Likert-type scale. The threshold for reaching consensus was a minimum of 70% frequency for scores of 4 or 5 on both the desirability and feasibility on the 5-point Likert-type scales. 45 out of the 48 solution items met consensus. Also, using a median score of at least 3.5 on both desirability and feasibility on the 5-point Likert-type scales, the 3 solution items that did not meet the initial criteria met the criteria. In using both measures, the 48 solution items met consensus.

After reviewing the high level of consensus met in Round 2, the threshold for consensus was increased to narrow the list of items to those with the highest level of consensus on ratings of desirability and feasibility. Threshold for consensus in Round 2 was increased to 80% frequency for scores of 4 or 5 on both the desirability and feasibility on the 5-point Likert-type scales with a median score of 4.5. With the threshold increase emerged 25 forward looking solution statements. Table 3 shows the 25 forward looking solution statements that met the criteria for both desirability and feasibility in Round 2 by category. The measure taken to increase the threshold for consensus in Round 2 was to make sure that solutions statements with the highest level of consensus produced from this study may be deemed necessary for evaluating successful CSR initiative by the multinational companies in the Niger Delta.

Table 3

Solution Statements that met Consensus for Both Desirability and Feasibility in Round 2

Category	Round 2 survey Solution Statements
Community stakeholder perspective on a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies.	S2, S4, S5, S8, S9, S11, S13
Corporate perspective on what a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies.	S16, S17, S18, S19, S21, 24, S26, S27, S28, S29, S31
What can the companies and communities jointly do to make sure that the corporate social responsibility (CSR) initiatives of the multinational corporations are successful	S32, S33, S34, S38, S43, S46, S47.

The 23 forward looking solution statements that did not meet the criteria for both desirability and feasibility in Round 2 by category are presented in Appendix J. These

solution statements that did not meet the criteria were not carried forward to Round 3 of the survey. Panelists commented on their low rating in Round 2 for some of the solution statements to further inform the analysis of this study. A list of the solution statements and the comments by panelist for marking an item low for desirability or desirability are presented in Appendix K. The Round 2 instrument had 48 forward looking solution statements and based on the result at the end of Round 2 data analysis, 25 solution statements met the criteria and advanced to the Round 3 survey.

Round 3

In Round 3, 25 solution statements were presented to the expert panelists for ranking of importance. In the analysis of the Round 3 data collected, using a minimum of 80% frequency for ranking of 1 or 2, three solution statements emerged as the top ranked solution statement that met the criteria. With a minimum of 80% frequency for ranking of 1, 2, or 3, six solution statements emerged as the top ranked solution statements. The analysis result with six top solutions statements was considered to reflected the top solution items with the highest level of ranking of importance. The six top ranked solution statements with the highest ranking of importance arranged in the order of its ranking of importance from the highest to lowest ranking by the panelists are listed in Table 4. Appendix G contains the details of all the 25 solution statements ranked for importance placed in order of ranking by the panelists from the highest to the lowest. The six top ranked solution statements in Round 3 were advanced to Round 4 for confidence rating.

Table 4

Solution Statements in Order of Ranking from Highest to Lowest in Round 3

Solution statements	Ranking %
S11: Gain community support and acceptance through the implementation of strategic CSR initiatives.	100.00
S16: Demonstrate value for money invested in the CSR initiatives.	100.00
S2: Ensure full compliance with the agreed and signed memorandum of understanding between the communities and the corporate organizations.	93.75
S1: Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.	89.50
S3: Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.	84.40
S6: Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.	80.00

Round 4

In Round 4, the 32 expert panelists rated each of the six top ranked solution statements from Round 3 using a 5-point Likert-type scale. The analysis of the frequency percentages for the confidence rating by the panelists for each of the six top solution statements in Round 4 yielded a confidence rating which ranged from 71.88% to 100.00%. Out of the 32 expert panelists, 91.10% of them indicated their confidence level was certain or reliable on the top 6 solution statements for evaluating successful CSR initiatives of multinational corporations in the Niger Delta region of Nigeria. Details of the confidence rating by the expert panlists in Round 4 are contained in Table 5.

Table 5

Round 4 Panelists' Confidence Ratings

Solution statements	Frequency (%)
S11: Gain community support and acceptance through the implementation of strategic CSR initiatives.	93.76
S16: Demonstrate value for money invested in the CSR initiatives.	71.88
S2: Ensure full compliance with the agreed and signed memorandum of understanding between the communities and the corporate organizations.	100.00
S1: Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.	100.00
S3: Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.	87.51
S6: Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.	93.75

The expert panelists were provided a column for optional comments on their confidence rating. Details of the comments provided by some of the expert panelist to for their confidence rating of the solution statements in the Round 4 survey are presented in Appendix L.

Answering the Research Question

The current classical Delphi study consisted of four rounds of data collection, analysis and results. The intent of each of the four rounds of data collection was to identify forward looking solutions relating to elements of a framework for evaluating the success of CSR initiatives in the Niger Delta region of Nigeria. The goal of the study was to answer the research question: How does a panel of global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta?

The corporate social responsibility expert panelists view on the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta were within the 48 solution statements generated from Round 1 data collection. Out of the 48 solution statements, 25 solution statements in Round 2 rating met the threshold for consensus for desirability and feasibility and advanced to Round 3 for ranking of importance. From the 25 solution statements in Round 3 emerged the top six consensus based forward-looking solution statements ranked highest for importance. In Round 4, the panelists rated the top six consensus-based solution statements with the highest rating for confidence. The confidence ratings ranged from 71.88% to 100.00%. The top six consensus-based forward-looking solution statements with the highest confidence answer the research question and reflect the how the panelists view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta region.

The top six forward-looking consensus based solution statements with the highest confidence rating by the panelists are: (a) gain community support and acceptance through the implementation of strategic CSR initiatives, (b) demonstrate value for money invested in the CSR initiatives, (c) ensure full compliance with the agreed and signed MOU between the communities and the corporate organizations, (d) implement CSR initiatives based on the outcome of needs assessment to foster community acceptance, (e) improve the host community socio-economic activities through the implementation of strategic CSR initiatives, and (f) establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the

multinational corporations. Further discussions on the top six solutions statements are presented in the interpretation of findings section of Chapter 5.

Summary

This chapter contained the results of a qualitative classical Delphi study, consisting of a four round of data collection and analysis. The purpose of this qualitative Classical Delphi study was to determine how a panel of 32 global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta.

The top six consensus-based forward-looking solution statements with the highest confidence rating reflect the expert panelists' view on the desirability, feasibility, and important elements of a framework for evaluating the success of CSR initiatives in the Niger Delta region. The top six consensus-based forward-looking solution statements with the highest confidence rating are: (a) gain community support and acceptance through the implementation of strategic CSR initiatives, (b) demonstrate value for money invested in the CSR initiatives, (c) ensure full compliance with the agreed and signed MOU between the communities and the corporate organizations, (d) implement CSR initiatives based on the outcome of needs assessment to foster community acceptance, (e) improve the host community socio-economic activities through the implementation of strategic CSR initiatives, and (f) establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations. Chapter 5 includes the interpretation of findings and their

relationship with the literature, limitations of study, recommendations for future studies, implications of the study and the conclusion.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this qualitative classical Delphi study was to determine how a panel of 32 global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. The study findings may contribute to forward-looking solution statements as part a framework for evaluating the success of CSR initiatives in the Niger Delta. This study addressed the specific management problem, which is a lack of agreement between companies and the communities they serve on whether CSR initiatives are successful or make a difference (Adewole, 2018; Nwoke, 2016).

The result of the current study was a consensus-based list of top six ranked forward-looking solution statements that are desirable, feasible, and important to make up the elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. The top six solution statements with the highest confidence in their desirability, feasibility, and importance are: (a) gain community support and acceptance through the implementation of strategic CSR initiatives, (b) demonstrate value for money invested in the CSR initiatives, (c) ensure full compliance with the agreed and signed MOU between the communities and the corporate organizations, (d) implement CSR initiatives based on the outcome of needs assessment to foster community acceptance, (e) improve the host community socioeconomic activities through the implementation of strategic CSR initiatives, and (f) establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the

multinational corporations. Chapter 5 consists of the interpretations of the study findings, limitations of the study, recommendations for future research, implications of the study, and conclusions.

Interpretation of Findings

The focus in this section is the interpretation of the results of the study, which comprises the top six forward-looking consensus-based solution statements that panelists rated as desirable, feasible, and important elements of a framework for evaluating successful CSR initiatives of multinational corporations in the Niger Delta region. Discussion in this section focuses on how the current study's findings confirm, disconfirm, or extend knowledge in the discipline regarding elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. The findings are compared with the peer-reviewed literature reviewed in Chapter 2.

Gain Community Support and Acceptance Through the Implementation of Strategic Corporate Social Responsibility Initiatives

The expert panel on CSR reached a consensus on gaining community support and acceptance through strategic CSR initiatives as a desirable, feasible, and important element in evaluating successful CSR initiatives of multinational corporations in the Niger Delta region. An important step to achieve outcomes that are meaningful to the host communities is initiating and constantly developing relationships between multinational corporations and the host communities through CSR initiatives (McLennan & Banks, 2019). CSR programs of multinational companies need the application of effective strategies to develop and maintain reciprocal relations with the host

communities (Abubakri et al., 2014). The relationship between a multinational corporation and the host community in the Niger Delta region are dependent on the support and acceptance in the community. The support and acceptance of the communities offers the corporation legitimacy and social approval to operate freely. Further, these companies' growth and survival are dependent on legitimacy conferred on them by the communities (Frynas & Yamahaki, 2016).

Community support and acceptance through the implementation of strategic CSR initiatives extends knowledge on CSR activities in the Niger Delta region. One of the expert panelists in stressing the importance of community acceptance and support noted that "CSR is key and a win-win activity to both the communities and organizations. An organization or brand that is accepted by its host community, usually experience incremental revenue." This study finding makes it pertinent for corporate organizations to make community acceptance through the implementation of strategic CSR a key element in the planning and development of their corporate social responsibility strategies in the Niger Delta region of Nigeria.

Demonstrate Value for Money Invested in the Corporate Social Responsibility

Initiatives

The expert panel on CSR also reached a consensus that demonstrating value for money in the CSR initiatives is a desirable, feasible, and important element of a framework for evaluating the success of CSR initiatives in the Niger Delta. In the Niger Delta region, multinational oil companies invest huge sums of money on CSR initiatives for the host communities. These CSR initiatives include provision of university and post-

primary education scholarships, agricultural extension services support, and the construction of cottage hospitals for the communities (Ezeji & Okonkwo, 2016; Wali et al., 2015). But despite the amount of money invested in the CSR initiatives for community development, the community and the corporations are engaged in conflict (Mbalisi & Okorie, 2020; Ojo, 2012). The challenge with the money invested in the CSR initiatives in the Niger Delta region is the lack of transparency and accountability in the process of initiating the CSR activities, which do not consider the community participation (Ojo, 2012). One of the expert panelists on this study commented that “what the corporate organizations present as monetary value of resources spent on projects for the host communities do not actually represent the physical structures sighted on ground as there are some elements of ambiguity in them.” Research has also indicated that the CSR practice of multinational companies is not capable of bringing sustainable development in the Niger Delta host communities because of the maximizing shareholder value model of the companies (Nwoke, 2017). Through the expert panelists of this study, this study’s findings extend knowledge from the literature by recommending that demonstrating value for money invested in the CSR initiatives is a desirable, feasible, and important element in a framework for successful CSR initiative evaluation.

Ensure Full Compliance with the Agreed and Signed Memorandum of Understanding Between the Communities and the Corporate Organizations

Another recommendation by the CSR expert panelists was that to ensure full compliance with the agreed and signed MOU between the communities and the corporate organizations as a desirable, feasible, and important element to evaluate a successful CSR

initiative in the Niger Delta region. A MOU is a written agreement between a corporate organization and the community to promote community development through infrastructural provisions (Egbon et al., 2018). MOU between the corporations and the communities entails a series of negotiations to agree on the CSR initiatives. But the process of negotiating the MOU are problematic and in some occasion experience imbalance in power sharing, which undermine decision making between the community and the corporations engendering conflict (Egbon et al., 2018). The challenges in the MOU has led to some of the corporations modifying the agreement to include the government and calling it GMOU.

From literature review, the experience in the Niger Delta was that the GMOU implementation improved corporate–community relations with more CSR projects implemented (Uduji, Okolo-Obasi, & Asongu, 2019a). A panelist commented that “Companies must in the interest of peace and community growth implement strategic CSR that will benefit the people greatly and honor all MOU.” A second panelist commented that “the success or otherwise of all these six solutions is dependent largely on a firm governance structure (along the GMoU or similar reliable model) in the community. Such a model must be imbued with a strong conflict resolution strategy.” The findings of the current research study confirmed that ensuring full compliance with the agreed and signed MOU between the communities and the corporate organizations is a desirable, feasible, and important element to evaluate a successful CSR initiative in the Niger Delta region. Full compliance with the MOU would entail balance in power and

decision-making between the corporations and community in the CSR initiative development and implementation.

Implement Corporate Social Responsibility Initiatives Based on the Outcome of Needs Assessment to Foster Community Acceptance

The expert panel also reached a consensus that implementing CSR initiatives based on the outcome of needs assessment to foster community acceptance is a desirable, feasible, and important element to evaluate a successful CRS initiative in the Niger Delta region. The needs assessment process involves the community and corporation working collaboratively to identify and agree on the actual social or infrastructural requirements of the community for CSR initiative planning and development. Needs assessments helps to identifying gaps and the priorities in a community social services to guide development and provision of service (Poroma, 2020; Royse & Badger, 2015). A panelist in this study commented that “implementing CSR initiatives based on the outcome of needs assessment to foster community acceptance should be the first among the acceptable criteria to develop this strategic framework.”

From the literature, Enuoh and Eneh (2015) noted that for the multinational companies to protect the host community interest through CSR programs, the communities’ input has to be sought to achieve a win-win outcome. If the host communities perceive CSR initiatives differently, there are persistent conflicts (Enuoh & Eneh, 2015). For instance, the perception of the host communities may be that the multinational companies implement CSR programs for selfish reasons rather than protecting the community interests (Smallman et al., 2007). Further, the oil companies in

the Niger Delta region have not been proactive in CSR implementation and as a result have been perceived by the host communities as enemies and exploiters instead of partners (Obi, 2015). Thus, the perception of the actions of the multinational companies by the communities forms the basis for any action in support or against the companies.

Additionally, for a successful, sustainable and meaningful CSR practice, effective stakeholder engagement is necessary. The host communities hold a stake in the multinational companies and neglecting their interest could negatively affect the company's performance. Host communities and the multinational companies expect a lot from each other, which implies that a reciprocal obligation is expected of each group. The current study's findings extend knowledge in the peer-reviewed literature by recommending that implementing CSR initiatives based on the outcome of needs assessment to foster community acceptance is a desirable, feasible, and important element to evaluate a successful CSR initiative in the Niger Delta region.

Improve the Host Community Socioeconomic Activities Through the Implementation of Strategic Corporate Social Responsibility Initiatives

The expert panel of CSR also reached a consensus that improving the host community's socioeconomic activities through the implementation of strategic CSR initiatives is a desirable, feasible, and important element to evaluate a successful CSR initiative in the Niger Delta region. Companies engage in the CSR activities to contribute to the socioeconomic development and cultural progress in the communities in which they operate (Musa et al., 2013; Odobo, 2018). Some of the multinational companies establish a community relations department as a liaison between the companies and the

community in order to meet the demands of the community stakeholders (Smallman et al., 2007). Appropriate investment in CSR by multinational companies through environmental consciousness, sponsoring educational programs, and social welfare of communities leads to enhancement of the company image. Positive relationship exists between CSR and the company reputation regarding product and service quality, management performance and firm attractiveness (Famiyeh et al., 2016). Therefore, the multinational corporations in the Niger Delta region of Nigeria are increasingly embracing the implementation of CSR activities in their host communities (Dandago & Arugu, 2014; Idemudia & Osayande, 2018), which contributes to improving the communities in which they operate (Idemudia & Osayande, 2018; Musa et al., 2013). The current study findings, when compared with the peer-reviewed literature, confirm that the implementation of strategic of CSR to improve the host community's socioeconomic activities is a desirable, feasible, and important element to evaluate a successful CSR initiative in the Niger Delta region.

Establish Skill Acquisition Centers to Train and Developed Qualified Community Indigenes to Be Employable in The Formal and Informal Sectors of The Multinational Corporations

Finally, the expert panel of CSR reached a consensus that establishing skill acquisition centers to train and develop qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations is a desirable, feasible, and important element to evaluate a successful CSR initiative in the Niger Delta region. Skill acquisition centers are strategic CSR projects that provide capacity

development opportunities for host communities in the Niger Delta region in skill sets like plumbing, carpentry, auto engineering, electrical engineering, and welding to prepare the graduates and community youths for employment opportunities. An appropriate investment in CSR by multinational companies through environmental consciousness, sponsoring educational programs, and social welfare of communities leads to enhancement of company image (Nsikan et al., 2015). A successful CSR initiative could bring peaceful relationship with the host communities and empowerment and improvement in the socioeconomic life of the Niger Delta peoples. What the communities need are long-term projects that would take care of the needs of the present generation without compromising the needs of future generations (Dandago & Arugu, 2014). This study contributes to the literature and confirms that establishing skill acquisition centers to train and developed qualified community indigenes to be employable is a desirable, feasible, and important element for the evaluation of multinational corporation CSR initiatives.

Limitations of the Study

Several limitations are apparent in this study. The outcome of this study was based on the responses received from the limited number of experts ($N = 32$) in the Round 4 Delphi study panel. A second limitation in this study was that the panelists were the ones who determined their eligibility to meet the criteria set for the study. The anonymous nature of the data collection precluded carrying out a background check of the study participants. Additionally, I was not able to confirm the honesty of the

responses, especially because respondents may under or over report depending on social desirability (Kim & Kim, 2016).

Further, the overall conclusion of the Delphi study could be affected by the attrition of participants between rounds that constrains the depth of data collection (Cegielski et al., 2013). The panelist attrition rate of 11.1% in the four rounds of data collection and analysis based on the original count of 36 panelists who completed the survey in Round 1 was a limitation to the study. The challenges associated with the COVID-19 global pandemic, which resulted in a national lockdown and restriction of movement in Nigeria, may have contributed to some of the participants dropping out of the survey. Another limitation was that the panelists may have brought their biases to this study and as such, a different set of CSR expert panelists may have had a different conclusion. The way the questionnaires were framed may also have influenced the opinion of the expert panelists. The lengthiness of the Round 2 and 3 questionnaires may have burdened the expert panelists, making them not to put their best effort in the study responses.

Recommendations

Recommendations are suggestions that should be considered past the current study boundary. The recommendations for the current study that should be considered by future researchers are drawn from the limitations, findings, and the literature review. A common limitation with the Delphi design employed in the current study is the attrition of panelists across the four rounds of the survey. Participation in the current study may have been affected by the availability of panelists during this period of the COVID-19

global pandemic, which resulted in lockdown and limitations in movement. The COVID-19 global pandemic with the resultant restrictions in movement and the shutdown of offices by the multinational corporations in the Niger Delta region may have limited participation of CSR managers in the multinational cooperation who depend on the office internet and information technology. A recommendation would be to carry out a follow up qualitative case study involving focus group discussion with CSR managers in the multinational corporation about the results obtained from the current study to gain more insight on successful CSR initiative evaluation.

The findings from the current research study showed that the consensus by the expert panelists about the desirability, feasibility, and importance of the top six forward looking solution statements confirmed and extended knowledge in the peer-reviewed literature. The consensus-based solution statements as elements of a framework for evaluating successful CSR initiative indicate areas for future research.

One area the expert panelists in this research study extended the extant literature pertains to corporate organizations including community acceptance through the implementation of strategic CSR as a desirable, feasible, and important element of a framework to evaluate a successful CSR initiative in the Niger Delta region of Nigeria. A future research study employing the Delphi study about strategies or how to implement community support could be carried out. Also, a future case study of examples of best practices in implementing a community support for CSR initiatives in the Niger Delta region could be carried out. The outcome of these studies could be useful in the region in ensuring community support for multinational corporation CSR initiatives.

The expert panelists in the current research study confirmed that demonstrating value for money invested in the CSR initiatives is a desirable, feasible, and important element in a successful CSR initiative evaluation in the Niger Delta region. From the literature reviews, Ojo (2012) noted that the challenge with the money invested in the CSR initiatives in the Niger Delta region is the lack of transparency and accountability. The challenge with lack of transparency and accountability in relation to demonstrating value for money invested in CSR in the Niger Delta region opens up an opportunity for future research to understand the implications and also address the issues with lack of transparency and accountability on CSR investments in the Niger delta region by the multination corporations. A qualitative case study involving focus group discussion with participants from the communities and multinational corporation could be appropriate for the future research.

The current research study included the opinion of expert panelists that met the eligibility criteria for the study but may have had different professional approaches and experiences to the practice and management of corporate social responsibility. The different multinational corporations in the Niger Delta manage corporate social responsibility in various ways. For instance, some of the multinational corporations have corporate social responsibility departments, some manage CSR through their government and public relations department while other do the same through the community relations unit. The different approaches could determine focus and how the organizations feel the pulse of the community and also the corporate -community relations that exist between the stakeholders. Future research may be necessary to understand the outcome of a

similar research with panelists solely from corporate social responsibility departments, government and public relations department or the community relations units. A follow up classical Delphi research study similar to this one is an option for further research study. The similar classical Delphi research study can consist of only panelists from the community.

Methodological enhancement could involve the use of mixed methods, the quantitative method, or different qualitative designs. For the mixed method design, a surveys of CSR managers from multinational corporations could be carried out for data collection and analysis followed by an interview to explore or elaborate the results of the survey. Alternatively, multinational CSR managers could be also be interviewed first to inform the creation of a survey for the research study. Also, there could be a methodological enhancement by using a quantitative research design, which could extend knowledge gained in the current study. Researchers could conduct a comparative study to examine existing differences between CSR manger in the government and public relations and community relations units of different multinational corporations, then compare the findings with the current study to deepen the recommendations on the evaluation of multinational corporation CSR initiatives in the Niger Delta region.

Future researchers could address the panelist recommendation for the implementation of CSR initiatives based on the outcome of needs assessment to foster community acceptance using a different qualitative design. The qualitative case study design could be appropriate to investigate this recommendation. By interviewing CSR officers in the corporate organizations or the community relations unit of the

multinational corporations on this panelist recommendation, more insights could be gained on how to successfully implement CSR initiatives through needs assessment.

Implications

Positive Social Change

The outcomes of this research study may contribute to positive social change in different ways. The implementation of a strategic CSR initiative following the findings of the current study may promote community supported and accepted CSR program that would fill the social gaps and empower the community. The relationship between multinational companies and the communities in the Niger Delta region is that of mutual expectation, which could be met through corporate social responsibility (Enuoh, 2017). Implementing the expert panelists' recommended forward-looking solutions has the potential to change both the community and multinational corporations' perception of the contribution and success of CSR activities which cause conflicts and relationship problems in the Niger Delta region. Having a good relationship between the community and the multinational corporations would ensure that conflicts resulting to oil pipeline and infrastructure damages that lead to air and water stops. On the part of the community, there may be an improvement in the living standard of the people as a result of the peaceful environment and the opportunity to come together and work with the corporations to develop and implement strategic CSR initiative by adopting the current study panelists consensus solutions.

Adopting the recommendations and strategies proposed by the study panelists may have an impact on multinational corporations' organizational practice in the Niger

Delta region. The practice of implementing the moral minimum to fulfil all righteousness when it comes to CSR implementation may change because having a mutually agreed framework would result to a successful CSR initiative and good corporate-community relations and peace. Having a framework for evaluating CSR initiatives could provide a platform for the multinational companies to initiate and implement socially and environmentally responsible CSR projects that contributes to the empowerment of the community's indigenes and improvement in the socio-economic activities of the region.

Methodological and Theoretical Implications

This qualitative classical Delphi study approach aligns with the need to understand the phenomenon of evaluating successful CSR initiatives by multinational corporations in the Niger Delta region. Several studies have been conducted on corporate social responsibility in the Niger Delta region of Nigeria using the qualitative method. Nwoke (2016) critically examined the concept of corporate social responsibility in the Niger Delta region. Mbalisi and Okorie (2020) explored corporate social responsibility implementation in the Niger Delta Region by the multinational oil corporations. Previous qualitative studies are not comprehensive and applicable to evaluation of successful CSR initiative by multinational corporations in the Niger Delta region, hence the need for this study for better understanding.

The quantitative method has been used to evaluate various aspects of corporate social responsibility in the Niger Delta region. Essien and Inyang (2017) evaluated multinational corporations CSR activities in the Niger Delta from the perspective of socio-economic impact, poverty alleviation, adequate health care systems, and

infrastructural development. Fadun (2014) examined the expectations of stakeholders' multinational corporations CSR practices in Nigeria. The justification of CSR in the Niger Delta region is not the problem, but having a framework to evaluate successful multinational corporations CSR initiatives in the Niger Delta region for better understanding and alignment in the perceptions of the community and corporations. The current study was conducted to address the knowledge gap in the scholarly literature concerning desirable, feasible, and important elements of a framework for evaluating successful CSR initiatives of multinational corporations in the Niger Delta to create the understanding needed and also bring about a positive social change.

The findings of this study support stakeholder management theory and legitimacy theory, the basis of the conceptual framework of legitimacy and stakeholder support in the current study. The legitimacy theory is premised on the notion that there is a social contract between the community and the multinational companies (Omran & Ramdhony, 2015). Multinational companies require legitimacy or social approval from the host communities, which means that the companies are inseparable from the host communities. The operations of multinational corporations in host communities are on the basis of a social contract because their growth and survival are dependent on legitimacy conferred on them by the communities (Frynas & Yamahaki, 2016). The implication of the current study is that finding that point of intersection for all stakeholders' interests is very important in the management of stakeholder relationships. The cooperation between companies and their stakeholders is an effective way of creating shared value (Freeman, 1984).

Implication for Practice

Leaders of the multinational organization in the Niger Delta region spend huge sums of money yearly to implement corporate social responsibility projects in the communities that end up not being accepted and supported or recognized as valuable by the communities. Leaders of these multinational corporations could draw upon the findings of the current study to develop strategies for implementing CSR initiatives that would be successful and accepted by the host communities. Corporate social responsibility projects implemented by the multinational corporate organizations that are recognized and accepted by the communities, and also fills the existing social gaps in the communities may end the conflicts, asset damages, and resultant pollution happening in the Niger Delta region.

The current study findings with regard to ensuring compliance with the agreed and signed MOU may affect the negotiation processes that take place in developing the MOU such that stakeholders ensure balance of power in negotiations for successful CSR implementation. Uduji et al. (2019) noted that the experience in the Niger Delta was that the MOU implementation improved corporate-community relations with more CSR projects implemented. The implementation of the current study finds may affect the governance structure of both the corporate organization and the community when it come to the MOU administration for successful CSR initiative.

One area where the current study findings have practical implications for corporate organizational leaders concerns skill development outside the immediate environment of the multinational corporations. The expert panelists recommended that to

establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations are desirable, feasible, and important for successful CSR evaluation. Addressing the issues of skill development through establishment of technical or vocational centers may enhance the skills of the community youth and graduates such they that are employable in the multinational corporations and other businesses. Nsikan et al. (2015) noted that an appropriate investment in CSR by multinational companies through environmental consciousness, sponsoring educational programs, and social welfare of communities leads to enhancement of company image. The community youth with enhanced skills acquired through the vocational centers who are working for the multinational corporations may see themselves as integral part of the organization and protect its interests.

The findings of this study may affect the processes and procedures used by the multinational corporations in the initiation, development, and implementation of CSR project in the host communities. The panelists recommended improving host community socioeconomic activities through implementation of strategic CSR initiatives as desirable, feasible, and important for successful CSR initiative evaluation. Companies engage in the CSR activities to contribute to the socioeconomic development and cultural progress in the communities in which they operate (Musa et al., 2013; Odoobo, 2018). To achieve the panelists' recommendation may require the organizational leaders to make changes to their engagement strategy with the communities to agree on a CSR project that would improve the socioeconomic activities of the communities in the Niger Delta.

Implementing CSR initiatives based on the outcome of needs assessment to foster community acceptance as recommended by the current study panelists may change the practice of organizational leaders in the Niger Delta region by ensuring that adequate engagements with communities hold to understand their needs before initiating a CSR project. Organization leaders may involve third party consultants working with their community relations departments and the community leaders to come up with community desirable social infrastructures that serve the need of the community. Having transparent processes agreed upon with the communities for CSR initiation could help the corporate organization demonstrate value for money at the end of the project implementation and acceptance by the community. The situation where the communities claim that they are not seeing the value of money spent on CSR projects may not happen again.

Conclusions

The lack of consensus regarding the evaluation of successful CSR initiatives by the multinational corporations in the Niger Delta and the corporate-community divergent views of the effectiveness of CSR activities by the multinational corporations cause relational problems. Incessant attacks on the facilities of these organizations in the Niger Delta region cost the companies and Nigeria government over 1.8 billion dollars annually (Ajodo-Adebanjoko, 2017). Without identifying forward-looking solution that are desirable, feasible, and important to be used as elements of a framework for the evaluation of successful CSR initiatives, conflicts will continue to exist between the multinational corporations and the host communities in the Niger Delta region. The purpose of this qualitative Classical Delphi study was to determine how a panel of 32

global experts of CSR practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta.

A final list of six top ranked solution statements emerged from the CSR panel of experts for creating forward-looking solutions that are desirable, feasible, and important to be used as elements of a framework for the evaluation of successful CSR initiatives in the Niger Delta region. The top six solution statements are: (a) gain community support and acceptance through the implementation of strategic CSR initiatives, (b) demonstrate value for money invested in the CSR initiatives, (c) ensure full compliance with the agreed and signed MOU between the communities and the corporate organizations, (d) implement CSR initiatives based on the outcome of needs assessment to foster community acceptance, (e) improve the host community socio-economic activities through the implementation of strategic CSR initiatives, and (f) establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations. The findings of this study could help the community and multinational corporations improve their relationships through CSR and also promote socioeconomic development of the Niger Delta region of Nigeria. Leaders of these multinational corporations could draw upon the findings of the current study to develop strategies for implementing CSR initiatives that would be successful and accepted by the host communities.

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Appendix A: Round 1 Survey Questionnaire

Thank you for accepting to take part in my research survey. The research survey will be used to determine how a panel of 32 global experts of corporate social responsibility (CSR) practices in multinational corporations in Africa view the desirability, feasibility, and importance of elements of a framework for evaluating the success of CSR initiatives in the Niger Delta. This Round 1 survey starts on March 16, 2020 and ends on March 22, 2020.

For the under listed questions 1-3, please provide between 3 and 5 recommendations in response to each of the questions. The recommendations should be outlined as bullet points with some description for clarity.

- 1) From the community stakeholder perspective, what is a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies?
- 2) From the corporate perspective, what is a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies?
- 3) What can the companies and communities jointly do to make sure that the corporate social responsibility (CSR) initiatives of the multinational corporations are successful?

Appendix B: Round 1 Survey Data (Emerging Solution Statements).

From the community stakeholder perspective, what is a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies?

1. Implement a needs assessment prior to the design and implementation of the corporate organization's corporate social responsibility (CSR) initiatives.
2. Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.
3. Implement changes to organizational policies to sustain CSR initiatives.
4. Ensure full compliance with the agreed and signed memorandum of understanding (MOU) between the communities and the corporate organizations.
5. Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.
6. Involve corporate organizations' host community in designing and implementing the corporate social responsibility initiatives.
7. Implement a successful CSR concepts and ideas which has been carried out in other communities in the Niger Delta region.
8. Solicit feedback from the community about the impact of the CSR initiative on the host community.
9. Develop and implement CSR initiatives to provide community welfare projects.
10. Establish a regular face to face community stakeholder engagements to resolve disagreements.

11. Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.
12. Implement third party assessment and feedback mechanisms to enable the community and organizations evaluate the impact of the CSR initiatives on the community.
13. Use CSR strategic initiatives to improve corporate-community relationship and the security of multinational corporations' facilities.
14. Eliminate community disruptions to corporate organizations business operations using CSR initiatives.
15. Benchmark the CSR initiatives of the corporate organizations with other similar organizations in the Niger Delta region.

From the corporate perspective, what is a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies?

1. Use CSR initiatives to address corporate-community conflicts and multinational companies' business operational disruptions.
2. Implement sustainable CSR initiatives to ensure sustenance of continued peace with the community
3. Develop key performance indicators (KPI's) before and after the CSR project to measure success and impact on the community.

4. Gain community support and acceptance through the implementation of strategic CSR initiatives.
5. Use CSR initiatives to improve the corporate organization's profitability and return on investment.
6. Establish a stakeholder forum as an appropriate feedback channel with the community leadership.
7. Establish a framework for community ownership and sustainability of the CSR initiatives.
8. Use CSR initiatives to establish goodwill and better corporate-community relationship.
9. Implement CSR activities that earn the corporate organizations recognition from the community and government as a reputable organization.
10. Reduce petitions and lawsuits filed against the corporate entity by host communities using strategic CSR initiatives.
11. Use CSR initiatives and activities to gain public acceptance and recognition as being a socially responsible organization.
12. Use CSR initiatives to create a positive brand and reputation in the host communities.
13. Demonstrate value for money invested in the CSR initiatives.
14. Establish an impact assessment study to show how the organization has impacted the community and how the brand is perceived in the community

15. Establish a social contract via CSR initiatives that confers legitimacy to operate from the host communities in the Niger Delta region.

16. Establish a skill development and resource centers for community indigenes.

What can the companies and communities jointly do to make sure that the corporate social responsibility (CSR) initiatives of the multinational corporations are successful?

1. Establish a periodic engagement session with key players both in the community and the corporate organization.
2. Establish a feedback session from time to time with the community.
3. Jointly develop, agree and sign a memorandum of understanding (MOU) to guide SCR implementation.
4. Develop a sustainability agreement for the CSR initiatives with clearly defined roles and responsibility.
5. Jointly identify the community needs and agree on a sustainable close out initiatives before embarking on any CSR initiatives.
6. Establish an agreement that ensures both the community and corporations take responsibility for the success of the CSR initiative.
7. Establish a structure that enable the community and corporate organizations jointly monitor the CSR initiative development process.
8. Involve the community in the implementation of the CSR initiatives by the corporate organizations.

9. Establish agreement to make the community responsible for the security of ongoing CSR projects.
10. Ensure joint development of key performance indicators (KPIs) for the CSR initiatives during implementation.
11. Establish a small and medium-term loans scheme for the community small scale businesses.
12. Develop a strong communication network between the corporation and the host community for a better CSR regime.
13. Strengthen mechanism to enhance transparency, accountability and fairness on both company and community sides.
14. Engage all stakeholders in the community including the youths, farmers etc. to hear from all that make up the community.
15. Establish a periodic community stakeholder engagement meeting to go through company CSR initiatives and programs.
16. Communicate the implementation status of CSR initiatives to the host community periodically following the project milestones.
17. Jointly establish road maps and timelines to actualize CSR initiatives

Appendix C: Round 2 Survey Questionnaire

Welcome to the Round 2 study research survey for Evaluating Successful CSR Initiatives of Multinational Corporations in the Niger Delta Region. You are invited to participate in Round 2. You will be presented with the list of solutions derived from Round 1 categorized into three major solution elements.

Round 2 has 48 solution statements. Each solution has a scale for Desirability and another scale for Feasibility. The survey will take about 20 minutes. Round 2 starts on April 1, 2020 and ends on April 7, 2020. You may leave the SurveyMonkey and come back to finish the survey. Please click submit after you have finished Round 2 survey.

Thank you for your time and enjoy the survey. Using the scales provide, please, rate the desirability and feasibility for each solution item by panel members.

Desirability is the effectiveness or benefit of the solution.

Feasibility is the practicality in the implementation of the solution.

Feel free to include a rationale for selections (particularly with low ratings of 1 or 2) and provide comments if you would like.

Category A:

Community stakeholder perspective on a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies.

Please, rate the underlisted solution items categorized into A, B and C using the two scales for desirability and feasibility. The scales for desirability and feasibility range from 1 to 5, with:

Desirability

1 = Very Undesirable;

2 = Undesirable;

3 = Neither Desirable or Undesirable;

4 = Desirable;

5 = Very Desirable;

- Desirability is the effectiveness or benefit of the solution.
- Feasibility is the practicality in the implementation of the solution.

Feasibility

1 = Very Unfeasible

2 = Unfeasible

3 = Neither Feasible nor Unfeasible

4 = Feasible

5 = Very Feasible

16. Implement a needs assessment prior to the design and implementation of the corporate organization's corporate social responsibility (CSR) initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

17. Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

18. Implement changes to organizational policies to sustain CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

19. Ensure full compliance with the agreed and signed memorandum of understanding (MOU) between the communities and the corporate organizations.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

20. Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

21. Involve corporate organizations' host community in designing and implementing the corporate social responsibility initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

22. Implement a successful CSR concepts and ideas which has been carried out in other communities in the Niger Delta region.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

23. Solicit feedback from the community about the impact of the CSR initiative on the host community.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

24. Develop and implement CSR initiatives to provide community welfare projects.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Feasibility

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

25. Establish a regular face to face community stakeholder engagements to resolve disagreements.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

26. Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

27. Implement third party assessment and feedback mechanisms to enable the community and organizations evaluate the impact of the CSR initiatives on the community.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

28. Use CSR strategic initiatives to improve corporate-community relationship and the security of multinational corporations' facilities.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

29. Eliminate community disruptions to corporate organizations business operations using CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

30. Benchmark the CSR initiatives of the corporate organizations with other similar organizations in the Niger Delta region.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

Category B:

Corporate perspective on what a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies.

31. Use CSR initiatives to address corporate-community conflicts and multinational companies' business operational disruptions.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

32. Implement sustainable CSR initiatives to ensure sustenance of continued peace with the community.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

33. Develop key performance indicators (KPI's) before and after the CSR project to measure success and impact on the community.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

34. Gain community support and acceptance through the implementation of strategic CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

35. Use CSR initiatives to improve the corporate organization's profitability and return on investment.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

36. Establish a stakeholder forum as an appropriate feedback channel with the community leadership.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

37. Establish a framework for community ownership and sustainability of the CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

38. Use CSR initiatives to establish goodwill and better corporate-community relationship.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

39. Implement CSR activities that earn the corporate organizations recognition from the community and government as a reputable organization.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

40. Reduce petitions and lawsuits filed against the corporate entity by host communities using strategic CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

41. Use CSR initiatives and activities to gain public acceptance and recognition as being a socially responsible organization.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

42. Use CSR initiatives to create a positive brand and reputation in the host communities.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

43. Demonstrate value for money invested in the CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

44. Establish an impact assessment study to show how the organization has impacted the community and how the brand is perceived in the community.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

45. Establish a social contract via CSR initiatives that confers legitimacy to operate from the host communities in the Niger Delta region.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

46. Establish a skill development and resource centers for community indigenes.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

Category C:

What can the companies and communities jointly do to make sure that the corporate social responsibility (CSR) initiatives of the multinational corporations are successful?

47. Establish a periodic engagement session with key players both in the community and the corporate organization.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

48. Establish a feedback session from time to time with the community.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

49. Jointly develop, agree and sign a memorandum of understanding (MOU) to guide SCR implementation.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

50. Develop a sustainability agreement for the CSR initiatives with clearly defined roles and responsibility.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

51. Jointly identify the community needs and agree on a sustainable close out initiatives before embarking on any CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

52. Establish an agreement that ensures both the community and corporations take responsibility for the success of the CSR initiative.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

53. Establish a structure that enable the community and corporate organizations jointly monitor the CSR initiative development process.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

54. Involve the community in the implementation of the CSR initiatives by the corporate organizations.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

55. Establish agreement to make the community responsible for the security of ongoing CSR projects.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

56. Ensure joint development of key performance indicators (KPIs) for the CSR initiatives during implementation.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

57. Establish a small and medium-term loans scheme for the community small scale businesses.

1	2	3	4	5
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Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

58. Develop a strong communication network between the corporation and the host community for a better CSR regime.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

59. Strengthen mechanism to enhance transparency, accountability and fairness on both company and community sides.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

60. Engage all stakeholders in the community including the youths, farmers etc. to hear from all that make up the community.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

61. Establish a periodic community stakeholder engagement meeting to go through company CSR initiatives and programs.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

62. Communicate the implementation status of CSR initiatives to the host community periodically following the project milestones.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

63. Jointly establish road maps and timelines to actualize CSR initiatives.

	1	2	3	4	5
Desirability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide general comment, or the rationale for choosing a rating of 1 or 2.

Appendix D: Round 2 Survey Data

Table D1

Frequencies (in Percent) and Medians of Desirability Statements

Statements	Frequencies (%) on Likert-type scale					Median
	1	2	3	4	5	
1	3.0	0.0	6.1	21.2	69.7	5
2	0.0	2.9	0.0	26.5	70.6	5
3	5.9	0.0	17.7	29.4	47.1	4
4	0.0	0.0	2.9	20.6	76.5	5
5	0.0	2.9	2.9	20.6	73.5	5
6	0.0	2.9	11.8	35.3	50.0	4.5
7	0.0	8.8	14.7	41.2	35.3	4
8	0.0	2.9	2.9	23.5	70.6	5
9	0.0	2.9	8.8	41.2	47.1	4
10	0.0	0.0	2.9	26.5	70.6	5
11	0.0	5.9	0.0	20.6	73.5	5
12	0.0	2.9	5.9	29.4	61.8	5
13	0.0	0.0	5.9	17.7	76.5	5
14	0.0	0.0	14.7	14.7	70.6	5
15	2.9	5.9	8.8	29.4	52.9	5
16	0.0	5.9	11.8	47.1	35.3	5
17	0.0	0.0	0.0	14.7	85.3	5
18	0.0	2.9	2.9	20.6	73.5	5
19	0.0	2.9	5.8	20.6	70.6	5
20	0.0	0.0	20.6	29.4	50.0	4.5
21	0.0	2.9	0.0	29.4	67.7	5
22	0.0	0.0	5.9	26.5	67.7	5
23	0.0	0.0	3.0	18.2	78.8	5
24	0.0	0.0	2.9	20.6	76.5	5
25	0.0	0.0	15.1	39.4	45.5	4
26	0.0	0.0	5.9	17.7	76.5	5
27	0.0	0.0	2.9	20.6	76.5	5
28	0.0	3.0	9.1	33.3	54.6	5
29	0.0	0.0	8.8	20.6	70.6	5
30	0.0	0.0	8.8	32.4	58.8	5
31	0.0	0.0	0.0	26.5	73.5	5
32	0.0	0.0	2.9	23.5	73.5	5
33	0.0	0.0	2.9	20.6	76.5	5
34	0.0	0.0	0.0	17.6	82.4	5
35	0.0	0.0	5.9	23.5	70.6	5
36	0.0	0.0	2.9	23.5	73.5	5
37	0.0	0.0	8.8	14.7	76.5	5
38	0.0	0.0	2.9	17.7	79.4	5
39	0.0	2.9	8.8	17.7	70.6	5
40	0.0	0.0	0.0	26.5	73.5	5
41	0.0	2.9	5.8	32.4	58.8	5
42	0.0	3.0	15.2	24.2	57.6	5
43	0.0	0.0	5.9	8.8	85.3	5
44	0.0	0.0	6.1	6.1	87.9	5
45	0.0	6.1	3.0	21.2	69.7	5
46	0.0	2.9	0.0	26.5	70.6	5
47	0.0	0.0	2.9	23.5	73.5	5
48	0.0	0.0	5.9	26.5	67.7	5

Table D2

Frequencies (in Percent) and Medians of Feasibility Statements

Statements	Frequencies (%) on Likert-type scale					Median
	1	2	3	4	5	
1	0.0	0.0	20.6	41.2	38.2	4
2	0.0	2.9	5.9	47.1	44.1	4
3	0.0	11.8	32.4	38.2	17.7	4
4	0.0	8.8	8.8	35.3	47.1	4
5	0.0	2.9	14.7	38.2	44.1	4
6	0.0	5.9	23.5	41.2	29.4	4
7	0.0	2.9	35.3	47.1	14.7	4
8	0.0	2.9	5.8	41.2	50.0	4.5
9	0.0	2.9	17.7	38.2	41.2	4
10	0.0	5.9	8.8	32.4	52.9	5
11	2.9	5.9	8.8	32.4	50.0	4.5
12	0.0	2.9	17.7	38.2	41.2	4
13	0.0	0.0	14.7	44.1	41.2	4
14	0.0	5.9	20.6	26.5	47.1	4
15	2.9	5.8	17.7	32.4	41.2	5
16	0.0	5.9	11.8	47.1	35.3	4
17	2.9	0.0	11.7	26.5	58.8	5
18	0.0	0.0	8.8	29.4	61.8	5
19	0.0	0.0	8.8	41.2	50.0	5
20	2.9	5.9	20.6	32.4	38.2	4
21	0.0	0.0	15.2	30.3	54.6	5
22	0.0	8.8	20.5	38.2	32.4	4
23	0.0	0.0	17.7	29.4	52.9	5
24	0.0	0.0	11.8	29.4	58.8	5
25	3.0	3.0	21.2	33.3	39.4	4
26	0.0	2.9	8.8	35.3	52.9	5
27	0.0	2.9	8.8	32.4	55.9	5
28	0.0	3.0	15.1	57.6	24.2	4
29	0.0	0.0	5.9	35.3	58.8	5
30	0.0	5.8	20.6	35.3	38.2	4
31	0.0	0.0	14.7	29.4	55.9	5
32	0.0	0.0	8.8	32.4	58.8	5
33	0.0	2.9	14.7	29.4	52.9	5
34	0.0	0.0	11.7	32.4	55.9	5
35	0.0	0.0	23.5	32.4	44.1	4
36	0.0	5.8	14.7	35.3	44.1	4
37	0.0	5.9	20.6	29.4	44.1	4
38	2.9	2.9	11.8	35.3	47.1	4
39	2.9	5.9	20.6	35.3	35.3	4
40	0.0	8.8	11.7	32.4	47.1	4
41	0.0	2.9	23.5	35.3	38.2	4
42	0.0	12.1	27.3	33.3	27.3	4
43	2.9	0.0	11.8	38.2	47.1	4
44	3.0	3.0	24.2	27.3	42.4	4
45	0.0	9.1	18.2	24.2	48.5	5
46	0.0	2.9	11.8	38.2	47.1	4
47	0.0	0.0	8.8	41.2	50.0	4
48	0.0	8.8	14.7	26.5	50.0	4.5

Appendix E: Round 3 Survey Questionnaire

Welcome to the Round 3 research survey for Evaluating Successful CSR Initiatives of Multinational Corporations in the Niger Delta Region.

You are presented with the Round 3 survey containing the 25 solutions from Round 2 that met the threshold for panel agreement in both desirability and feasibility.


Please choose and then rank your preferred solutions for Evaluating Successful CSR Initiatives of Multinational Corporations in the Niger Delta Region.

Round 3 has two (2) solution questions. The first solution question has checkboxes to choose up to five (5) preferred solutions. In the second solution question, please rank your chosen five (5) preferred solutions by clicking on one of the preferred checkboxes from 1 to 5.

Use the number 1 for highest ranking to the number 5 for lowest ranking. The survey will take about 15 minutes to complete. Round 3 starts on April 15, 2020 and ends on April 21, 2020.

Please click the DONE button after you have finished the Round 3 survey. Thank you for your time and for allowing my study to benefit from your valuable feedback.

Please, confirm your email address so that I may invite you to participate in the Round 4 survey.



Note: All email addresses will be kept confidential and will only be seen by me. No personal identifiable information will be shared with anyone. SurveyMonkey's privacy policy also ensures information will be kept confidential and private.

1. From the 25 solutions below, please click on the checkbox to choose only 5 preferred solutions for Evaluating Successful CSR Initiatives of Multinational Corporations in the Niger Delta Region.

- S1 Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.
- S2 Ensure full compliance with the agreed and signed memorandum of understanding (MOU) between the communities and the corporate organizations.
- S3 Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.
- S4 Solicit feedback from the community about the impact of the CSR initiative on the host community.
- S5 Develop and implement CSR initiatives to provide community welfare projects.
- S6 Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.
- S7 Use CSR strategic initiatives to improve corporate-community relationship and the security of multinational corporations' facilities.
- S8 Use CSR initiatives to address corporate-community conflicts and multinational companies' business operational disruptions.
- S9 Implement sustainable CSR initiatives to ensure sustenance of continued peace with the community.
- S10 Develop key performance indicators (KPI's) before and after the CSR project to measure success and impact on the community.
- S11 Gain community support and acceptance through the implementation of strategic CSR initiatives.
- S12 Establish a stakeholder forum as an appropriate feedback channel with the community leadership.
- S13 Implement CSR activities that earn the corporate organizations recognition from the community and government as a reputable organization.
- S14 Use CSR initiatives and activities to gain public acceptance and recognition as being a socially responsible organization.
- S15 Use CSR initiatives to create a positive brand and reputation in the host communities.
- S16 Demonstrate value for money invested in the CSR initiatives.
- S17 Establish an impact assessment study to show how the organization has impacted the community and how the brand is perceived in the community.

- S18 Establish a skill development and resource centers for community indigenes.
- S19 Establish a periodic engagement session with key players both in the community and the corporate organization.
- S20 Establish a feedback session from time to time with the community.
- S21 Jointly develop, agree and sign a memorandum of understanding (MOU) to guide SCR implementation.
- S22 Establish a structure that enable the community and corporate organizations jointly monitor the CSR initiative development process.
- S23 Develop a strong communication network between the corporation and the host community for a better CSR regime.
- S24 Establish a periodic community stakeholder engagement meeting to go through company CSR initiatives and programs.
- S25 Communicate the implementation status of CSR initiatives to the host community periodically following the project milestones.

2. The five (5) preferred solutions you selected are carried forward for your ranking. Please rank the solutions using the numbers 1 to 5 for highest preference to lowest preference. To rank the solutions, click on any of the checkboxes under numbers 1 to 5 besides your selected preferred solution.

	1	2	3	4	5
Preferred solution by participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5
Preferred solution by participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5
Preferred solution by participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5
Preferred solution by participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1	2	3	4	5
Preferred solution by participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to provide any optional comments on your ranking.

Appendix F: Round 3 Number and Percentage of Panelists Rating from 1-5

Solution statement no.	Order of ranking (%)					Top three solutions emerged using 80% with ranking of 1 and 2	Top six solutions emerged using 80% with ranking of 1, 2 and 3	Ranking by number of participants					Total Ranking of each solution statement by panelists
	1	2	3	4	5			1	2	3	4	5	
S1	73.7	10.5	5.3	5.3	5.3	84.2	89.5	14	2	1	1	1	19
S2	37.5	50	6.25	6.25	0	87.5	93.75	6	8	1	1	0	16
S3	23	30.7	30.7	7.7	7.7	53.7	84.4	3	4	4	1	1	13
S4	0	25	37.5	25	12.5	25	62.5	0	2	3	2	1	8
S5	0	0	0	0	100	0	0	0	0	0	0	3	3
S6	10	20	50	10	10	30	80	1	2	5	1	1	10
S7	0	12.5	12.5	62.5	12.5	12.5	25	0	1	1	5	1	8
S8	0	0	0	100	0	0	0	0	0	0	2	0	2
S9	10	10	40	0	40	20	60	1	1	4	0	4	10
S10	22.2	33.3	11.1	22.2	22.2	55.5	66.6	2	3	1	2	2	9
S11	0	100	0	0	0	100	100	0	1	0	0	0	1
S12	0	0	33.3	50	16.6	0	33.3	0	0	2	3	1	6
S13	0	0	50	0	50	0	50	0	0	1	0	1	2
S14	0	50	25	25	0	50	75	0	2	1	1	0	4
S15	0	0	0	0	100	0	0	0	0	0	0	3	3
S16	0	50	50	0	0	50	100	0	1	1	0	0	2
S17	16.6	0	50	33.3	0	16.6	66.6	1	0	3	2	0	6
S18	33.3	0	0	33.3	33.3	33.3	33.3	1	0	0	1	1	3
S19	20	0	20	40	20	20	40	1	0	1	2	1	5
S20	0	33.3	33.3	33.3	0	33.3	66.6	0	1	1	1	0	3
S21	0	33.3	33.3	0	33.3	33.3	66.6	0	2	2	0	2	6
S22	0	16.6	16.6	50	16.6	16.6	33.2	0	1	1	3	1	6
S23	0	20	0	20	60	20	20	0	1	0	1	3	5
S24	25	0	0	0	75	25	25	1	0	0	0	3	4
S25	0	0	0	33.3	66.7	0	0	0	0	0	1	2	3

Appendix G: Round 3 Solution Statement Order of Ranking from the Highest to Lowest

	Solution statements	Highest to lowest ranking (%)
S11	Gain community support and acceptance through the implementation of strategic CSR initiatives.	100.00
S16	Demonstrate value for money invested in the CSR initiatives.	100.00
S2	Ensure full compliance with the agreed and signed memorandum of understanding (MOU) between the communities and the corporate organizations.	93.75
S1	Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.	89.50
S3	Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.	84.40
S6	Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.	80.00
S14	Use CSR initiatives and activities to gain public acceptance and recognition as being a socially responsible organization.	75.00
S10	Develop key performance indicators (KPI's) before and after the CSR project to measure success and impact on the community.	66.60
S17	Establish an impact assessment study to show how the organization has impacted the community and how the brand is perceived in the community	66.60
S20	Establish a feedback session from time to time with the community.	66.60
S21	Jointly develop, agree and sign a memorandum of understanding (MOU) to guide SCR implementation.	66.60
S4	Solicit feedback from the community about the impact of the CSR initiative on the host community.	62.50
S9	Implement sustainable CSR initiatives to ensure sustenance of continued peace with the community	60.00
S13	Implement CSR activities that earn the corporate organizations recognition from the community and government as a reputable organization.	50.00
S19	Establish a periodic engagement session with key players both in the community and the corporate organization.	40.00
S12	Establish a stakeholder forum as an appropriate feedback channel with the community leadership.	33.30
S18	Establish a skill development and resource centers for community indigenes.	33.30
S22	Establish a structure that enable the community and corporate organizations jointly monitor the CSR initiative development process.	33.20
S24	Establish a periodic community stakeholder engagement meeting to go through company CSR initiatives and programs.	25.00
S7	Use CSR strategic initiatives to improve corporate-community relationship and the security of multinational corporations' facilities.	25.00
S23	Develop a strong communication network between the corporation and the host community for a better CSR regime.	20.00
S5	Develop and implement CSR initiatives to provide community welfare projects.	0.00
S8	Use CSR initiatives to address corporate-community conflicts and multinational companies' business operational disruptions.	0.00
S15	Use CSR initiatives to create a positive brand and reputation in the host communities.	0.00
S25	Communicate the implementation status of CSR initiatives to the host community periodically following the project milestones.	0.00

Appendix H: Round 4 Survey Questionnaire

Welcome to Round 4, the final round of the research survey for Evaluating Successful CSR Initiatives of Multinational Corporations in the Niger Delta Region.

You are presented with the Round 4 survey containing the top 6 ranked solutions from the Round 3 survey based upon the voting preferences of the research panel.

Please rate your confidence in the final list of solutions for Evaluating Successful CSR Initiatives of Multinational Corporations in the Niger Delta Region using the numbers 1 to 5 for lowest confidence rating to highest confidence rating.

Confidence is the extent of certainty that you have in the cumulative panel prediction being correct about these solutions.

Use the numbers 1- 5 for the confidence rating. The confidence rating scale is:

- 1 = Unreliable (great risk of being wrong)
- 2 = Risky (substantial risk of being wrong)
- 3 = Neither reliable or unreliable.
- 4 = Reliable (some risk of being wrong)
- 5 = Certain (low risk of being wrong).

The survey will take about 10 minutes to complete. Round 4 starts on April 29, 2020 and ends on May 5, 2020. Please click **DONE** after you have finished the Round 4 survey.

Thank you for your time and for allowing my study to benefit from your valuable expert opinion. Please, confirm your email address so that I am able to share the final study result with you:

Note: All email addresses will be kept confidential and will only be seen by me. No personal identifiable information will be shared with anyone. SurveyMonkey's privacy policy also ensures information will be kept confidential and private.

The 6 top ranked solutions from the Round 3 survey based upon the voting preferences of the research panel are listed below in order of preference. Please rate your overall confidence in this group of solutions for Evaluating Successful CSR Initiatives of Multinational Corporations in the Niger Delta Region:

- 1) **S11:** Gain community support and acceptance through the implementation of strategic CSR initiatives.

Confidence Rating	1	2	3	4	5
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 2) **S16:** Demonstrate value for money invested in the CSR initiatives.

Confidence Rating	1	2	3	4	5
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 3) **S2:** Ensure full compliance with the agreed and signed memorandum of understanding (MOU) between the communities and the corporate organizations.

Confidence Rating	1	2	3	4	5
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 4) **S1:** Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.

Confidence Rating **1** **2** **3** **4** **5**

- 5) **S3:** Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.

Confidence Rating **1** **2** **3** **4** **5**

- 6) **S6:** Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.

Confidence Rating **1** **2** **3** **4** **5**

The 25 solution statements ranked from the highest to the lowest, from the Round 3 survey based upon the voting preferences of the research panel are listed below to remind the panelists of the full list of solutions where the 6 top ranked solutions were generated:

- Gain community support and acceptance through the implementation of strategic CSR initiatives.
- Demonstrate value for money invested in the CSR initiatives.
- Ensure full compliance with the agreed and signed memorandum of understanding (MOU) between the communities and the corporate organizations.
- Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.

- Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.
- Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.
- Use CSR initiatives and activities to gain public acceptance and recognition as being a socially responsible organization.
- Develop key performance indicators (KPI's) before and after the CSR project to measure success and impact on the community.
- Establish an impact assessment study to show how the organization has impacted the community and how the brand is perceived in the community.
- Establish a feedback session from time to time with the community.
- Jointly develop, agree and sign a memorandum of understanding (MOU) to guide SCR implementation.
- Solicit feedback from the community about the impact of the CSR initiative on the host community.
- Implement sustainable CSR initiatives to ensure sustenance of continued peace with the community.
- Implement CSR activities that earn the corporate organizations recognition from the community and government as a reputable organization.
- Establish a periodic engagement session with key players both in the community and the corporate organization.

- Establish a stakeholder forum as an appropriate feedback channel with the community leadership.
- Establish a skill development and resource centers for community indigenes.
- Establish a structure that enable the community and corporate organizations jointly monitor the CSR initiative development process.
- Establish a periodic community stakeholder engagement meeting to go through company CSR initiatives and programs.
- Use CSR strategic initiatives to improve corporate-community relationship and the security of multinational corporations' facilities.
- Develop a strong communication network between the corporation and the host community for a better CSR regime.
- Develop and implement CSR initiatives to provide community welfare projects.
- Use CSR initiatives to address corporate-community conflicts and multinational companies' business operational disruptions.
- Use CSR initiatives to create a positive brand and reputation in the host communities.
- Communicate the implementation status of CSR initiatives to the host community periodically following the project milestones.

Please use this space to provide any optional comments on your confidence rating.

Appendix I: Round 4 Survey Data

Round 4 Panelists' Confidence Rating

Solution Statements	Panelist Confidence Rating (Frequency %)					Frequency % for Ratings of 4 and 5
	1	2	3	4	5	
S11 Gain community support and acceptance through the implementation of strategic CSR initiatives.	0.00	0.00	6.45	38.71	54.84	93.76
S16 Demonstrate value for money invested in the CSR initiatives.	0.00	9.68	19.35	48.39	22.58	71.88
S2 Ensure full compliance with the agreed and signed memorandum of understanding (MOU) between the communities and the corporate organizations.	0.00	0.00	0.00	38.71	61.29	100.00
S1 Implement CSR initiatives based on the outcome of needs assessment to foster community acceptance.	0.00	0.00	0.00	29.03	70.97	100.00
S3 Improve the host community socio-economic activities through the implementation of strategic CSR initiatives.	0.00	3.23	9.68	54.84	32.26	87.51
S6 Establish skill acquisition centers to train and developed qualified community indigenes to be employable in the formal and informal sectors of the multinational corporations.	0.00	0.00	6.45	38.71	54.84	93.75

Appendix J: Round 2 Solution Statements That Did Not Meet Consensus

Category	Solution Statements
Community stakeholder perspective on a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies.	S1, S3, S6, S7, S10, S12, S14, S15.
Corporate perspective on what a reliable approach to measure or evaluate a successful corporate social responsibility (CSR) initiative by the multinational companies.	S20, S22, S23, S25S30.
What can the companies and communities jointly do to make sure that the corporate social responsibility (CSR) initiatives of the multinational corporations are successful.	S35, S36, S37, S39, S40, S41, S42, S44, S45, S48

Appendix K: Round 2 Panelists' Comments for Low Desirability or Feasibility Marking

Solution statements.	Panelists' comments.
Q1: Implement a needs assessment prior to the design and implementation of the corporate organization's corporate social responsibility (CSR) initiatives.	There must be a comprehensive planning and execution strategy for every CSR initiative by the corporate organization, else they will end up empowering a selected few, while leaving out a vast majority
Q3: Implement changes to organizational policies to sustain CSR initiatives.	What type of change are you looking at to be implemented? Let's be more specific here. Remember if the changes in whichever form and manner are done by the organization alone without involving the community stakeholders then seeds of discord will be sown and trust issues may arise.
Q4: Ensure full compliance with the agreed and signed memorandum of understanding (MOU) between the communities and the corporate organizations.	Desirability 100% but feasibility 20% as in most cases the community stakeholders are found to be introducing demands outside agreements reached with multinational organizations. These acts from the communities and their representatives in most instances delays full implementation of most MOUs.
Q7: Implement a successful CSR concepts and ideas which has been carried out in other communities in the Niger Delta region.	The socioeconomic and cultural differences that exist in the host communities must not be downplayed and this could possibly demand for a tweak in an existing CSR concept of corporate organization. A successful CSR in one community may not be desirable in another community
Q10: Establish a regular face to face community stakeholder engagements to resolve disagreements.	This might not be feasible all the time as the necessary parties might not be available for face2face engagements.
Q14: Eliminate community disruptions to corporate organizations business operations using CSR initiatives.	Some disruptions are due to reasons way directly related to the company. Sometimes IOCs are stopped from working due to community internal politics.
Q15: Benchmark the CSR initiatives of the corporate organizations with other similar organizations in the Niger Delta region.	What worked for others might not work for you, reasons: (1) cultural difference (2) social-economic difference etc.
Q16: Use CSR initiatives to address corporate-community conflicts and multinational companies' business operational disruptions.	If CSR initiatives are commensurate enough to put on the table, promises or initiatives are vague not actual. This presupposes the absence of CSR ab initio and it is being used as a tool for resolution of operations. This is NOT desirable, although it may be feasible. The outcome may bear a trust liability.
Q25: Reduce petitions and lawsuits filed against the corporate entity by host communities using strategic CSR initiatives.	It is impossible to stop community stakeholders from making petitions and filing lawsuits even with the best of CSR initiatives.
Q39: Involve the community in the implementation of the CSR initiatives by the corporate organizations.	Most communities leave the implementation of the CSRs to the corporate organization. They are not involved in the implementation of the CSRs.
Q42: Establish a small and medium-term loans scheme for the community small scale businesses.	Might not be sustainable as most of these loans are not refunded. Most think is their share of the national cake
Q45: Engage all stakeholders in the community including the youths, farmers etc. to hear from all that make up the community.	You can't engage all stakeholders including youths and farmers etc. If you do this, you will never reach at an agreement with the community as there will be divergent views in almost all subjects of discussions. Corporate organizations, should engage the leadership of these sub-groups in related CSR discussions.

Appendix L: Expert Panelists Comments for Confidence Rating in Round 4

The optional comments from the expert panelists on their confidence rating for the solution statements are listed below:

- I agree with the six solutions. No more comments.
- Community needs keep evolving, leaving room for uncertain outcomes in relationship with organization.
- The success or otherwise of all these six solutions is dependent largely on a firm governance structure (along the GMOU or similar reliable model) in the community. Such a model must be imbued with a strong conflict resolution strategy.
- One cannot fully quantify the value of the natural resources being explored and exploited from the host communities and in certain instances, what the corporate organizations present as monetary value of resources spent on projects for the host communities do not actually represent the physical structures sighted on ground as there are some elements of ambiguity in them. While it is recommended that values of CSR delivered projects should be mentioned for record purposes as at when required, it should not be a major yardstick for assessing the viability of a successful CSR framework and its implementation.
- The six solutions will definitely provide optimal results for CSR initiatives. However, it is usually difficult to demonstrate full value for money for CSR because it is more of philanthropy than economic benefits.
- With the current economic situation and pandemic, ways of working are changing and companies must really use technical approaches to ensure value for money and eliminate community interference of production. This research is timely and makes data available to improve decision making.
- Companies must in the interest of peace and community growth implement strategic CSR that will benefit the people greatly and honor all MOU.
- Implementing CSR initiatives based on the outcome of needs assessment to foster community acceptance should be the first among the acceptable criteria to develop this strategic framework. To foster an enduring relationship with the host community, the corporate organization has to give to them what they need after a carefully reviewed needs assessment exercise and not what they don't need. Each host community knows where the shoes they wear pains them. This is just my thoughts and from experience interfacing with host communities.
- CSR is key and a win-win activity to both the communities and organizations. An organization or brand that is accepted by its host community, usually experience incremental revenue.
- CSR initiatives should be need based and the implementation should be after due consultations with the community representatives which should include youths and women.
- Confidence rating is based on over 25 years of experience in CSR management.
- Implementation of CSR initiatives or interventions backed by some baseline study or assessment has always proven to be very impactful and accepted - hence the confidence rating assigned.