



Oil Spillage and Environmental Preservation: An Evaluation of SPDC's Community Relations Activities in Ogoni, Nigeria

Joy Chioma Subi
Lanre O. Amodu

Covenant University, Ota, Nigeria.

Correspondence: lanre.amodu@covenantuniversity.edu.ng

Abstract

This study examined how community relations activities were used by Shell Petroleum Development Company (SPDC) to manage oil spillage in Ogoni land. Oil spillage in Ogoni has led to the contamination of water and destruction of farm lands, thereby causing a strain in the relationship between Ogoni indigenes and SPDC. Three research objectives were raised for this study with the aim to determine the extent to which Ogoni community had been exposed to oil spillage, to find out SPDC's community relations activities towards managing the aftermath of the oil spillage and to investigate the community's perception of the oil producing company's community relations activities in response to oil spillage. Survey and key informant interview designs were adopted for the study. For the survey, 399 respondents were drawn from two local government areas (LGA), Khana and Gokhana, which were randomly selected, while a representative of SPDC participated in the key informant interview. The findings revealed that oil spillage is still on-going in Ogoni and it constitutes a major cause of conflicts with the oil company. The community is also irk with SPDC's community relations activities in dealing with the spillages.

Keywords: Oil spillage, Community relations, Environment, Perception, Ogoni, Nigeria.

Introduction

The environment can be simply described as our physical surrounding. Consistent interaction

takes place between us and our environment throughout our lifetime. While we rely on our environment for existence, the environment depends on us for maintenance. The

interrelationship between the Niger Delta region in Nigeria and its environment cannot be overstressed since the very nature of the region is defined by its environment. According to Osagie, Ibaba & Watts (2009), Niger Delta has the reputation of being one of the largest wetlands in the world with ecosystems comparable to India, Sundarbans in Bangladesh and Malaysia. Atakiti (2004) (cited in Saiyou, 2006) further observes that Niger Delta was generally made up of agrarian communities before the 15th century. The author identifies the commodities produced to include oil palm, sugarcane, rubber and fruit trees such as pawpaw, banana, mango and plantain. Also, members of the communities engaged in fishing, which is understandable considering the abundance of water in the region.

Today, however, the story is different because of the degradation of the environment engendered by the oil exploration process in the region. Since the discovery of crude oil in Nigeria over 61 years ago, the Niger Delta has been suffering the negative environmental impact of oil exploration. According to Nwilo and Badejo (2006), one and a half million tons of oil has polluted major farms, aquas and forests in Nigerian oil producing states. Hence, it is not surprising that the relationship between the oil companies in the Niger Delta and the communities, particularly Ogoni, turned sour due to the abuse of the environment by the companies. Since the livelihood of the people is connected to their environment, the degradation of that environment invariably reduces their

chances survival. Saiyou (2006) observes that the host communities of the oil companies were initially positively disposed to the exploration of oil when it was first discovered because they anticipated economic development. However, after several years of oil spillages, gas flaring and other environmentally damaging activities, with minimal economic development, several of the communities have become less hospitable to the companies as in the case of Ogoni. Although, SPDC had stopped the production of oil or gas from the Ogoni fields since 1993, Ogoni land still continues to serve as a transit route for pipelines, transporting both SPDC and third-party oil production from other areas (Shell, 2014).

One of the ways through which organizations achieve goodwill with their stakeholders is community relations. This is a specialized arm of public relations that aims to build mutual understanding and mutually beneficial relationship between an organization and its host community. This study explores the community relations activities used by SPDC to manage its strained relationship with the Ogoni community as a result of oil spillage. The community relations activities are examined from the perspective of the community as the recipient and the oil company as the initiator.

Statement of the Problem

In the late 1950s when oil was struck in Ogoni land, oil companies such as Total of France and Royal Dutch Shell (operating now as Shell Petroleum Development Company of

Nigeria) of the Netherlands officially launched their oil business in Ogoni land. This period marked the beginning of Nigeria's oil driven economy. The oil industry has been reported as a major contributor to the economic development of countries such as Dubai, Iraq, Kuwait, Saudi Arabia, Libya, Britain and Singapore, among others (Amodu, 2015, p.4). Though Nigeria, as a nation, has also benefited from the industry, the same cannot be said of the communities from which the oil is drilled. Ideally, host communities of oil companies, such as Ogoni land, should enjoy benefits such as infrastructural development, economic advancement, and environmental protection, while the companies enjoy security, peaceful co-existence, and support from the communities.

However, consequent on inadequate development and degradation of the environment, particularly through oil spillage, the relationship between Ogoni and Shell Petroleum Development Company has degenerated. According to Amnesty international (2009), the oil spills have killed plants and destroyed agricultural lands in the coastal environment which results in social deprivation and abject poverty as over 60% of the people depends on their natural environment for their livelihood. Peak (1991) observes that an organization, irrespective of its size and importance, can be undermined if its community relations activities are haphazard. Hence, this study examines the community relations activities adopted by SPDC in managing oil spill incidences in

Ogoni land. The specific objectives of this study are:

1. To find out the extent to which Ogoni community has been exposed to oil spillage.
2. To find out SPDC's community relations activities towards managing the aftermath of the oil spillage situations in Ogoni land.
3. To investigate Ogoni community's perception of SPDC's community relations activities in response to oil spillage.

Literature Review

Oil spill is an occurring leakage or discharge of petroleum onto the surface of land or in water (Udoudoh, 2011). Since the inception of the industrial revolution and since the discovery of crude oil, oil spillage has been a global issue of concern. According to Hamilton (2011, p.3), past records showed that between 1956 and 1996, the relationship between oil companies and their host communities was relatively cordial. Leaders of the oil producing communities were still optimistic about the new found source of wealth which would transform their communities into a haven of prosperity.

However, during the 1970s,

contradictions in the industry/community relationship within Niger Delta manifested, as the oil producing communities realized that the existence of the oil and gas industries was creating a new and dangerous phenomenon in the communities and the financial compensation given to them was grossly inadequate. Citing a report presented at the Oil Spill Conference Nigeria which took place in 2015, Kalejaye (2015) states that more than 9,000 cases of oil spills are recorded annually in Nigeria. This is considered to be the highest global rate.

Community Relations and Oil Companies

Basking, Aronoff and Lattimore (1997) observe that in the 1990s, most organizations began to understand that their community relations efforts must become more organized and proactive. The authors state that the key to any effective community relations activity is positive and socially responsible action. This will help the community on behalf of the organization.

The organization must, at all cost, guard against negative acts and also work to preserve existing relationships. For this to be possible, proactive and positive actions are crucial so that the organization can achieve its goals.

Effective community relations

can only be achieved when an organization recognises its interdependence with other institutions. When the management recognises the many ways its organization can impact on the local community and the extent of reciprocal dependence, it will help to establish social balance. The practice of good community relations assists the organization in securing its needs from the community while it also provides what the community expects. Also, it helps to secure the company's investments, increase sales of products, the value of stocks, and improves the general operating climate of business.

Basking et al (1997) further explain that the community relations of an organization may be affected by a variety of factors, ranging from recruitment methods to waste disposal and energy use. This means that an organization's community relations is a function, not only of those things it does to compensate and placate the community, but also of its ethical execution of business. For instance, why spend lots of money building health centres for communities while still poisoning their air and water?

In an empirical study carried out by Rim-Rukeh, Ogbemi and Imide (2008, p. 645-657) in 10 Niger Delta communities, it was discovered that the community in which there was the highest record of crises, also had 95% vote that the resident oil company was a bad corporate organization, owing to environmental degradation occasioned by incessant oil spillages and poor community relations.

Conflict and Conflict Resolution between SPDC and Ogoni

The Ogoni land is a community in Rivers state, it has approximately 850,000 people and majorly all of them are subsistence farmers and fishermen (UNPO, 2008). According to a report by Radical (2015) on the Ogoni struggles, the Ogoni peoples' livelihood is being threatened, and this threat started when Shell discovered oil there in 1958. At the time, Nigeria was still a British colony and the Ogoni people had no say in the oil exploitation. Furthermore, the environmental effects of having more than 100 oil wells in Ogoni territory were severe and response to oil spills was slow and often very damaging. Oil spills are not the only environmental problems the Ogoni people experience, they also encounter issues such as constant noise of gas flare, contaminated water, air pollution as a result of acid rain and also contaminated agricultural lands (Ractical, 2015).

Olorode (1998), cited in Amodu (2013) remarks that more than 90 per cent of Nigeria's export earnings resulted from the sales of crude oil. However, the Niger Delta region has been neglected. He considers it ironic that the same oil that has made a positive impact on the state of Nigeria economy has failed to make that same positive impact on its source, due to

the ineradicable marks of the consequences of oil exploration in the Niger Delta communities.

The causes of oil spills in the Niger Delta region have been identified by Nwilo & Badejo (2005) as the following:

- Lack of regular maintenance of pipelines and storage banks.
- Illegal fuel siphoning, which has led to increased number of oil pipeline explosions in recent years.
- Vandalism of pipeline, which resulted to loss of N7.7billion in 2002.
- Sabotage (for instance, activities of militants)

The rivalry between oil bearing communities and oil producing companies have made a significant impact on oil and gas companies operating in the Niger Delta. Both parties have had experiences of the negative impacts of oil spill incidents. The communities are under poor condition of living while the companies lose employees and millions of money to these hazards. From the observations of the critics and authors above, it can be agreed that the Nigerian economy and the SPDC have benefitted tremendously from the oil exploitation obtained from Ogoni land, whereas the community and its inhabitants suffers abject poverty, denial of their fundamental human rights,

environmental degradation, neglect and high risk to health crisis.

Theoretical Framework

The theoretical framework for this study is the Triple Bottom Line theory (TBL). Elkington (1997) argues that companies should operate with the three bottom lines instead of focusing solely on its finances. Hence, consideration should be given to the company's social, economic and environmental impact (www.investopedia.com). The TBL theory helps companies to balance profitability with meeting the needs of the environment and community in which they operate in.

The TBL demands that a company's responsibility should be to the stakeholders rather than only the shareholders. Stakeholders include anyone who might be affected by a company's practices ranging from workers to the surrounding communities. Since the Ogoni people and their environment are affected by SPDC's operations, they are among the stakeholders of the oil company.

The triple bottom line theory involves considerations such as:

People account: A triple bottom line company should understand how its practices affect the organisation, its employees and the wider

stakeholders and should work towards promoting all of their best interests.

Planet account: Without question, commitment to sustainable environmental practices is good business. Organisations can save money and reduce environmental footprints by reducing waste, conserving energy and maintaining environmentally safe operational processes.

Profit account: Making money is very vital to business success. A company that engages the triple bottom line theory recognizes that its own sustainability rests on its ability to work in harmony and create economic benefits to its social and environmental settings (www.sustain.wisconsin.edu)

Method

This study adopted the survey and key informant interview research designs. The population for this study consisted of the community relations unit of SPDC and the indigenes of Ogoni Community in Rivers State. Ogoni land was selected because it is an oil producing community in Rivers State, which also serves as a transit

route for pipelines transporting both for SPDC and third-party oil Producers. Also, there have been frequent conflicts and court cases between the indigenes of Ogoni land and SPDC on oil spill and the community's environmental development.

According to UNPO (2008), the population of Ogoni community as at 2008 was 850,000. This figure was adopted for the study. The following sample size formula was applied to the population: $N/1+Ne^2$ Where N= Population and e= level of significance

Therefore, the sample size of 399 was used for the research. Out of four local government areas in Ogoni land, Khana, Tae, Gokhana and Eleme, two were selected through simple random sampling and they are Khana and Gokhana. Considering the delicateness of the issue being investigated, purposive sampling technique was adopted to select the respondents who participated in the study.

First, the respondents had to be 18 year and above and second, they should be willing to participate in the study. Some of the challenges encountered in the collection of data were that several people were unwilling to participate in the study and some others wanted to be paid to be a part of it. Nevertheless, the researchers were still able to gather the required data for the study. For

the key informant interview, a community relations officer of SPDC was selected.

Findings

Three hundred and ninety-nine copies of the questionnaire were distributed to the indigenes of the Ogoni Community. However, three hundred and sixty-three copies of the questionnaire were returned properly filled, which produced a mortality rate of 9.02%. An interview, which is the qualitative aspect, was conducted with the Social Responsibility Adviser of Shell Petroleum Development Company.

Table 1 : The Last Oil Spill Experienced

| Respondents | % |
|------------------------------------|------------|
| Within the last one week | 0 |
| Within the last one month | 11.5 |
| Within the last one year (2014) | 46.0 |
| Other (2010) | 42.5 |
| Total | 100 |
| n | 363 |

Table 1 presents percentage of respondents' last oil spillage experience. The survey was conducted in February 2015; therefore, the options given were in relation to the time of the research.

The table reveals that the largest percentage (46%) of the respondents had their most recent experience of oil spillage within the last one year, which was in 2014. About 43% had their last experience of oil spillage in the year 2010. Another 11.5% still experienced oil spillage in the last month. This goes to show that the oil spillage is still a continuing phenomenon in the Ogoni community.

Table 2: Damage Experienced From Oil Spill

| Response | % |
|--------------------------|------|
| Destruction of farmlands | 28.9 |
| Pollution of water | 44.9 |
| Fire outbreak | 24.7 |
| Other (death) | 1.5 |
| Total | 100 |
| n | 363 |

Table 2 shows that the respondents had different encounters with the damage of oil spillages. The continued oil spillage in the Ogoni community has led to several environmental problems but the highest damage caused by the spill, according to the result obtained in the table, was the pollution of water in the community. The destruction of farmlands and fire outbreaks were also reported among the major damage experienced by the

respondents in their community. The rest of the respondents claimed the spills have led to death of friends, relatives or neighbors (Ractical, 2015).

Table 3: Factors Responsible for Oil Spill in Ogoni Community

| Response | % |
|---|------------|
| Vandalism | 44.4 |
| Sabotage | 15.9 |
| Poor maintenance of equipment/pipelines | 19.4 |
| Thefts | 18.1 |
| Other | 2.2 |
| Total | 100 |
| n | 363 |

In the table above, it is evident that these oil spills do not just naturally occur. Table 3 presents some factors responsible for oil spills. Vandalism of oil pipelines by the youths, other indigenes of the community and outsiders from neighbouring communities was mentioned as a major factor. Interestingly, in spite of vandalism accounting for the highest cause of oil spill, the community still held SPDC responsible for it. This is because in the past, gas flaring, oil drilling and other oil exploration operations of SPDC had caused several of the community members to give up their main source of livelihood of fishing and farming due to pollution of sea and land. This has resulted in social

deprivation and abject poverty, since more than 60% of the people rely on their natural environment for their livelihood (Amnesty International, 2009). Another cause of oil spillage in Ogoni community was the poor maintenance of oil pipelines by SPDC. Also, 18.1% of the respondents believed that oil theft was another factor responsible for oil spillage in Ogoni community.

Table 4: SPDC's Community Relations Activities in Response to Ogoni Oil Spills

| Response | % |
|--|--------------------|
| Construction of schools and health centres | 51.9 |
| Provision of electricity | 0 |
| Other (monetary gift) | 24.4 |
| None | 23.7 |
| Total n | 100 363 |

Table 4 shows the community relations activities undertaken by the SPDC to mitigate the damage and aftermath of the oil spills in the Ogoni community. Majority of the respondents (51.9%) reported that schools and health centres were constructed as compensation by the company. The respondents specifically mentioned the construction of a medical centre by

the SPDC, which handled all oil spill related injuries and other clinical needs of the community. Another 24.4% of the respondents said SPDC gave community members who were 18 years and above monetary gifts. However, the remaining 23.7% claimed that they did not witness any community relations activity being carried out by SPDC in their local government.

Table 5: Respondents' Perception of Actions Taken by SPDC to Manage the Aftermath of Oil Spill

| Response | SPDC actions have restored the Ogoni's environment | SPDC carried out projects to manage oil spill situations |
|-------------------|--|--|
| Strongly Agree | 3.7 | 2.2 |
| Agree | 24.4 | 31.1 |
| Strongly Disagree | 36.3 | 35.5 |
| Disagree | 19.3 | 19.6 |
| Undecided | 16.3 | 11.6 |
| Total n | 100% 363 | 100% 363 |

Table 5 presents the perceptions of the respondents' about the actions taken by the SPDC to manage the oil spillage in the Ogoni community. From the results, about 55.6% (a combination of strongly disagree and disagree) of respondents held the perception that SPDC took less action to restore the Ogoni environment and for aspect of managing the oil spill situation, 55.1% believed that SPDC had not

carried out community development projects that could handle or manage the aftermath of oil spill in the community.

Table 6: Respondents' Views on SPDC's Response To Oil Spill Report and Compensation for Oil Spill Incidents

| Response | SPDC has promptly reacted to oil spill reports | SPDC compensates community for oil spill |
|-------------------|--|--|
| Strongly Agree | 1.5 | 4.8 |
| Agree | 33.3 | 21.5 |
| Strongly Disagree | 33.0 | 33.3 |
| Disagree | 14.1 | 23.7 |
| Undecided | 18.1 | 16.7 |
| Total n | 100% 363 | 100% 363 |

In Table 6, about 44.1% of the respondents expressed negative views about SPDC's prompt response to oil spillage reports. Also, with respect to the actions the company took to restore the Ogoni environment, its performance was not considered satisfactory by 57% of the respondents. Although the environment was suffering, the people were compensated to an extent through cash gifts for their loss. Proper and prompt management of oil spills will reduce the damage as well as the need to always offer compensation.

Based on the perceptions of the respondents, Table 7 (see below) shows the public relations activities carried out by SPDC had not been very impressive or appreciated by the Ogoni people. The result shows that the respondents felt they had been neglected by SPDC and the

Table 7: Respondents' Perception of SPDC'S Community Relations Strategies in Ogoni.

| Response | Actions to restore Ogoni environment have been effective | SPDC has managed oil spills in the community well | SPDC's community relations strategies are very effective |
|-------------------|--|---|--|
| Strongly Agree | 2.6 | 7.8 | 8.1 |
| Agree | 17.4 | 18.1 | 17.4 |
| Strongly Disagree | 25.9 | 21.2 | 20.4 |
| Disagree | 29.3 | 28.1 | 25.6 |
| Undecided | 24.8 | 24.8 | 28.5 |
| Total n | 100% 363 | 100% 363 | 100% 363 |

company's community relations strategies were not considered to be effective.

Qualitative Analysis

In order to balance the results of this research, an interview was conducted with a public relations representative of Shell Petroleum Development Company.

Shell's Response to Oil Spill Reports in Ogoni Community

The Social Responsibility Adviser of SPDC, whose name has been withheld, claimed that it usually took the company 24 hours to respond and attend to oil spillage reports in Ogoni community. The Adviser stated that, "In dealing with oil spill situations, it is advisable to react promptly to the calls. This is because the longer the delay to respond, the deeper the spread of oil into the soil and water". He also stated that during the course of responding to the reports of oil spills, the organisation usually engaged in Joint Investigation Visit. The joint investigation visit is the coming together of the representatives of SPDC, the community and regulatory bodies to determine the cause of the spill.

Community Relations Strategies Used by SPDC to Manage the

Aftermath of the Spills

Regarding the community relations strategies carried out by SPDC in dealing with the aftermath of the oil spills in the community, the Social Responsibility Adviser claimed that SPDC carried out a campaign called *The Grassroots Campaign*. According to him, the grassroots campaign was carried out on the 6th of March, 2014 in twelve centres across the four local governments to enlighten the Ogoni people on the dangers of oil theft, sabotage and vandalism. He also stated that another community relations campaign carried out is the Global Memorandum of Understanding (GMOU) which takes care of trainings, building and development projects in the Ogoni community. The GMOU also helped in dividing the community into manageable clusters to enable the indigenes to monitor SPDC's lines of operations. He went further to state that SPDC had provided alternative source of livelihood for community members by training them in welding and fabrications, sowing, catering and agriculture in order to take their attention away from vandalising the oil pipelines. Furthermore, he said that SPDC was about to embark on a new community relations campaign called *Ogoni Restoration Project*, which would entail the provision of

drinkable water, health clinics in motion and adequate environmental restoration techniques.

SPDC's Compensation for Community Members Affected By Oil Spill

The Social Responsibility Adviser claimed that SPDC gave monetary compensation to those affected by operational spills and other organisational activities. The company compensated indigenes based on the economic value of their loss, which could be their farmlands or fishing ponds. However, if the oil spill is as a result of sabotage by third party interference, the organisation does not compensate the community members.

Discussion

This study sought to examine the frequency at which the Ogoni community was exposed to oil spillage. Table 1 indicates that the respondents believed that year 2014 had the highest experience of oil spillage in recent times, suggesting that oil spill was still a continuous problem. Furthermore, it is evident in Table 2 that majority of the respondents experienced pollution of

water from the havoc caused by oil spill, thereby causing the community to suffer shortage of adequate drinkable water and exposure to the many health hazards.

The same table also shows that many of the farmers were affected by the oil spill incidents which upset their livelihood and the economy of the community. The majorly factor responsible for oil spill as presented in Table 3 was vandalism. Nwilo & Badejo (2005) agree with Table 3, as they identified vandalism as one of the causes of oil spill in Niger Delta, which has resulted to loss of N7.7 billion in 2002.

The data obtained from the Table 4 shows that 51.9% of the respondents agreed that SPDC provided them with medical clinics while 24.4% agreed to have received monetary compensation from the company. This supports the claims of the Social Responsibility Adviser of SPDC, as he said that "SPDC carries out community development projects through the GMoU and gives monetary gifts to those directly affected by the oil spills". While some respondents agreed to have received some form of community relations aid from SPDC, however, about 23.7% of the respondents claimed that they had not received any form of community relations aid. While this may seem like selective compensation on the part of the company, it is also possible that some

of the people who were not compensated were victims of vandalism-induced oil spill, for which the company paid no compensation.

Furthermore, Table 5 indicates that 33.3% of the respondents admitted that SPDC carried out some community development projects to manage oil spills and 28.1% believed that SPDC had taken adequate steps to restore the environment of Ogoni community. Nevertheless, a large number of the respondents believe that SPDC had failed to carry out community development projects to manage oil spills. While it is understandable that no organization can be expected to provide a hundred percent satisfaction to every member of its host community, Table 5 still shows that high percentage of the respondents believed that SPDC had not taken adequate steps to restore the environment and had failed to carry out enough community development projects to manage the aftermath of oil spill situations in Ogoni.

From the data collected from the interview, the Social Responsibility Adviser of SPDC claimed that the organisation's response to oil spill reports took 24 hours because delay in response would further damage the environment. However, in Table 6, about 47.1% of the respondents believed that SPDC did not respond promptly to oil spill reports. This finding is supported by the report of Radical (2015) on the Ogoni

struggles. The environmental effects of having more than 100 oil wells in Ogoni territory had been severe and response to oil spills was slow and often very damaging (Radical, 2015).

Table 7 also shows the perception of the Ogoni indigenes about SPDC's community relations strategies and their compensation to the community for oil spill incidents. The result did not reflect the claims of the Social Responsibility Adviser that SPDC engaged in community relations campaigns such as the GMoU, training of the community members and the grassroots campaign. This is because almost all the respondents disagreed that SPDC's community relations strategies and compensation towards managing oil spill was effective. Also, 55.2% of the respondents did not perceive the implemented actions for restoring the Ogoni environment to be effective and 49.3% did not believe oil spills were managed well.

Conclusion and Recommendations

The Ogoni people were not satisfied with the way SPDC handled the aftermath of oil spillage in their community. This shows that SPDC had not been able to meet the expectations of the communities, thereby failing to create a cordial environment for them to operate in Ogoni community. Majority of the

respondents, 55.2%, perceive SPDC's environmental restoration programmes and community development project as ineffective. There is always the need to put into consideration the environment and people of the community in which a business operates in order for the business to flourish and that is why the triple bottom line theory is very much important for organisations to practice as their work ethics or operational codes. Consequently, the following are the specific recommendations of this study:

1. The oil company should carry out consistent assessments of its community relations activities within the community. This will help to have a true picture of how its activities are perceived among the people.
2. There should be an improvement in the oil company's response rate to oil spill reports.
3. The direct interaction between the company and the community should be enhanced. This will ensure the community is awareness of all the activities of the company.
4. The communities should set up a structure to prevent vandalism of pipeline. The implications of vandalism are usually more detrimental to

the communities and would not even merit compensation from the company. Hence, community heads should also participate in enlightening members of the dangers and long-term consequences of vandalism.

References

- Amnesty International. (2009). Oil industry has brought poverty and pollution to Niger Delta.
- Amodu, L.O. (2013). Community relations strategies and conflict resolution in Niger Delta: A study of three major oil companies. Germany: LAP Lambert Academic Publishing.
- Amodu, L. & Sobowale, I. (2015). Multinational oil companies' channels of communication and conflict resolution in the Niger Delta. *Fort Hare Papers*, 2 (1), pp.1-17.
- Baskin, O., Aronoff, C. & Lattimore, D. (1997). *Public relations: The profession and the practice*. New York: McGraw-Hill Companies, Inc.
- Hamilton, D (2011). Oil and gas companies and community crisis in Niger Delta: American review of political economy. Vol 9, No 1, pages 3-17. Retrieved from, <http://www.arpejournal.com/arpevolume9number1/hamilton.pdf>.
- Investopedia. (n.d). Triple bottom

- line definition. Retrieved November 1, 2014 from, <http://www.investopedia.com/terms/t/triple-bottom-line.asp>.
- Kalejaye, K. (2015). 9000 cases of oil spills recorded in Nigeria Annually. Retrieved March 20, 2016 from <http://biztellers.com/2015/08/%E2%80%8E9000-cases-of-oil-spills-recorded-in-nigeria-annually/>.
- Nigerian National Petroleum Corporation. (n.d). History of Nigerian petroleum industry. Retrieved October 12, 2014, from [http://www.NNPCgroup.com/oil & gas in Nigeria.html](http://www.NNPCgroup.com/oil&gasinNigeria.html).
- Nwilo, P.C and Badejo, O.T (2005). Impacts and management of oil spill pollution along the Nigerian Coastal Area. In administering marine spaces: international issues. Fig publication no 36. Pp 119-133, ED(s) Sutherland et al. Retrieved from , http://www.fig.net/pub/figpub/pub36/chapters/chapter_8.pdf.
- Osagie, S. O., Ibaba, S. I. & Watts, M. (2009). Introduction: Reflections on the Nigerian State, oil industry and the Niger Delta. *Journal of African Development*, 11 (2), 9-26
- Peak, W. J. (1991). Community relations. In P. Lessly (Ed), *Hand book of public relations (4th ed)*. New York: AMACOM.
- Radical. (n.d). Factsheet on the Ogoni struggle. Retrieved January 26, 2015 from, <http://www.ractical.org/corporations/Ogonifacts.html>. Retrived April 20, 2015 from, <http://www.amnesty.org/news-and-updates/news/oil-industry-has-brought-poverty-and-pollution-to-niger-delta-20090630>.
- Rim-Rukeh, A., Ogbemi, O. B. & Imide, I. O. (2008). Corporate social responsibility as a strategy to reducing conflict between oil companies and host communities in the Niger Delta, Nigeria. In E. M. Mojaye, E. Arhagba, E. Soola & L. Oso (Eds), *Media, Dialogue, Peace Building and Reconciliation: Conference Proceedings*, 6-8 August, 2008 (pp.645-657). Abraka: ACCE, Delta State University.
- Saiyou, B. (2006). *Transnational oil corporation relationship with oil producing communities in Bayelsa State: A comparative analysis* (Unpublished doctoral dissertation). Institute of African Studies, Department of Peace and Conflict Studies, University of Ibadan, Ibadan, Nigeria.
- Shell Global. (n.d) The shell history. Retrieved October 8, 2014, from [http://www.shell.com/global/aboutshell/ who-we-are /our history](http://www.shell.com/global/aboutshell/who-we-are/our-history). Html.

Udoudoh , F.P (2011). Oil spillage and management problems in the Niger Delta, Nigeria. Vol 2, No3.Retrieved February 10, 2015 from , http://www.cepajournal.com/index.php?option=com_bgid=1038&Itemid=87.

Umich. (n.d). Oil: the curse of the Ogoni. Retrieved February 10, 2015 from , [http://www.umich.edu/~snre492/cases_03-](http://www.umich.edu/~snre492/cases_03-04/Ogoni_case_study.htm)

[04/Ogoni_case_study.htm](http://www.umich.edu/~snre492/cases_03-04/Ogoni_case_study.htm).

University of Wisconsin. (n.d). Sustainable management: understanding sustainability and the triple bottom line. Retrieved November 1, 2014 from, <http://www.sustain.wisconsin.edu/about.sustainable.management/>.

Unrepresented nations and peoples organisation (2008). Ogoni. Retrieved December 29, 2014, from <http://www.unpo.org/members/7901>.