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**RESPONSIVENESS OF OIL AND GAS COMPANIES TO
DEVELOPMENTAL NEEDS OF OIL COMMUNITIES: A CASE OF
THE PEOPLE OF ELLEMBELE DISTRICT**

CECILIA AKPENE SABAH

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DEDICATION

This research work is dedicated to my Father Mr. Felix Kwashie Sabah. I still mourn his passing. He was the kindest, most generous spirit I have ever known, and that what is best in me I owe to him.

To Mrs. Florence Foluke Babatope for her tremendous love and guidance, encouragement and unwavering support of my educational goals.

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Thank you all for your enormous support and encouragement and for doing everything that you could to make this sometimes difficult process easier for me.

I love you all!

DECLARATION

I, **CECILIA AKPENE SABAH** author of this dissertation hereby declare that this dissertation submitted is wholly my work. Any other contributors or sources have been duly referenced and acknowledged.

This thesis has not previously been submitted for academic examination towards any qualification.

Signed: -----

Date: 30/10/2015

CECILIA AKPENE SABAH
[STUDENT]

This work has been submitted for examination with my approval

Signed: -----

Date: 30/10/15

WILBERORCE S. DZISAH (PH.D.)
[SUPERVISOR]

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“And we know that all things work together for good for those who love God, to those who are called according to His purpose” (Romans 8:28, NKJV)

Abstract

Contemporary demands due to the end of the cold war, globalisation, revolution in information technology and the bifurcation of world politics have all dictated the re-examination of corporate-community relationship and instigated a movement towards corporate social responsibility practices. Therefore, the study sought to investigate responsiveness of oil corporations to development needs of host communities. The objective of the study was to: investigate how the Ellembelle District Assembly comes up with developmental needs of the people, determine how the Ellembelle District Assembly communicates their developmental needs to development partners, examine how oil and gas companies come up with their development programmes for host community, find out the level of responsiveness of oil companies to development needs of host communities and to possibly develop a communication strategy to assist both district assemblies and oil and gas companies in development partnership. The empirical data was generated from Eikwe and Sanzule communities in Ellembelle District using a systematic random sampling technique. The findings revealed that although participatory approaches are used in identifying development needs of the communities, it appears to be a bottom-up approach heavily influenced by a top-down approach.

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ABBREVIATIONS

ADF	Akassa Development Foundation
BP	British Petroleum
CERES	Coalition for Environmentally Responsible Economies
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
CFUGS	Community Forest User Groups
CLOs	Community Liaison Officers
CTP	Cape Three Points
DPCU	Development Planning Committee Unit
EDA	Ellebelle District Assembly
GNPC	Ghana National Petroleum Corporation
GNP	Gross National Product
IAD	Institutional Analysis and Development
IFC	International Finance Corporation
IMF	International Monetary Fund
MNCs	Multinational Corporations

NGO	Non-Governmental Organisation
O & OD	Opportunities and Obstacles to Development
PAR	Participatory Action Research
SPC	Spatial Planning Committee
WBED	World Bank Environment Department

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CHAPTER ONE

INTRODUCTION

1.1 Overview of Ghana's Oil and Gas Sector

Oil beyond a shadow of doubt is a priceless natural resource with unique traits. These include: its unique role as a common natural heritage of a country and the motor of global industrialisation, deplete ability, price volatility and consequent boom-bust cycles, especially high capital intensity and technological sophistication, enclave nature, and the exceptional generation of profits that accrue to the state and to private actors (Karl, 2007).

The blessing of oil is undoubtedly seen in the enormous financial revenue it generates for oil producing countries and organisations. Proponents of oil led development hold the position that nations that are blessed with this priceless natural resource could base the development of the country on it. The argument here is that there are enormous potential benefits ranging from job creation, increased government revenue to aid in poverty reduction, economic growth, transfer of technology, to the improvement of infrastructure and the encouragement of related industries (Sabah, 2010).

Critics opposed to the view of the proponents hold the notion that oil exporting countries to date particularly in Africa, on the contrary, exhibit a sharp contrast. The consequences have tended to be negative including slower than expected growth, barriers to economic diversification, poor social welfare

performance, and high levels of poverty and inequality, unemployment and crime (Karl, op.cit).

After two decades of search for oil reserves in Ghana, the country finally struck oil off Cape Three Points in the Western Region. The deep sea discovery with a depth of three thousand four hundred and twenty-six metres (3, 425.8) was the handiwork of Anadarko Petroleum Corporation, Tullow Ghana Limited, Ghana National Petroleum Corporation (GNPC) and others. Experts say the oil is of premium quality and one of the best in the world and very expensive on the international market (Achiaw & Okine, 2007).

The 'Jubilee Field' (named for the fact that it was discovered in the year the country celebrated fifty years of independence) is situated sixty kilometres (60km) offshore between the Deepwater Tano and West Cape Three Points blocks, approximately sixty-four kilometres (64km) offshore and one hundred and twenty-eight kilometres (128km) southwest of the port city of Takoradi. It is located at a water depth of one thousand one hundred metres (1,100m). Equity partners of the Deepwater Tano block are Tullow with forty-nine percent (49.9%), Kosmos with eighteen percent (18%), Anadarko with eighteen percent (18%), Sabre Oil and Gas with four percent (4.05%) and GNPC with ten percent (10%) carried interest. The West Cape Three Points Block is operated by Tullow with fifty percent (49.95%), with the following partners: Kosmos with thirty one percent (30.88%), Anadarko with thirty one percent (30.88%), GNPC with ten percent (10%) participating interest, EO

Group with three percent (3.5%) and Sabre Oil and Gas Holdings Limited with two percent (1.85%) working interest (Offshore Technology, 2015).

In February of 2010, Tullow Oil Plc announced yet another significant discovery in Ghana's deep seas, measuring about two hundred and forty feet (240ft) off the coast of Ghana. This new field is in close proximity to the Jubilee Field and has been confirmed to produce up to fifty-five thousand barrels of oil per day (55,000bpd) which could increase to one hundred and twenty-thousand barrels of oil per day (120,000bpd) (Tullow Oil Plc, n.d). Yet another announcement was made in March 2011 of another discovery in the high quality sandstone reservoirs of the Deepwater Tano area (Owo-1, renamed Enyenra) which is also expected to be a major light oil field (Normor, 2011). More explorations are expected to be done in the future for oil wells. The first shipment of oil from the Jubilee Field left the shores of Ghana in January 2011 on-board a Libyan vessel carrying a shipment of eighty-six thousand three hundred and twelve (86,312) metric tons of crude oil (Reporting Oil and Gas, 2011).

The discovery of the Jubilee Field generated enormous interest in the country's oil production potential. The approximation was that production capacity could reach a level of one hundred and twenty barrels (120,000b) of oil each day by middle of 2010, along with significant quantities of gas. The Jubilee Field has six hundred million barrels (600mb) of proven reserves and one billion barrels (1.2bb) barrels of probable reserves (Oxfam America, 2009). According to (Borum, 2007) estimates of the total amount in the

neighbourhood of over a billion barrels make it one of the major recent finds in Africa. The Jubilee Field has potential revenue estimated at about one billion dollars (\$1 billion) per annum on an average crude oil price of sixty dollars (\$60) per barrel. The International Monetary Fund (IMF) has speculated that over the period 2012 to 2030 Ghana government revenue from oil and natural gas could reach as high as \$20 billion (International Monetary Fund, 2008).

Although Ghana's oil sector is relatively young as compared to other countries in Sub-Saharan Africa, activities of these oil companies have many elements from encompassing employment issues, environmental problems and local community expectations. These projects are sometimes labelled as mere philanthropy in the western world and do not appear on Corporate Social Responsibility (CSR) radar screens, but in many developing countries—particularly in Africa—corporations are expected to assist their local communities actively.

1.2 Research Setting

▪ Ellebelle District Assembly

The Ellebelle District being one of the twenty- two (22) Districts in the Western Region of Ghana is located on the southern part of the region between longitudes 2°05' W and 2°35' W and latitude 4°40N and 5°20N. The District shares boundaries with the Jomoro District to the West, Wassa Amenfi West District to the North, Nzema East Municipal to the South – East, Tarkwa

– Nsuaem Municipal to the East and a seventy kilometre (70 km) stretch of sandy beaches to the south. It covers a total area of about one thousand, four hundred and sixty-eight square kilometres (1,468sq.km.), which constitutes about nine percent (9.8%) of the total land mass of the Western Region. The District has one constituency, the Ellembelle Constituency with a total of seven (7) Area Councils and thirty-one (31) Electoral Areas.

The Ellembelle District Assembly (EDA) was created in December 2007 by L.I. 1918 and inaugurated in February 2008. It was carved out of the then Nzema East District, now Nzema East Municipal. The District has undergone the implementation of two (2) Medium Term Development Plans namely GPRS II (2006 – 2009) and Ghana Shared Growth Development Agenda (GSGDA) I, (2014-2017), of which the former was an adopted plan from the erstwhile Nzema East District Assembly now a Municipality.

Despite its few years in existence, the District managed and complemented the national efforts of achieving a middle income status with interventions geared towards job creation and increased household incomes as well as general living condition of the people. The priority areas were improved road network, improved sanitation conditions, improved access to safe water, enhanced social services especially health and education, among others as spelt out under the seven thematic areas of Priority namely Ensuring and Sustaining Macroeconomic Stability; Enhancing Competiveness in Ghana's Private Sector; Accelerated Agriculture Modernization and Sustainable Natural Resource Management; Oil and Gas Development; Infrastructure; Energy and Human Settlement; Transparent and Accountable Governance and

Human Development; Productivity; and Employment (Ellembelle District Assembly, 2014).

1.3 Problem Statement

Participation and self-help are regarded as the best routes for development assistance by organisations as diverse as the World Bank and Oxfam. A central idea expressed in the World Bank's Comprehensive Development Framework is that the 'doer' (a person, a community, a country) needs to be 'in the driver's seat' and actively help itself (Andrews, 2013). However, contrary to this best development practice advocated by the World Bank or Oxfam, CSR initiatives have often been conceived by the 'helpers' in air-conditioned offices of oil companies and consultancies rather than through ongoing participation with the beneficiaries. Where oil companies have consulted local communities, the consultation exercises have usually been superficial and grossly inadequate.

Oil corporations fail to integrate CSR initiatives into larger developmental plans. Given the corporate objectives of firms and the practical problems of executing CSR schemes, it is not surprising that corporate social initiatives rarely form part of larger regional development plans. Most basically, perhaps, as oil companies are not development agencies, they do not tend to prioritize overall development goals, therefore, involvement of local communities is inherently constrained by the companies' lack of developmental expertise and the technical/managerial approaches of oil company staff. Therefore, the

problem statement will be posited as follows: “how do oil companies in Ghana respond to developmental needs of host communities”?

1.4 Objectives of the Study

The overall goal of the study was to examine how oil and gas companies in Ghana respond to developmental needs of host or oil communities.

More specifically, the study sought to:

- Investigate how the Ellembelle District Assembly comes up with developmental needs of the people.
- Determine how the Ellembelle District Assembly communicates their developmental needs to development partners.
- Examine how oil and gas companies come up with their development programmes for host community.
- Find out the level of responsiveness of oil companies to development needs of host communities.
- Develop a communication strategy to assist both district assemblies and oil and gas companies in development partnership.

1.5 Research Questions

The research questions identified for the study are:

- What role do community members play in the decision making process of community’s development needs?
- How do District Assemblies come up with their development projects?
- What is the level of communication between District Assemblies and their development partners?

- How are the development needs communicated to the Development Partners?
- What goes into the design, planning and execution of development programmes by Oil and Gas companies?

1.6 Significance of the Study

The completion of the study would not only serve as an academic exercise, but also add to the existing body of knowledge in an emerging area of interest in Ghana's developmental agenda. The study report could also be a source of information providing empirical, accurate and realistic information to Ghana's oil and gas sector on the development of an oil region. Arguably, the outcome of the study has the potential to deepen the application of strategic communication in community development to assist stakeholders in their effort to develop an oil region. The outcome or findings would produce knowledge that will promote originality and serve as a reference material for others in the field.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter assesses the current literature on development communication, focusing on both vertical and horizontal approaches to communication in development. In order to gain an in-depth understanding of the issues around this topic, a general historical overview about the origins, purpose and main paradigms of development and how they relate to communication has been undertaken. The first part of the chapter provides an overview of the main theoretical approaches concerning development, including how it is shaped within the current globalisation process. The concepts of communication and participation in development are also discussed in detail before going into the section dealing with the paradigms of development communication. The last section deals with literature on studies related to community development and the role of the extractive industry with particular emphasis on the oil and gas sector.

2.2 THERORETICAL FRAMEWORK

2.2.1 Overview of international development

Development as an idea and practice within the context of humanity was popularised in the post-World War II era. It was meant to define the course or path through which nation states and social order outside of North America and Europe were to be converted into modern, developed countries from what

the industrialised North perceived as primitive and rudimentary, backward and underdeveloped. A former President of the United States, President Harry S. Truman, a Democrat in his inaugural speech on January 20, 1949, says the fourth objective of his foreign policy is that,

“We must embark on a bold new program for making the benefits of our scientific advances and industrial progress available for the improvement and growth of underdeveloped areas. More than half the people of the world are living in conditions approaching misery. Their food is inadequate. They are victims of disease. Their economic life is primitive and stagnant. Their poverty is a handicap and a threat both to them and to more prosperous areas. For the first time in history, humanity possesses the knowledge and skill to relieve suffering of these people. The United States is pre-eminent among nations in the development of industrial and scientific techniques. The material resources which we can afford to use for assistance of other peoples are limited. But our imponderable resources in technical knowledge are constantly growing and are inexhaustible”. (Harry S. Truman Library and Museum, 1949)

When Truman claims that the role of wealthy nations is to address the problem of ‘underdevelopment’ of other countries by waging a war against the poverty that affected more than half of the biosphere, his vision has been the commencement of “the development project”. It embraces a global programme devoted to assisting indigenous economies, while at the same time endorsing the spread of democratic values and institutions. Truman made it

clear that achieving greater production, through the application of scientific methods and technological knowledge, would lead to peace and prosperity for the whole world (Mefalopulos, 2003). Thus, the classification of humanity into “developed” and “underdeveloped” has become the most natural thing in the world. Development concepts, initiatives, and their presumed benefits have been guided by geographies constructed by the dominant institutions. Thus, concepts such as the Third World, Oriental, African, and North-South have become stereotypes. Third World countries or poorer enclaves within them are viewed as net receivers of development assistance (Melkote and Steeves, 2001:155).

Development has become one of the pre-eminent issues of our time; a disputed, complex and contentious phenomenon. With interest and emphasis on the worlds’ most vulnerable people and groups- the underdeveloped, the marginalized and countries in the periphery – development continues to capture our imagination (Peet & Hartwick, 2015). In conventional usage, development denotes a change from one level to another, often with some improvement in size, and quality of some sort. It could also be viewed as a change of humanity towards a brighter prospect, envisaged through political and economic growth, improved infrastructure and increased literacy rates and, longer life expectancy rates. Some critics however, see development in less utopian terms. Some critics view development as practices that enable the ‘haves’ (rich) to eternally live off the ‘have-nots’ (poor) and also, that which appropriates more money and supremacy for a small global minority. Others

also perceive a world-view that so dominates our mind's eye that we are incapable of thinking about any other alternatives.

Some intellectuals have considered development as a capricious construction aimed at keeping the privileges of the developed countries. According to Esteva (1992) the origination of underdevelopment is a technique for the Global North to propagate its global dominance. Framing human development in economic terms makes it easier for these states to maintain their dominance, not any more through imposing their military might, but using their equally effective economic strength (Ibid).

In assenting to the idea that development is conceived and used by the West to continue its domination in the post-colonial era, Escobar (1995) asserts that the “problematization” of poverty has been the means for allowing and justifying outside intervention in developing countries. Circumstances of poverty have existed with mankind throughout history and as such most civilizations developed ways to deal with it through community boundaries and other social mechanisms. Massive poverty according to Escobar (Ibid) came about only with the rise of capitalism that broke down community ties and deprived many people from access to the most basic resources such as land, water, and shelter. In his view once the poverty problem has been constructed, properly framed and legitimized, the richer nations are up with the solution: “modernize” backwards countries, and their people, and make everybody follow in the footsteps of the most successful Western countries (Ibid).

Rostow (1960 cited Mefalopulos, 2003) maintains that all societies are expected to go through certain specific phases of economic growth, based on certain assumptions of the capitalist economy. Modernization therefore, became the key concept in attempting to promote and strengthen a successful economic growth around the world. In order to achieve that goal, most financial and human resources devoted to development have been channelled through projects. In this case, framing development through projects presented a number of advantages for those holding positions of responsibility both at national and international levels (Ibid). On one hand, this conception is not only consistent with the scientific, measurable approach of the Western model, but it allows for a greater degree of control, both political and economic, by the donors. On the other hand, recipient countries found the project approach quite convenient as they could implement activities that they would not have had the capacity to carry out otherwise (Ibid).

The role of projects became so synonymous that in many cases they became not just the focus, but the end point of development efforts (Teke, 2011). The role and rationale behind “the project approach” does not appear to be questioned by any major player of the development world, despite the fact that overall a large number of development projects failed to produce significant results. A number of factors are blamed for those failures. Among them, the most common is the insufficient involvement of the people who should be the central components in the process of development (Mefalopulos, op.cit).

2.2.2 The Role of Communication in Development: Main Theoretical Approaches

Modernization Theory

This theory of development became popular after World War II, when American social scientists were called upon to study the problems of development in Third World countries. This move dominated the field of development in the 1950s and was aptly termed “dominant paradigm” by Everett Rogers (Narula, 1994) as it applied a dominant influence in the field of development. This model of development is essentially one of growth that accentuates productivity, economic growth, industrialisation, urbanisation, centralised planning and endogenous factors of development. Gross National Product (GNP) was used to measure development (Melkote & Steeves, 2001).

“Heavily influenced by the evolutionary theory, American social scientists conceptualised modernisation as a phased, irreversible, progressive, lengthy process that moves in the direction of the American model. Strongly influenced by Parson’s functionalist theory, modernity was seen as incompatible with tradition” (Juergensmeyer, 2014:302)

In an effort at attaining development, this model rejected preceding and existing histories of nation states and measured them as extraneous to the enterprise of modernisation. Communities were stripped of their histories and cultures, and a technocratic plan was constructed for their future. Thus, objects of development were treated in a historical vacuum that precludes any analysis

of previous initiatives and their harmful effects. The development endeavours have been largely emulative, and therefore, in many instances misdirected (Melkote and Steeves, op.cit). In modern times, often a few elites who make a minority in communities, and who have western positioning take major decisions in respect of the present; people themselves having little say in matters (Juergensmeyer, op cit).

Modernization, also known as the dominant paradigm, considers development as a linear, cumulative, evolutionary and unidirectional process (Serveas & Malikhao, 2003). Communication and media in particular, has been regarded as a primary instrument needed to achieve, maintain and strengthen modernity. Communication in this paradigm has been conceived as a one-way process passing messages from one point to many others, usually in a vertical, top-down approach. The main role of communication in this paradigm has been that of promoting the adoption and expansion of modernization practices. The “top-down structure of authority” ascribed to this paradigm by Melkote (1991) does not apply only to the economic and political dimensions, but to every aspect of social life, including communication.

The basic model is a one-way linear communication flow with a sender passing a message to a receiver (often a mass audience) through certain channels. The earlier models related to this paradigm, for example the hypodermic needle and the magic bullet theories, ascribed an overwhelming influence to media, considering the receiver as a ‘sitting duck’ at the mercy of the sender (Croteau & Hoynes, 1997). The theory implied that the media has

the power to inject highly influential messages directly into passive and susceptible audiences. These audiences according to the theory have no other sources of information by which to compare the media's messages and more importantly, they have no choice but to act on those messages. With time, communication studies reviewed the influence of media and it was acknowledged that their impact was not as direct and paramount as believed earlier. Theoretical models, such as the selective perception theory, two-step flow and the diffusion theory, recognized that audience's response is a more multifaceted phenomenon than originally envisioned, but did not question the validity of the one-way flow of information vertically going from the top to the bottom.

Despite all the financial and human resources injected into developing countries, the modernization approach has not resulted in successes. One of the major points raised against modernization by many of its critics, consists in the predominant, if not exclusive, focus on the economic dimension, thus neglecting other aspects of human life. And yet, it appears the modernization paradigm critically failed precisely in its main mission: that is to foster economic growth in Third World countries. In the name of development and progress, the state has unleashed violence against its citizens, especially on those who are powerless. Mega development projects such as hydroelectric dams, nuclear power plants, highways and mines have misplaced local people from their land, their livelihoods and their communities (Stanley, n.d.). The World Bank Environment Department's (WBED) estimate that roughly ten million (10m) people globally are displaced each year due to factors such as

dam construction, urban development, and transportation and infrastructure programmes (Ibid). Often such displaced peoples have been rehabilitated or compensated for their loss but the economic dislocation from their sources of livelihood has not been critically addressed.

The overall approach to modernizing the developing world eventually ran into problems. Experts soon learnt that development was not restricted to just building roads, piping water, and distributing electricity. Neither was it limited to increasing farm yields per hectare or switching farmers over to cash crops. Many of the agricultural extension projects failed because farmers were unwilling to forgo their time-tested ways for bizarre new methods as well as being apprehensive of planting exotic crops which they could not eat but had to sell for money with which to buy food from the market. (Beltr n, 1993).

Over-riding the outlandish information communicated to the people was a bigger problem. Wrong solutions have been offered to people because they are not involved in the central planning of development projects. Central planning also deprived people of ownership of local development plans. Development became the responsibility of the government. Whereas in the past, farmers would collectively maintain traditional water sharing system, under modernisation they became side-lined by workers of irrigation authorities who built new channels and dictated the release and termination of water supply. Eventually when the irrigation channels broke down, farmers, believing that the system did not belong to them, just waited for these same workers to turn-

up to repair them rather than fix the problem themselves. If they did not, the system was abandoned (Ibid).

Everett Rogers openly acknowledged some of the main flaws announcing “the passing of the dominant paradigm” (Rogers, 1976). He started to reflect upon those flaws and paid more attention to the people at the other end of the development equation by recognizing the need for a different, more people-based, approach. Nevertheless, he still could not escape from the boundaries of the traditional vertical and linear communication model (Mefalopulos, 2003).

2.2.3 Top-Down Approach to Development Communication

Akin to the dominant paradigm of development, in a top-down approach to development arrangement, projects meant as interventions for development are decided upon by experts with minor or no contribution from beneficiaries. The responsibility of setting rules and regulations governing the project are initially established by the implementing organisation and adhered to during the course of implementation. One of the arguments for the need of this type of institutional arrangement is that an external agent is necessary to prevent the tragedy of the commons, that is, overuse or mismanagement (Imperial & Yandle , 2005).

The top-down model has a significant theoretical and practice history, preceding the bottom-up or horizontal model. The vertical model is designed around the use of professional leadership provided by external resources that plan, implement, and evaluate development programmes (Macdonald. 1995).

Communicating development programmes in communities using this model naturally focus on rendering expertise leadership to the development process coupled with supportive concrete services. Through the process of residents following the outside leadership and gaining access to the services offered by the program, changes within community residents' perceptions, behaviours and ultimately their standard of living are believed to occur.

Top-down approaches to development are often seen in CSR responsibilities of corporations or institutions. According to Frynas (2005), the oil and gas sector has been among leading industries spearheading CSR activities. Oil Multinational Corporations are attaching significant value to their social and environmental impact and seek to engage more with local communities than they used to in the past. Oil corporations have also been welcoming to major international CSR initiatives such as the Kofi Annan's Global Compact and the Global Reporting Initiative (established by the Coalition for Environmentally Responsible Economies, CERES). Oil Companies have initiated, funded and implemented important development projects for communities. The International Finance Corporation (IFC) of the World Bank Group reports that during the reporting year 2014, IFC's oil, gas and mining client companies contributed to approximately US\$4.7billion to government revenues created or sustained about ninety-two thousand (92,000) direct jobs and supported local communities with US\$49million of dedicated community-related spending (International Finance Group, 2014).

However, it appears that development projects conducted and communicated in a top-down manner often has devastating consequences. Non-participation by beneficiary communities to outright rejection of such development programmes are just a few of the consequences. According to Peet and Hartwick (2015) such projects are often characterized by accusations of poor implementation or no implementation at all. In an article by Frynas (2005) on CSR and International Development, the author critically evaluated recent claims about the positive role that CSR could play in contributing to international development goals such as poverty alleviation and health improvements. The article suggested that many of the recent claims about CSR contribution to international development were unjustified based on four arguments: (a) lack of empirical evidence; (b) analytical limitations of CSR; (c) constraints of the business case for CSR; and (d) unresolved governance questions. The article further implied that private institutions are unlikely to act as successful development actors without corporate governance reforms, which would align the interests of non-traditional stakeholders with corporate interests (Ibid). Frynas further argues that international development priorities may misalign the intrinsic interests of shareholders and company executives. The current CSR agenda therefore, seemed inappropriate for addressing international development goals (Ibid).

The Ghanaian oil industry is relatively new, and thus it will be difficult to speculate fully the form or scope that top-down approaches to development often in the form of CSR activities have taken. A study by Sabah (2010) into the expectation of the people of Cape Three Points (CTP) and Princess Town

(host communities) in light of the oil find established that inhabitants who were largely ignorant of Ghana's Oil find anticipated a high level of development initiated both by government and the oil corporations. Community members interviewed at CTP expressed a sense of hopelessness with regard to being listened to and a visit to CTP revealed that no company has been in direct contact with the people. It is unclear how notions of "creating shared prosperity" or "partnering with communities" will be upheld if the said communities have not yet been visited (Andrews, 2013). The Nigerian example where crude oil exploration in commercial quantity began as early as the late 1950s (Idemudia, 2010) thus offer a good case. The need for a good relationship cannot be overemphasized because in the context of oil-fuelled violence in the Niger Delta, a poor relationship and the misrepresentation of facts and figures have played a key role (Idemudia, 2007).

2.2.4 Participatory Paradigm of Communication and Development

Participatory communication approach was conceived more than two decades ago. Since then, its principles have been welcomed by development communicators. In contemporary times, the principles drive a significant number of communicators from non-governmental organisations, and to a lesser extent, the programmes of government and agencies (White, 1994).

Emerging in the 1970s, participatory approaches in development began to question the top-down approach of development in the 1950s and 60s. This

approach seeks to engage local populations in development projects. Central to this theory is the notion that there is no universal development model and, that development is an integral, multi-dimensional, and dialectic process that can differ from society to society (Yoon, 2004).

In the participatory approach, foundation is found with the community, and development needs are managed by people who are from and live in the communities rather than being identified by distant, expert elites.

“These needs and desires could be discovered in the local community, since it is at the local community level that the problems of living conditions are discussed and interactions with other communities elicited. If local communities were to identify their central problems, to articulate and define the goals of development projects, and to decide upon the appropriate measures to improve their own condition, then communication was a necessary component of any developmental effort. The aim of communication in the new paradigm was to allow for the exchange of ideas, beliefs and proposals among members of the community. The new methods were based on the principle of dialogue, and media became the means of expression of the community, rather than for the community” (Sparks, 2007).

Central to its methodology is recourse to a systemic methodology and the implementation of horizontal processes in which the people are directly associated with the communication process and are thus, more likely to formulate their problems themselves, become aware of new possibilities, and

take their knowledge and their viewpoints into consideration in the communication process (Besette, 1996).

Interpersonal approaches, community -based approach, speech, traditional and folk media, and group activities were considered the most appropriate instruments for supporting the participatory approach. This early thinking ignored the mass media by not suggesting any roles for them. Practitioners in the mass media responded by innovating their own approach towards participatory communication. Community radio scored some of the early successes. The large, centralized model of the city-based station was replaced by small operations broadcasting on low-power transmitters owned by trade unions, churches and other communities. The people produced and voiced the programmes which were focused on local issues which were the most current and important to them. Such innovations made way for participatory communication to be practised at both the community or village level and at the broader regional or sub-regional level. Wider participation also allows for extensive networks of communication which build on traditional networks of information sharing within the communities (Yoon, 2004).

The uprising against modernization conceived various participatory approaches. They shared the common intent of actively involving people who were the 'subjects' of development in shaping the process (Ibid). The negotiated variant of participatory communication "recognises the centrality of structural constraints upon development projects and need for the population to be more involved in formulating the aims and methods of development

projects” (Sparks, 2007, p. 72). This variant argues that while structural constraints may be the keystone of the social problems it is seeking to correct, resolving them is a herculean task. Nevertheless, it considers that it is conceivable to settle for pretty less while make a significant change for the better. By so doing, it attempts to “develop a series of strategies as to how those changes that a social system is able to accommodate may be facilitated”

The negotiated variant is an attempted politicisation of the participatory model. However, politics cannot be divorced from a situation in which there is no equity in the sharing of wealth and power. The variant is very much conservative at heart irrespective of its good intentions (Ibid.). Pragmatically, although the negotiated variant is seen as the continuity variant of the dominant paradigm, they rest on different underlying assumptions. In the dominant paradigm, the state and expert are the point of origin for developmental change. In participatory approach, the community is the point of origin (Ibid).

Unlike the negotiated variant, which is more interested in favouring the powerful in a society who are more interested in desirable methods that can be used to solve problems, the radical variant is interested in identifying the most disadvantaged in society as those persons who are in more need of assistance and most likely to benefit from the intervention.

Participatory paradigm is not without its criticisms. Critics are of the opinion that it elaborates at a theoretical level but fails to provide specific guideline for

interventions. For instance, in cases of epidemics such public health crises, quick and top-down solutions could achieve positive results. Participatory communication overlooks expediency and is sluggish than centralised decisions, thus not advisable in cases that require prompt resolutions. In cases of long-term strategy, participatory approaches to development might be ideal but has shortcomings when applied to short-term urgent situations (Idemudia, 2007).

Participatory models were premised on Western styled philosophies of democracy and participation that do not fit political cultures elsewhere. Individualism rather than community and consensus lie at the heart of participatory models developed in the West. Participation can also promote division, confusion, and disruption that do little to solve problems. It often times profits the few elite and powerful active members of a community at the expense of the greater whole.

Participatory approaches usually avoided the issue that people who lived in non-democratic societies might be wary to participate out of fear of retaliation. Sometimes, members can also be manipulated into participating. This violates local autonomy and the possibility that members might not be interested in taking an active role. (Bessette, 1996).

There are those scholars who also argue that participation in decision-making is the most important form to promote. It gives people control of their lives and environment. At the same time the people acquire problem solving skills

and acquire full ownership of projects - two important elements which will contribute towards securing the sustained development of their community (Yoon, 2004).

Community development discourses centres on a broad based change that profits all of community members. It is grounded on the 'common sense' belief that if a community is well developed, it is better placed to meet the needs of their members. Without participation, it becomes a herculean task to develop communities. In simple terms, development of a community cannot take place without participation. Thus, in order for development project to be successful and sustainable, community members must be involved in the decision making process and implementation.

Idemudia, assessing corporate development partnership initiatives involving Exxon Mobil's business-non-governmental organisation partnership model, Total's business community partnership model, and Shell's business-state partnership model in Nigeria, concludes that " 'bottom-up' corporate partnerships appear to be a much more efficient and effective means for oil MNCs to deliver on their affirmative duties than any alternative approach" (Idemudia, 2010). According to Moon (2001), such non-profit engagement offers business an opportunity to demonstrate the substance of its social responsibility. Initially, most oil MNCs undertook such non-profit engagement directly and single-handedly, but recently the emphasis has shifted to the use of a partnership strategy to address issues of community development.

Community-driven or bottom-up approaches to development are based on the premise of community ownership and responsibility for the planning, implementation and monitoring of development projects (Gillespie, 2004). As a result, social capital is enhanced and a positive intercommunity relationship is enshrined and high community expectations are effectively managed. The bulk of financial investment in social infrastructure stays in the community. Unemployed youth in the community who take part in projects are able to make a living and also develop useful technical skills. Community-driven development models are consistent with the theory presented by Ostrom (1994) that, given the right conditions, communities will effectively manage their common pool resources and avoid the tragedy of the commons.

One weakness of bottom-up frameworks include further marginalization of the poor: Bottom-up frameworks are prone to elite control and competition with government programs and so face difficulties associated with scaling-up and sustainability (Gunjan, 2011). “The word ‘participation’ is kaleidoscopic; it changes its colour and shape at the will of the hands in which it is held” (Dagron, 2001)

2.3 REVIEW OF RELATED STUDIES

This review deals with books, journals, reports, articles and any other related literature that could be of value to the study.

Contemporary demands due to the end of the cold war, globalisation, revolution in information technology and the bifurcation of world politics have all dictated the re-examination of corporate-community relationship and instigated a movement towards corporate social responsibility practices. Within the global oil and gas industry, the existence of a volatile nature of corporate-community relations, has meant a significant loss in oil revenue for government and drop in corporate profit for oil multinational corporations (MNCs). This has necessitated the elevation of acquisition of a ‘social license’ to operate from the periphery to the heart of strategic business thinking within the global oil industry, with particular reference to Sub-Saharan Africa. Oil multinationals have progressively responded to this challenge by implementing partnership strategies as a means of contributing to community development, building a mutually beneficial relationship with indigenous communities and reinventing themselves as a force of good in their host communities (Idemudia, 2010).

CSR a top-down approach to community development concerns itself with how companies integrate social, environmental and economic concerns into their values, culture, decision-making, strategy and operations in a transparent and accountable manner. Its thrust is to establish better practices within the company, create wealth and improve society (Industry Canada, 2009). The oil

and gas sector globally, is deemed to be among one of the pioneering industries advocating CSR (Frynas, 2005). According to Tuodolo (2007) these oil and gas transnational corporations play active leadership roles in developing good corporate practices and codes of conduct in the workplace and engagement with different facets of society (Ibid). Their footprints particularly in developing countries can easily be seen in transfer of foreign direct investment, skills, and technology. They are in some countries major employers of labour and accounting for a large proportion of state revenue. Oil and gas companies make impact in the development of a country through programmes in education, health, commerce, agriculture, transport and construction among others (Ibid). It gives the impression that oil companies ascribe high value to their environment and social impact than it was in the past. Oil and gas companies have embraced major international global CSR initiatives such as Kofi Annan's Global Compact and Global Reporting Initiatives (established by Coalition for Environmentally Responsible Economies [CERES]. Royal Dutch (Shell) and British Petroleum (BP) have become significant players in renewable energy, and now profess to wage war against carbon dioxide emissions in order to minimise their contribution towards global warming. Oil companies are initiating, funding and implementing significant community development schemes (Wells, Perish and Guimares, 2001).

Deliberations on oil and development are seen to be negative and placed within the context of the resource-curse thesis. Such deliberations ignore the significant role that CSR plays in stimulating or impeding the curse, if any

(Andrews, 2013). The resource curse posits that countries lucky enough to be rich in oil and gas resources are more likely to be cursed than blessed since numerous elements justify the diversion of the wealth to other needs, often non-developmental. Countries with a high proportion of natural resource exports have had lower economic growth rates than countries without these resources. The causes of this lower growth include a phenomenon known as the 'Dutch Disease', whereby large inflows of foreign exchange make exports of agricultural and manufacturing goods more expensive and draw resources from non-mineral sectors, thereby stifling the development of those sectors. (Ibid).

According to Barma et al., (2012) a recent World Bank study, "in many developing countries, natural resources are the proverbial main game in town, and the extractive industries sector is both shaped by and in turn has an influence on political, economic, societal, and institutional dynamics" (Barma et al., 2012:1). This means that the political economy that undergirds resource rents cannot be underestimated if some sort of overall national bonanza is to result from resource extraction (Ibid).

The UN Global Compact seems to be an enduring framework, launched in July 2000, for businesses that share the commitment to align their operations, strategies, and practices with ten universally accepted principles, which fall within the areas of human rights, labour, environment, and anti-corruption. It is often regarded as the world's largest corporate citizenship initiative. with an overarching mission to realize "a more sustainable and inclusive global

economy through responsible business practices” (United Nations 2007:5).

According to Ruggie,

“the uptake of the Global Compact has exceeded the wildest expectations of any of its architects—suggesting that it does indeed respond to a critical need, at a critical time” (2004:17).

The compact was part of an effort to rescue the state-based system of global governance from its struggles in an evolving international or global sphere and to show the role that international law can play in governing business and human rights (Ibid).

The literature on CSR in Africa is insufficient. In the Ghanaian context, Atuguba and Dowuona-Hammond (2006) shows that while a variety of policies, laws, practices, and initiatives exist to provide a framework for CSR, there is no comprehensive CSR document in the country. This makes it particularly hard for stakeholders who seek to hold corporations accountable for their socio-environmental responsibilities. Its voluntariness does not make matters any better. Although CSR is gradually embracing the concepts of accountability and profitability, the lack or ineffectiveness of regulation makes it lean toward the latter. This therefore, calls for the need to have a firm and consolidated CSR policy to be developed so as to safeguard people and communities from the adverse impacts of corporate activities.

A study by Frynas (2005) found three different views of oil industry insiders regarding CSR: “CSR is a waste of time,” “CSR is about managing

perceptions and making people inside and outside the company feel good about themselves” and “CSR is a red herring in terms of development projects” (Ibid:582). In this respect, the four key drivers of CSR include obtaining competitive advantage, maintaining a stable working environment, managing external perceptions, and keeping employees happy - concerns that drive oil companies to indulge in social investments in Nigeria but do not show how to make the delivery of development a crucial motive. Jenkins (2005) argues that one of the ways in which business can contribute to poverty reduction is through job creation, but because of the abysmal numbers that local corporations usually employ, this impact is limited. Jenkins (Ibid) believes that because the development agenda is missing from the CSR construct, even the UN Global Compact fails to be explicit on poverty reduction or equity, attributing it to the focus on environmental, labour, and human-rights issues. Jenkins presents a good case in saying that poverty reduction is not the focus of CSR because in some cases building a hospital does not necessarily mean that the local people will have access to it, or that it is what they actually need (Ibid).

Akassa Development Foundation (ADF) in the Niger Delta Region of Nigeria is a community-driven organisation that organizes Akassa community and assists with planning community development projects using participatory methodologies that involve nineteen (19) villages of Akassa clan territories. The main goal of ADF is the implementation of micro-projects that span several sectors including health, education and natural resource management.

Studies which had been conducted previously had indicated success for ADF and there had been further replication over other sites.

However, these studies according to Kimenyi, Deressa, Pugliese, Onwuemele and Mendie (2014) did not clearly identify and describe factors that accounted for the success of the foundation. Thus, a study by these researchers into the ADF, a bottom-up, community driven development project involved in developing local capacity to manage development activities in Niger Delta Region, Nigeria, found out that active participation of the Akassa Community in the ADF positively contributed to beneficiary satisfaction with the intervention. The Institutional Analysis and Development (IAD) a framework for studying institutions that manage common pool resources was used in the study.

Andersson (cited in Kimenyi et al., Ibid) describes the framework as one that includes the context in which local actors interact and allow researchers to study institutional arrangements and interactions that influence individual actions and collective decisions to produce development outcomes. The findings of the study lend support to policies of community development in developing nations that actively engage beneficiaries directly or indirectly to include them in setting priorities, rules, design and implementation of project activities (Kimenyi et al., Ibid).

Okoji's (2013) supports this position when the researcher examined the socio-economic empowerment of rural women as a correlate of community

development programmes in Niger Delta, Nigeria. The study observes that though the multinational oil corporations have reached out to their host communities through various community development programmes that center round economic empowerment of members, peace building and infrastructural development in their area of operations, community members have not been involved in the efforts. As good as these programmes are the study reveals that many people from the area of operations of these multinational oil corporations do not benefit from these intervention programmes.

The study further suggested that the multinational oil corporations operating in the Niger Delta of Nigeria should empower host community members economically. It recommends that for community development programmes of multinational oil corporations to be successful, host communities must be involved in the identification, planning, implementation and evaluation of projects (Okoji, 2013). This strategy is what Sparks (2007) refers to as the negotiated variant. The involvement of the community allow for local participation and social re-engineering.

Contrary to the findings held by Kimenyi et al (2014) and Okoji (2013), Fjeldstad, Katera and Ngalewa argue for a top-down approach to community development. In examining the experience of four councils in Tanzania in implementing Opportunities and Obstacles to Development (O&OD), a bottom-up participatory planning methodology for local development, the study findings reveals that there is little evidence to date that the approach has

expanded or increased local autonomy in prioritising, planning and budgeting of development activities. Interactions and consultations between local communities and council management teams have been limited, bottom-up community plans are typically viewed as wish lists by council officials, and local priorities are largely set by central government. The researchers are of the opinion that given the low level of development in Tanzania and the general lack of basic economic and social services, a strong role for a top-down approach to local planning is required to achieve adequate provision of services to all communities (Fjeldstad, et al., 2010).

I have earlier in this study alluded to the fact that CSR is seen as a top-down approach to development. Andrews' research paper on ascertaining the expectations from the oil find in Ghana, argues for CSR to be more grassroots oriented. According to Hamann (2004) cited in Andrews, those who argue for the business case of CSR see it as the company's prerogative to have CSR initiatives in place as a way to mitigate the negative impacts of its activities on both society and the environment, with the ultimate goal of increasing its profit margin; however, for it to be more effective, these initiatives should be developed with the conscious involvement of the affected people or those likely to be affected. Hamann (Ibid) argues that until the people feel they are being listened to and are being involved in this process, there is little that companies can do to appease them.

Andrews validates this assertion by positing that sympathetic as he might be to CSR as a colonising mission, it is his contention that CSR if it should exist

should target what community members say they need. By so doing, they will have a voice in connecting projects to their needs (Ibid). A good understating and appreciation of the local context and culture within which CSR activity is expected to work would improve significantly on its outcome. “A process of deliberative democracy whereby locals are made an integral part of the CSR agenda can reduce the tendency of projects to represent the colonial past (Ibid: 66).

Jenkins (2005) argues that one of the ways in which business can contribute to poverty reduction is through job creation, but because of the abysmal numbers that local corporations usually employ, this impact is limited. Jenkins is of the opinion that because the development agenda is missing from the CSR construct, even the UN Global Compact fails to be explicit on poverty reduction or equity, attributing it to the focus on environmental, labour, and human-rights issues. He presents a good case in saying that poverty reduction is not the focus on CSR because in some cases building a hospital does not necessarily mean that the local people will have access to it, or that it is what they actually need.

The findings from Andrews (op.cit) suggest that CSR activities can benefit immensely from an agent-oriented arrangement that sees social responsibility from a bottom-up or grassroots perspective. Again, in light of the already established false developmental promise of CSR in the literature, particularly in the oil industry (Frynas, 2005), a more grassroots conception can yield greater dividends than usual top-down and business-case approach, which

social responsibility often adopt. According to Andrews (op.cit), this conception involves four main interrelated steps: listening to people: establishing initiatives that identify with their specific needs (instead of imposing a pre-determined CSR program on them), being self-reflexive and adapting to the changing times (including the changing needs of affected communities), and government taking full responsibility for its developmental and legal-regulatory role (Ibid).

In support of a top-down approach to development two studies conducted by Haley (2004) explore major factors underlying the differences between two oil provinces in Ecuador and their development. Villano, prior to oil development did not have access to market, no local cash economy and virtually no paid employment, nor was there much community infrastructure. With no developed water source or system for disposing of human wastes, sanitary conditions were poor, and associated illnesses, such as parasites and gastrointestinal infections, were common. Fertility rates and infant mortality rates were both high: 6.4 children per woman in the fertile years and about 57.6 infant deaths per 1,000 live births.

The findings of the study highlighted the role of strong local institutions with unambiguous authority for collective decision-making, mechanisms for adjudication of disputes, experienced political leadership, and the services of professional staff and counsel. The study observes that while good intentions on the part of the corporate player to foster sustainable local development in conjunction with resource extraction are laudable and valuable, they are

neither sufficient nor strictly necessary (Ibid). The pre-existence of these institutions prior to development is largely governed by socio-historical factors. Villano community did not have these local institutions to foster their development. Indigenous oil communities according to the researcher could craft effective local institutions capable of winning a larger and more sustainable local benefit from resource development (Ibid).

In their examination of the role and potential of Community Forest User Groups (CFUGS) as a key local institution to enable vulnerable communities, individually or as a collective to promote actions for climate change adaptation in the rural hills of Nepal, Gentle, et al., (2013) researched into the mandate, role, functions and capacity of CFUGs required to facilitate climate change adaptation to assist the most vulnerable communities. The findings of the study reveal that the respondents recognise the role and capability of CFUGs in climate change adaptation. The CFUGs function in harmony with various formal and informal local institutions, within the state, civil society and private sectors. They also had sound established networks with locally governed rules, norms and values in mobilising local communities and managing common pool resources. A critical finding of the study was that CFUGs had gained knowledge and experience in managing common pool resources that could reduce vulnerabilities, disaster risks and enhance adaptation capability of local communities. However, most of the contributions were targeted at reducing collective vulnerabilities of communities with little focus on addressing individual vulnerabilities of communities, particularly the most vulnerable. Finally, the study finding

revealed the elites in local institutions promotes and sustains caste, gender and class based discriminations and exclusion of poor and marginalized from access to resources, services and benefit sharing system (Gentle, et al., 2013).

In examining the community development approaches of large scale mining companies, with particular reference to how they may engender community dependency, Sharma and Deepankar (2014) caution against the reliance on mining companies for development and point to a thin line between CSR that creates dependency and CSR that develops a community in a sustainable way. They contend that CSR programmes of mining companies tend to focus on community initiatives as their impact in economic, social and environmental terms is felt greatest at the local level. As the effectiveness of CSR initiatives in the oil, gas and mining sectors has been increasingly questioned, multinational mining companies have 'remodelled' themselves as good corporate citizens (Ibid).

However, there is little evidence as to how this recognition of the need to address sustainability issues has affected communities, and whether community development initiatives have been effective in contributing to more sustainable communities. There is some risk that in undertaking CSR a dependency on the company will develop. Whether intentional or unintentional this can have serious consequences for the dependent community, particularly after a mine closes. The closure of mines and resultant loss of economic activity can be devastating, including the legacy of environmental damage, the loss of jobs leading to high local unemployment

and associated problems, the impacts on residential property values and the effects on infrastructure originally provided by the company. It has been proven that heavy dependence on mining also correlates strongly with a wide range of serious social problems, such as high levels of poverty, low levels of education, and poor health care (Sharma & Bhatnagar, 2014). The challenge for mining companies therefore is to develop CSR programmes that maintain good will for the company and address the long-term development needs of communities in a sustainable way, without creating a culture of dependency.

2.4 Operational Definitions

The study operationalised the following:

Black Gold	---	Oil
Basic Social Amenities	---	Roads, healthcare facilities, water bodies for drinking and fishing, farmlands.
Developmental Needs	---	Socio-economic development
Host Community	---	Communities directly affected by oil production activities
Petro-states	---	Oil-producing countries / nations
Responsiveness	---	Approach used by Oil Companies to respond to needs of host communities

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This Chapter contains the methodological framework for the study. The objective of the study is to investigate the responsiveness of oil and gas companies to developmental needs of host communities. In this section, assumptions and biases for the study are outlined. The research design, sampling and sampling technique, instrument used and approach in collecting data for the study are also discussed. How data collected was analysed coupled with control of confounding variables are also explained.

3.2 Assumptions and Biases

The intellectual, professional and cultural background related biases of a research can almost never be totally eliminated, irrespective of how hard a researcher attempts to. Therefore, herein, I intend to lay bare as much as possible, my assumptions and biases for the reader to account for them while going through the study. The first has to do with my educational background. My Diploma, Undergraduate and Graduate backgrounds have been in communication. Having worked for about ten years within the field of communication, I have been exposed to and participated in a process-oriented approach. In this approach, communication becomes a tool to open up

dialogue among all stakeholders leading to problem-analysis and problem-solving strategies. The overarching goal in the process-oriented approach is the use of communication as an empowerment tool that allows all stakeholders to play an active part in decision-making process.

The experience I have acquired in the field of work although, not in the communication for development field, coupled with my academic knowledge of participatory communication leaves me without a doubt that communication plays a crucial role in social change. In this regard, my value system is close to that of the Participatory Action Research (PAR) scholars, who are of the opinion that participatory approaches cannot be neutral or detached from practical implications, since by aiming at empowerment, they imply a ‘spiritual and ideological commitment to promote people’s praxis’ (Mefalopulos, 2003: 93).

The main assumption guiding this study, also supported by literature I have made available, is the belief that participatory communication as an approach that can significantly impact theoretical approaches and field practices. Even if this approach does not totally break out of the dominant paradigm, it does signal a shift from the old order. In undertaking this study, I trail the path of interpretivist paradigm of research. This in no doubt carries implications in ontological, epistemological and methodological levels. Ontologically, reality is constructed intersubjectively through meaning and understandings developed socially and experientially (Guba & Lincoln, 1994). The implications that follow are that there is no single, objective and verifiable true

reality, but a multiplicity of realities, all equally valid. Truth, then, can no longer be regarded as an absolute concept. Epistemologically, the paradigm assumes that we cannot separate ourselves from what we know. The investigator and the object of investigation are linked such that who we are and how we understand the world is a central part of how we understand ourselves, others and the world. By positing a reality that cannot be separated from our knowledge of it (no separation of subject and object), the interpretivist paradigm posits that researchers' values are inherent in all phases of the research process. Truth is negotiated through dialogue. Findings or knowledge claims are created as an investigation proceeds. That is, findings emerge through dialogue in which conflicting interpretations are negotiated among members of a community. Methodologically, interpretivists lean heavily, but not exclusively, on qualitative methods and the main task is for the researcher to identify and interpret the various constructions of reality through a number of methods usually based on a dialectic mode (Ibid.).

Finally, I would like to clarify that even if I side with the approach and research methods close to PAR, due to the nature and purpose of this study, my role is simply that of an explorer and narrator rather than a person openly advocating for change. However, in the conclusions of the study, I highlight possible directions indicating how to push development boundaries further away from the traditional paradigm toward social change by a more participatory decision-making process.

3.3 Research Design

A mixed design of both qualitative and quantitative methods of data collection was adopted. Mixed methods research represents an integrative investigation of quantitative and qualitative data gathering, analysis and interpretation. The rationale for its use in this study is because a combination of the two methods can provide a better understanding of the research problem than either approach alone, with each method complementing each other yet keeping its own philosophical foundations (Creswell & Plano, 2011).

3.4 Population

The populations identified for the study were in three folds namely: Eikwe and Sanzule communities in Ellembelle District, Ellembelle District Assembly, and Kosmos Energy.

Sampling and Sampling Technique

Purposive sampling, judgmental or expert sampling under non-probability sampling was adopted for Ellembelle District Assembly and Kosmos Energy. The main objective of a purposive sample is to produce a sample that can be logically assumed to be representative of the population. This is often accomplished by applying expert knowledge of the population to select in a non-random manner a sample of elements that represents a cross-section of the population.

Two communities were randomly selected from the host communities namely Eikwe and Sanzule. The population of Ellembelle District, according to the

2010 Population and Housing Census, is 87,501 constituting 3.7% of the total population in the Western Region. Males constitute 48.4% and females represent 51.6 %. About 79.4 % of the population resides in the countryside and 20.6 % in urban areas. The district has a household population of 85,338 with a total number of 18,682 households. The average household size in the district is 4.6 persons per household (Ghana Statistical Service, 2010).

Systematic sampling technique, a probability sampling method also called 'Nth' name selection was used to select respondents from Eikwe and Sanzule communities. In this approach, progression through the list is treated circularly, with a return to the top once the end of the list is passed. The sampling starts by selecting an element from the list at random and then every k^{th} element in the frame is selected, where k , the sampling interval (sometimes known as the *skip*): is calculated as:

$$k = \frac{N}{n}$$

where n is the sample size, and N is the population size (Black, 2004).

Eikwe community has an estimated household population of five hundred (Ellebelle District Assembly, 2015). To get a sample of fifty, the sample population was divided by the total number of sample sought ($500 / 50 = 10$). Thus, every tenth household was sampled.

The same sampling technique was used in Sanzule. The community has an estimated household population of about two hundred. To arrive at a sample of

fifty, the sample population was divided by the total number of sample sought (200 / 50 = 10). Thus, every fourth household was sampled.

However, the study is interested in respondents aged 15 - 64 so respondents will be randomly selected from within the age bracket in sample household.

This is because within this age bracket are people who have a productive lifestyle and thus would be interested in the development of their community.

The tables below show the demographics of the respondents.

Gender

The gender of the respondents is represented in Table 1 below. Out of the ninety-five respondents, forty-three (43) respondents representing 45.3% were males while the remaining eighteen (18) respondents representing 54.7% were females. This means that majority of the respondents were females.

Table 1: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	43	45.3
Female	52	54.7
Total	95	100

Age

The age of the respondents is represented in Table 2 below. Out of the ninety-five respondents, fifteen (15) respondents representing 15.8% were within the eighteen to twenty-four (18 - 24) age bracket, twenty-one (21) respondents

representing 22.1% fell within the age bracket of twenty-five to thirty-two (25 - 32), a further thirty-one (31) respondents representing 32.6% were between thirty-three and forty-one (33 - 41) years, fifteen (15) respondents representing 15.8% were also within the age bracket of forty-two and fifty (42 - 50), while the remaining thirteen (13) respondents representing 13.9% fell within the fifty-one and sixty (51 - 60) age group.

Table 2: Age of Respondents

Age	Frequency	Percent
18 - 24	15	15.8
25 - 32	21	22.1
33 - 41	31	32.6
42 - 50	15	15.8
51- 60	13	13.9
Total	95	100

Educational Level

The respondent's level of education is represented in Table 3 below. Out of the ninety-five respondents, twenty-two (22) respondents representing 23.2% stated Primary/JSS/SSS, forty-three (43) respondents representing 45.3% mentioned that they have Middle school / Technical / Vocational education, fifteen (15) respondents representing 15.8% said Tertiary / University / Polytechnic education, ten (10) respondents representing 10.5% mentioned they had no education while the remaining five (5) representing 5.3% pointed

to other forms of education. The result shows that an overwhelming number of respondents have Middle School, Technical or Vocation education.

Table 3: Educational Level

Educational Level	Frequency	Percentage
Primary / JSS / SSS	22	23.2
Middle School / Technical/Vocational	43	45.3
Tertiary/ University/ Polytechnic	15	15.8
No Education	10	10.5
Others	5	5.3
Total	95	100

Occupation

The occupations of the respondents are shown in Table 4 below. Out of the ninety-five respondents, eighteen (18) respondents representing 18.9% stated fisherman, thirteen (13) respondents representing 13.7% mentioned farmer, fifteen (15) respondents representing 15.8% stated they were traders/businessmen/businesswomen, a further twenty (20) respondents representing 21% said they were students, twenty-five (25) respondents representing 26.3 indicated working as civil/public servant, while the remaining four (4) representing 4.2% said they were involved in other jobs.

Table 4: Occupation

Occupation	Frequency	Percentage
Fisherman	18	18.9
Farmer	13	13.7
Trader / Businessman/ Businesswoman	15	15.8
Student	20	21
Civil / Public Servant /	25	26.3
Others	4	4.2
Total	95	100

Selected Communities

The empirical data from the host communities for the study was collected from Eikwe and Sanzule communities. The response rate of the communities is represented in Table 5 below. Out of the ninety-five (95) respondents' fifty-three (53) respondents representing 55.8% were from Eikwe and the remaining forty-two (42) respondents representing 44.2% were from Sanzule.

Table 5: Selected Communities

Community	Frequency	Percent (%)
Eikwe	53	55.8
Sanzule	42	44.2
Total	95	100

Table 4: Occupation

Occupation	Frequency	Percentage
Fisherman	18	18.9
Farmer	13	13.7
Trader / Businessman/ Businesswoman	15	15.8
Student	20	21
Civil / Public Servant /	25	26.3
Others	4	4.2
Total	95	100

Selected Communities

The empirical data from the host communities for the study was collected from Eikwe and Sanzule communities. The response rate of the communities is represented in Table 5 below. Out of the ninety-five (95) respondents' fifty-three (53) respondents representing 55.8% were from Eikwe and the remaining forty-two (42) respondents representing 44.2% were from Sanzule.

Table 5: Selected Communities

Community	Frequency	Percent (%)
Eikwe	53	55.8
Sanzule	42	44.2
Total	95	100

3.5 Sources of Data

The data for the study was made up of both primary and secondary data. Primary data involved the use of the questionnaires to gather information from the respondents. Secondary data collection involved the use of available literature from sources such as text books, reports and the internet.

3.6 Instrument

The instrument used in this study was interview. Two forms of interview guides were employed for this study. A structured interview guide in the form of open-ended and closed-ended questionnaire was employed to gather data from Eikwe and Sanzule communities. While a semi-structured interview guide was used to collect information from Ellembelle District Assembly and Kosmos Energy.

The items on the structured questionnaire guide were written in clear and easy language and right formats were adopted in the construction of the questionnaire to enable the researcher collect the data required in a more orderly manner. In cases where the respondents gave answers which did not form part of answers provided, the researcher wrote it down and factored it in at the analysis stage. This enabled the researcher to analyse results that the study did not set out to investigate and subsequently make suggestions for further studies. Items numbered one (1) to thirteen (13) on the structured questionnaire guide and one (1) to five (5) on the semi-structured interview guide respectively were used to examine the ‘developmental needs’ variable

while items numbered one (1) to five (5) on the semi-structured interview guide for Kosmos Energy were used to measure 'responsiveness variable'.

- **Reliability and Validity**

Face Validity

After the questionnaire for the present study had been developed, the researcher sought expert advice from a Communication for Development specialist and the input of the study's supervisor who is also an expert in the field of this research.

- **Pilot Study**

To test the reliability and validity of the questionnaire, the researcher undertook a pilot study in Eikwe community using the structured interview guide. Fifteen (15) respondents who fell within the targeted sample group were interviewed. These respondents did not form part of the actual study process and were used purposively for testing. Once the questionnaire had been filled out, the researcher took note of any difficulty the respondents were faced with when answering items on the questionnaire. The researcher observed that the language for the pilot which is English was appropriate for the targeted respondents mainly because the Essiama is a literate community. However, modifications were made to the questionnaire by eliminating irrelevant items. This ensured that clarity and easy comprehension existed with regards to items on the questionnaire.

- **Scoring**

Quantitative Scoring

The completed questionnaires were numbered for easy identification, categorised, coded and scored and processed with Epidata and Statistical Package for Social Sciences (SPSS) software programmes. Each questionnaire was numbered one (1) to hundred (100). The open-ended questions were categorised then subsequently coded. Questions which sought a 'Yes' or 'No' answer were coded '1' and '2' respectively. In summary, answers to the questions ranged from A-B, A-C, A-D, and A-E for others. Subsequently, a response for an 'A' answer was coded '1', 'B' answer was coded '2', 'C' answer was coded '3', 'D' answer was coded '4' and an 'E' answer was coded '5'. The goal was to ensure all aspects of the data received equal treatment.

- **Qualitative Scoring**

The interviews with Ellembelle District Assembly and Kosmos Energy were subjected to thematic analysis. Three levels were used in analyzing the data.

The first was open coding - all ideas generated during the interviews were individually identified. Subsequently, in axial coding similar ideas were grouped together paving way for themes to emerge. Finally, in selective coding, themes that emerged were later discussed and the reports written in narrative terms.

3.7 Data Analysis

A total of one hundred (100) questionnaires were distributed to both communities. Fifty (50) questionnaires each were administered in both

communities. All hundred (100) questionnaires were answered and returned making a return rate of one hundred percent.(100%). The analysed data was presented in charts and tabular forms using frequencies and percentages for the quantitative method and a narration of the qualitative approach. Items numbered one (1) to five (5) on the semi-structured interview guide were used to examine research questions one (1) to three (3) which stated that: ‘How do District Assemblies come up with their development projects’; ‘what is the level of communication between District Assemblies and their development partners; and ‘how are the development needs communicated to the development partners’? Similarly, items numbered one (1) to thirteen (13) in the structured interview guide were used to examine the fourth research question which stated that: ‘What role do community members play in the decision making process of community’s development needs’ while item numbered one (1) to five were used to examine the fifth research question which stated that: ‘What goes into the design, planning and execution of development programmes by Oil and Gas companies’?

3.8 Research Procedure

The researcher obtained from the Ellembelle District Assembly the required data on the Ellembelle population. The researcher personally conducted the interviews at the Ellembelle district assembly and Petroleum Commission of Ghana. Two teams were used in the communities of Eikwe and Sanzule. Team A comprised of the researcher and an assistant, whilst Team B was a student and research assistant handpicked by the researcher. Consent was sought from the outgoing Assembly man from Eikwe and incumbent assemblyman at

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Sanzule before the commencement of the interviews. The teams introduced themselves and purpose of visit to every sampled household before beginning interviews. The interviewers read out the items on the questionnaire and recorded the responses in the questionnaire. At the end of each interview, the team rendered their appreciation and left.

3.9 Control of Extraneous Variables

At the onset, the researcher anticipated language could probably be a barrier. However, the pilot study showed that respondents were literate enough to respond in the English language.

In the course of the interview, the researcher encountered a situation in which other persons other than the respondents wanted to answer the questions. The researcher politely asked such persons to leave and where necessary the seating arrangement was changed in order to avoid interferences.

3.10 Limitations of the Study

The study did not set out to investigate the developmental baseline for each of the communities selected for the study. However, it appeared that the kind of development each community wanted was at variance with each other. Eikwe is a literate and cosmopolitan community and has a modern health facility which has a very visible presence on social media. Sanzule on the other hand is not cosmopolitan in nature and residents have to travel to Eikwe to seek medical attention.

The researcher was met with frustrations in getting the identified multinational oil and gas corporations to assist with information for the interview. Some of the institutions flatly refused to honour the request for an interview by the researcher after several weeks of follow-ups. Attempts by the researcher to institute an alternative plan in getting the required data about the responsiveness of oil and gas corporations to developmental needs of communities also hit a dead end. The researcher discovered that in the government institution where information is available on the corporate social responsibilities of the oil corporations, only one individual was operating the office. The officer had the sole prerogative of deciding whether to grant the interview or not as I rudely discovered.

CHAPTER FOUR

FINDINGS AND ANALYSIS

4.1 Introduction

The study sought to examine how oil and gas companies in Ghana respond to developmental needs of host communities. By so doing, the questionnaires were designed based on the research questions which were: what role do community members play in the decision making process of community's development needs, how do District Assemblies come up with their development projects, what is the level of communication between District Assemblies and their development partners, how are the development needs communicated to the development partners, and what goes into the design, planning and execution of development programmes by Oil and Gas companies?

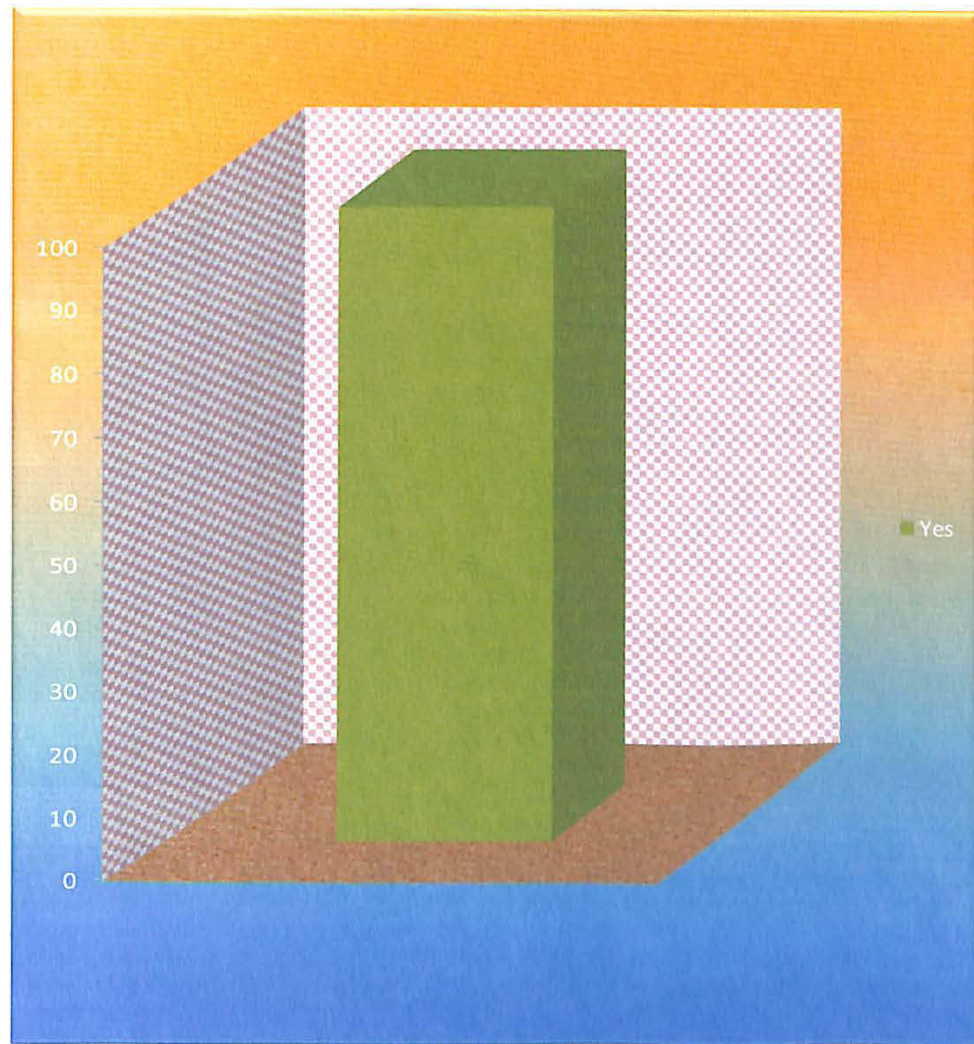
4.2 FINDINGS

The descriptive analysis results for answering the first research question which stated: how do District Assemblies come up with their development projects is shown in the figures below:

4.2.1 Awareness of Oil Find

The responses are illustrated in Figure 1 below. Out of the ninety-five (95) respondents, all representing 100% answered in the affirmative. This means that all of the respondents were aware of the existence of Ghana's oil find.

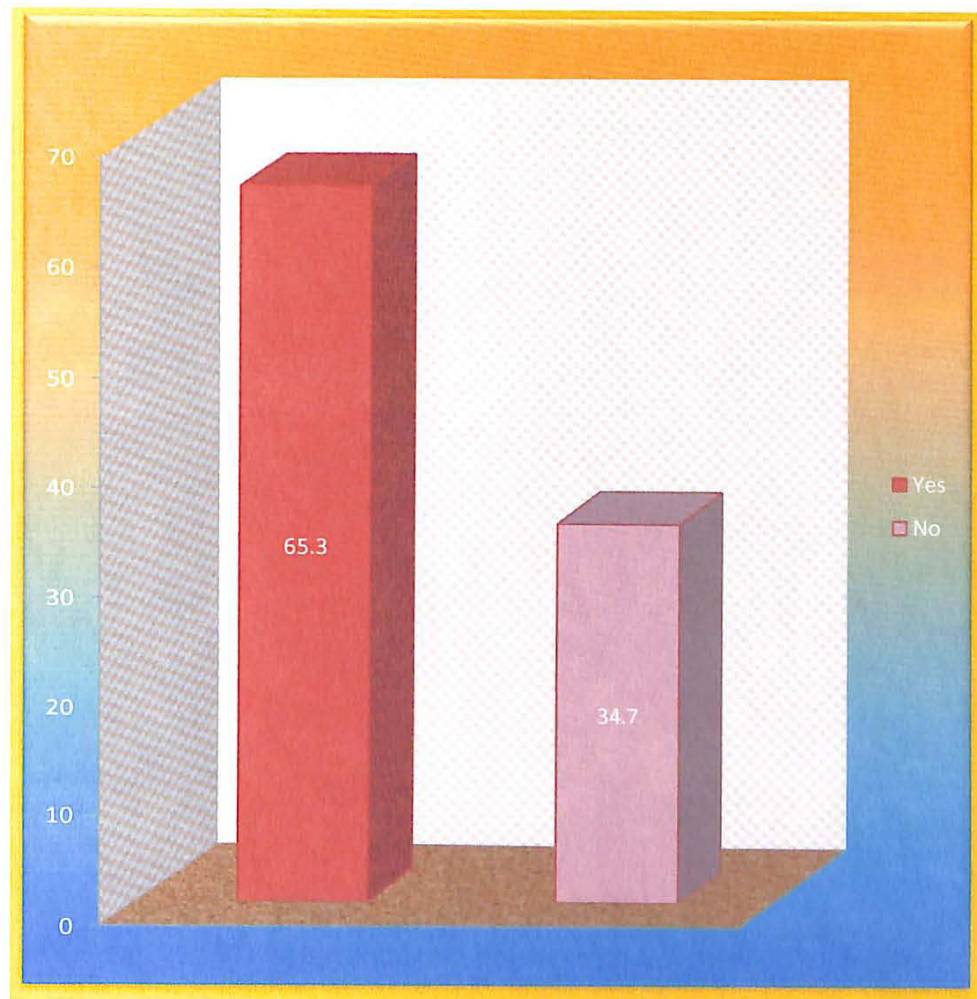
Fig. 1



4.2.2 Education Received

The responses of the respondents when asked whether they had received any form of education on the oil find is shown in the figure 2 below. Out of the ninety-five (95) respondents, sixty-two (62) representing 65.3% answered 'Yes' while the remaining thirty-three(33) respondents representing a further 34.7% answered 'No'. The trend implied that majority of the respondents had been exposed to some kind of education about oil and its production.

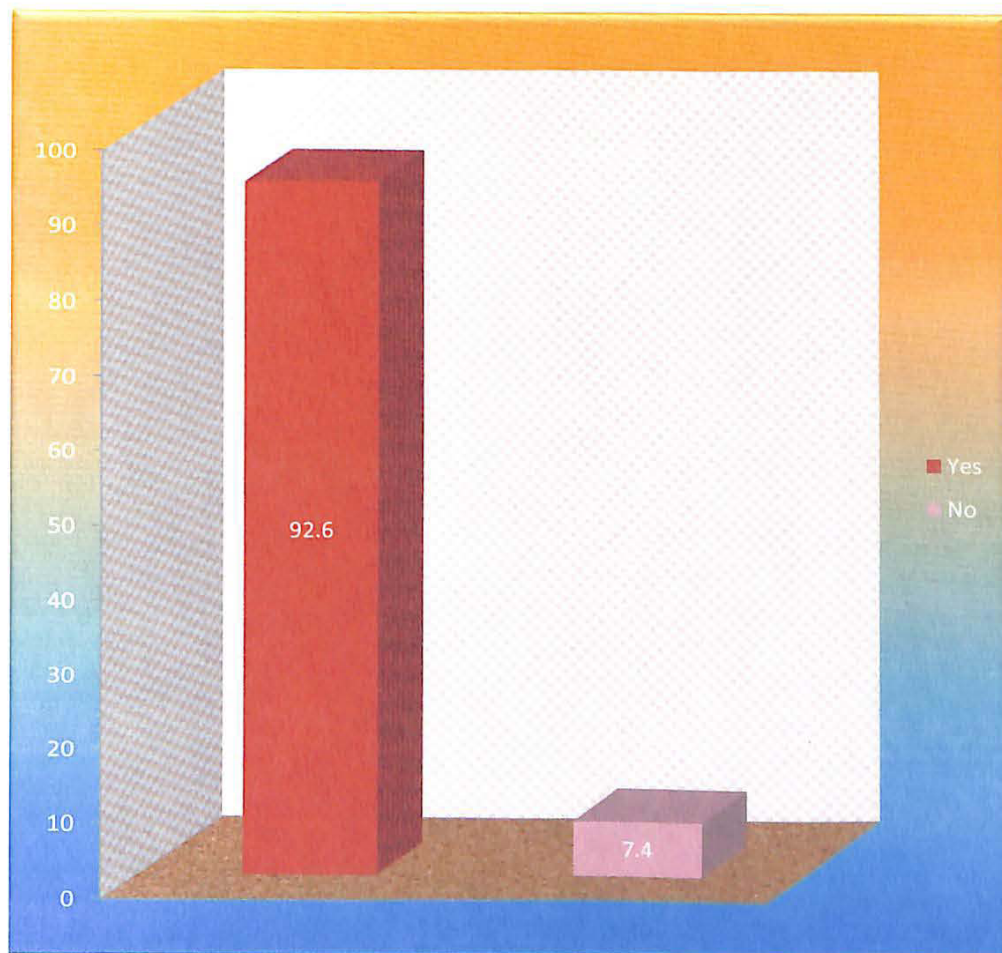
Fig. 2



4.2.3 Knowledge of Oil Companies

The responses of the respondents when asked whether they knew of any oil companies operating in Ellembelle are recorded in the figure 3 below. Out of the ninety-five (95) respondents, eighty-eight (88) representing 92.6% answered in the affirmative, while the remaining seven (7) respondents representing 7.4 answered in the negative. The response pattern show that an overwhelming number of respondents knew of at least one oil company operating in the Ellembelle District.

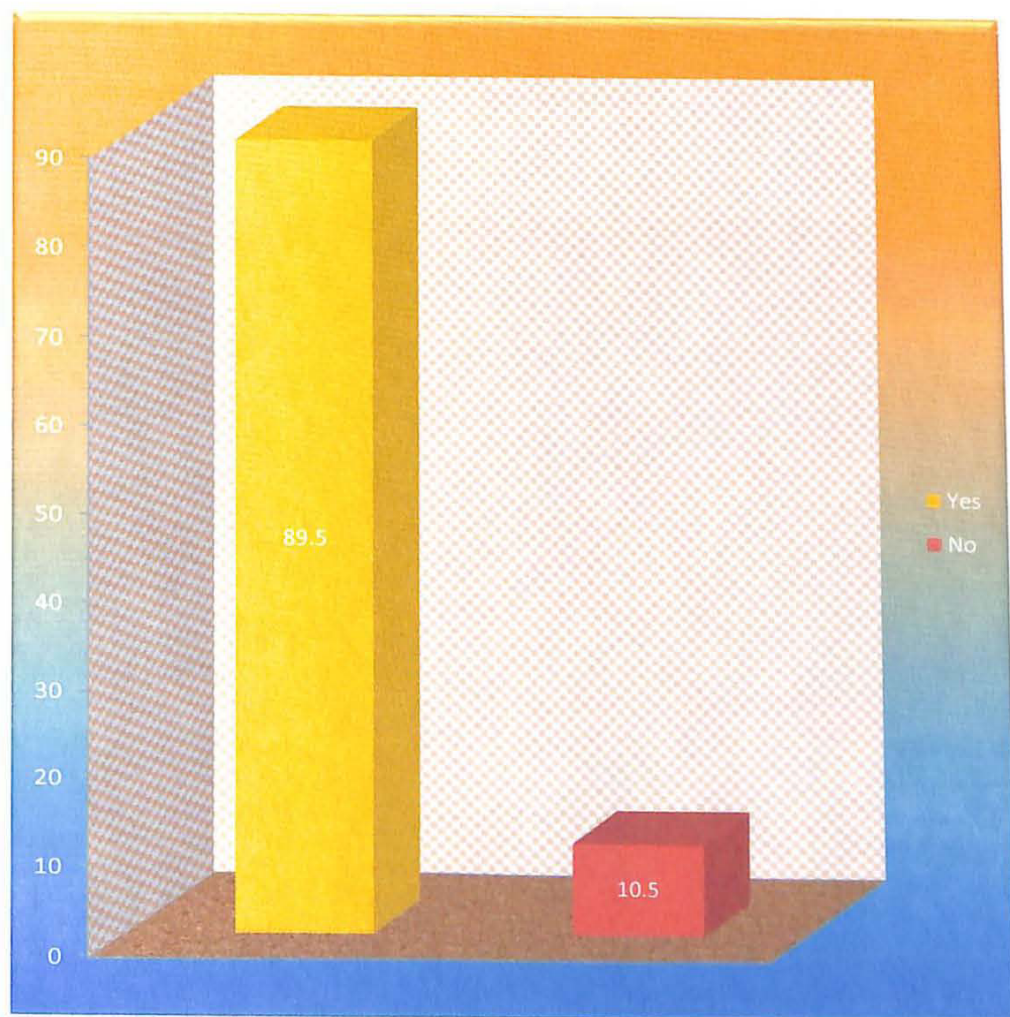
Fig.3



4.2.4 Community Development

The response of the respondents when asked whether they were expecting their communities to develop as a result of the oil find is shown in the figure 4 below. Out of the ninety-five (95) respondents, eighty-five (85%) representing 89.5% answered 'Yes' and the remaining ten (10) respondents representing 10.5% answered 'No'. The results showed that an overwhelming proportion of the respondents anticipated that their communities will develop.

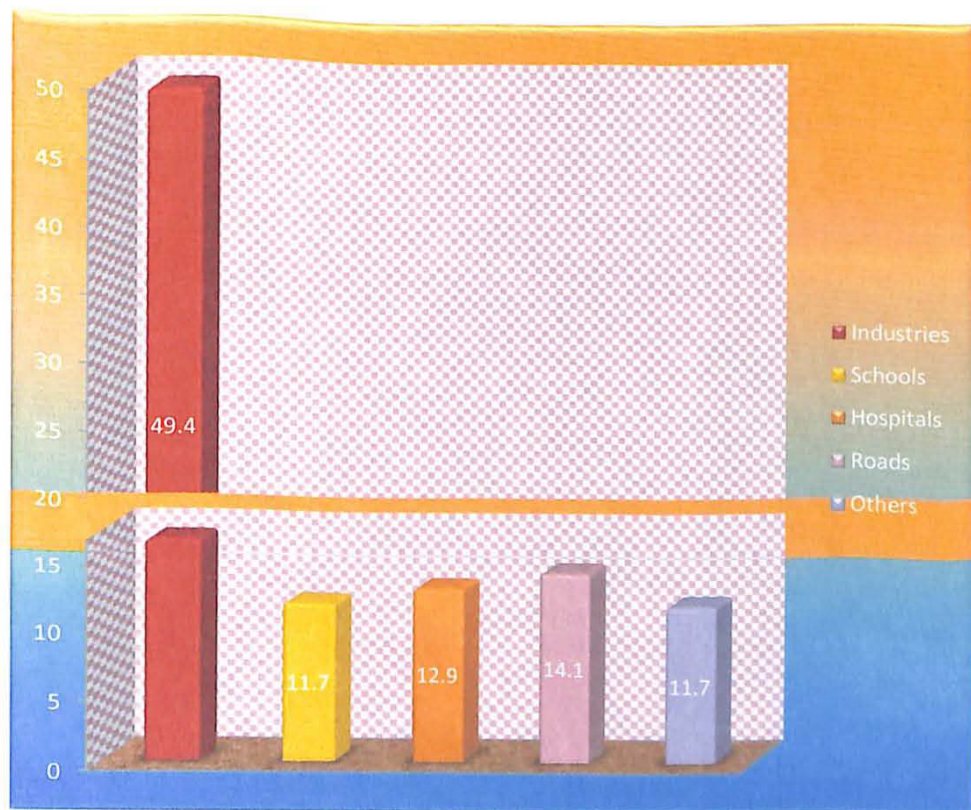
Fig. 4



4.2.5 Development Expectations

The response of respondents who answered in the affirmative that they were anticipating their communities to develop, when asked about the kind of development they were expectant of is indicated in the figure 5 below. Out of the eighty-five (85) respondents, forty-two (42) respondents representing 49.4% pointed to industries, ten (10) respondents representing 11.7% stated schools, eleven (11) respondents representing 12.9% mentioned hospitals, a further twelve (12) respondents representing 14.1% also indicated roads while the remaining ten (10) respondents representing 11.7% pointed to other social infrastructure. This implies that majority of the respondents were expecting their communities to be developed through industries.

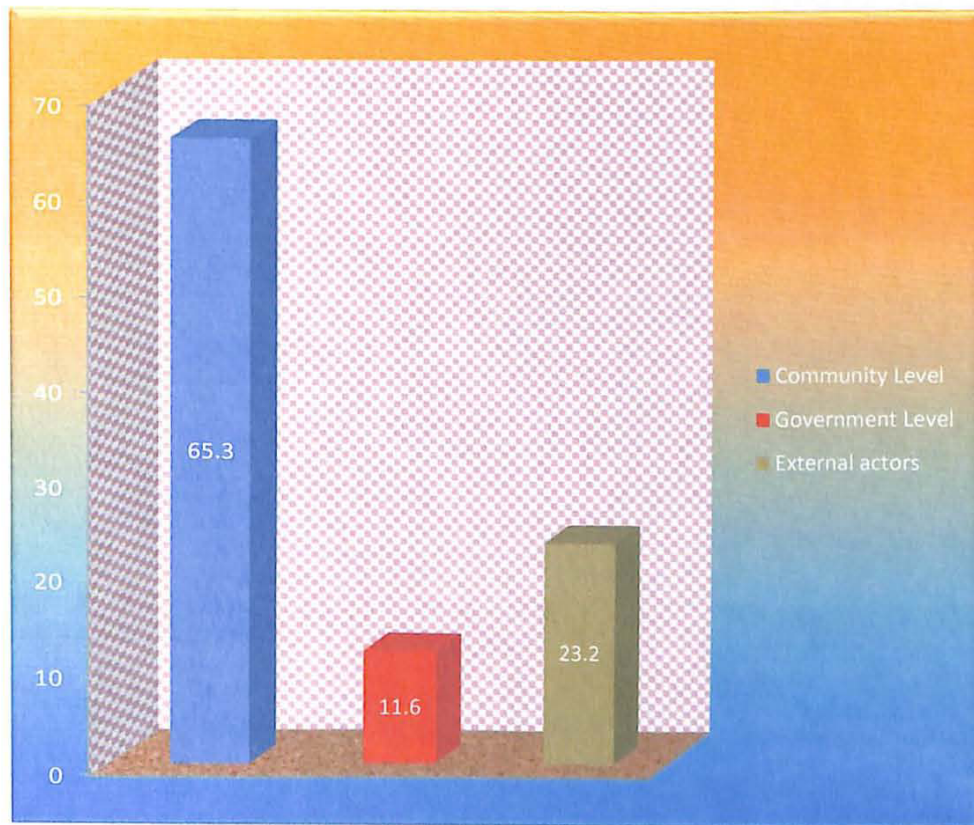
Fig. 5



4.2.6 Identification of Development Needs

The figure 6 below illustrates the opinions of the respondents when asked about how development needs of the community should be identified. Out of the ninety-five (95) respondents, sixty-two (62) respondents representing 65.3% identified the community level, eleven (11) respondents representing 11.6% pointed to Government while the remaining twenty-two (22) respondents representing 23.2% were of the opinion that the identification should be done by external actors. The trend implies that a greater majority of respondents believed the community was the best 'tool' to identify its own development needs.

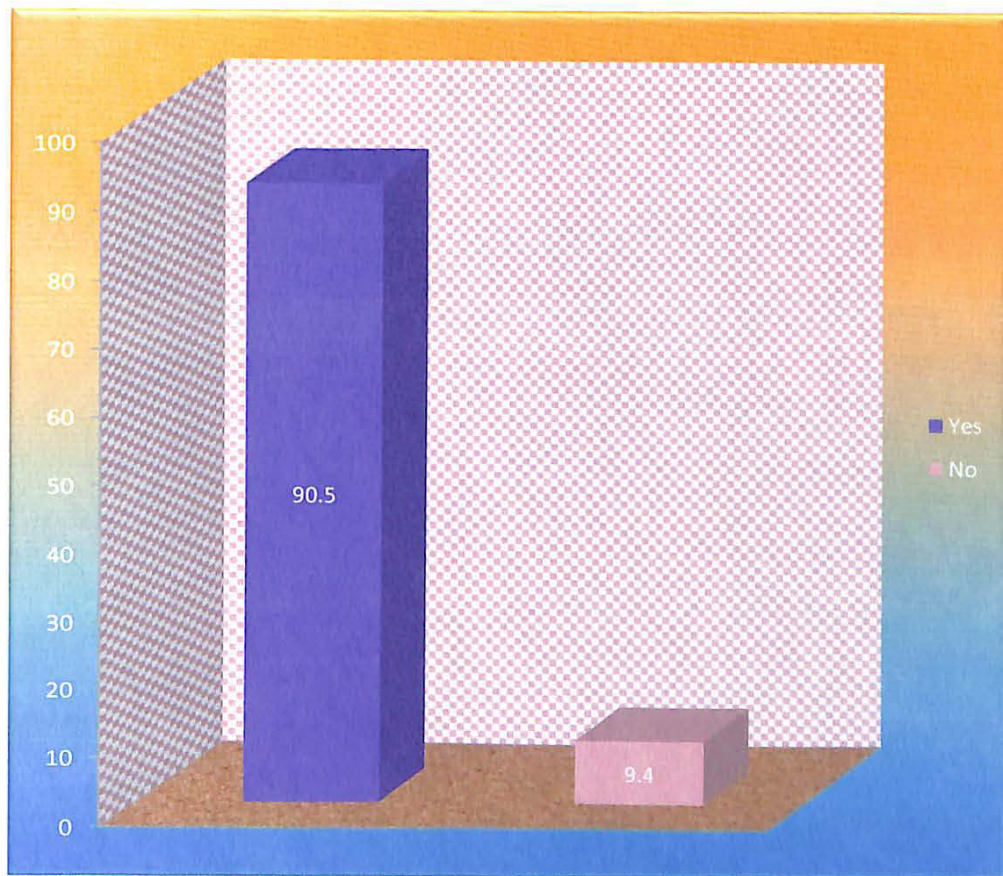
Fig.6



4.2.7 Skills

Figure 7 below shows the response of respondents when asked if they had equipped themselves with the right skills to participate in and benefit from the expected development. Out of the ninety-five (95) respondents, eighty-six (86) representing 90.5% answered in the positive while the remaining nine (9) respondents representing 9.4% answered in the negative. The responses show that majority of respondents believed they had the right skills to participate in and benefit from the expected development.

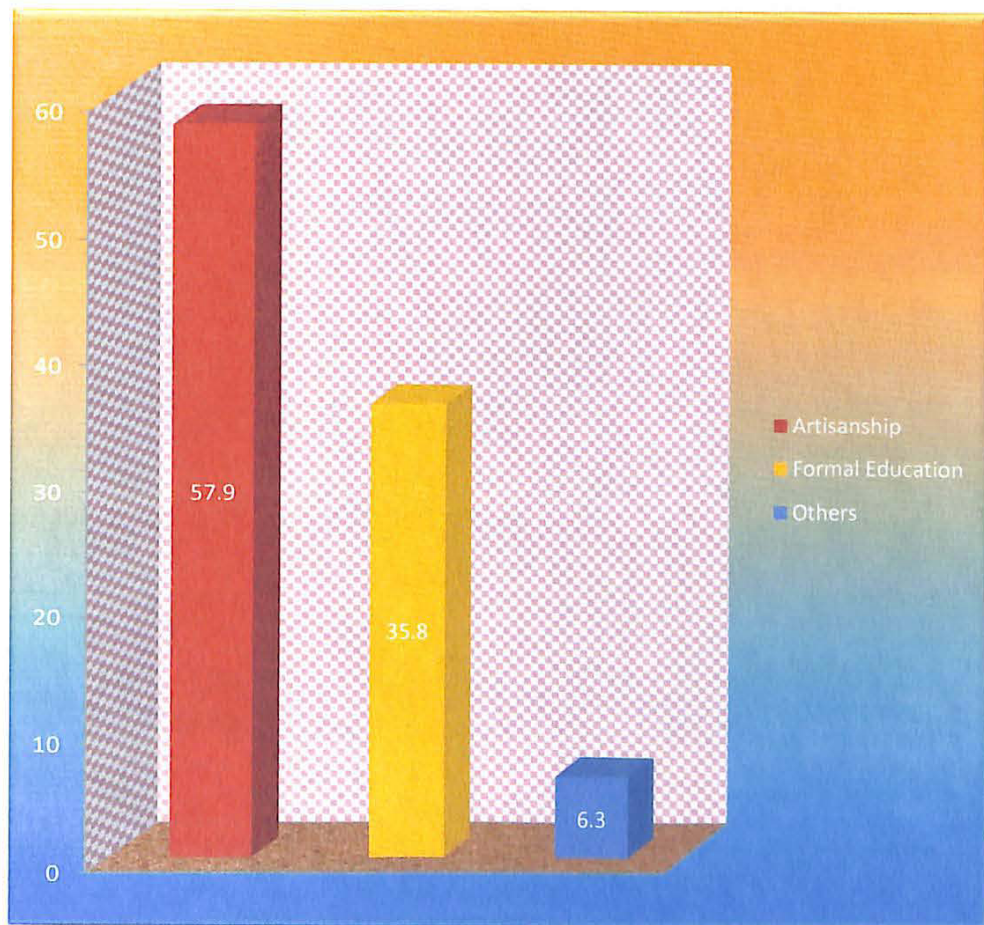
Fig.7



4.2.8 Skills Acquisition

When asked about the skills the respondents had acquired to participate in and benefit from the expected development of the community, figure 8 below shows the responses. Out of the ninety-five (95) respondents fifty-five (55) representing 57.9% revealed they had acquired artisanal skills, a further thirty-four (34) representing 35.8% said they had acquired some form of formal education and the remaining six (6) respondents representing 6.3% pointed to other kinds of skills. This means that a fair majority of respondents were ready with skills in artisanship in order to fully participate and benefit from the oil find and its subsequent production.

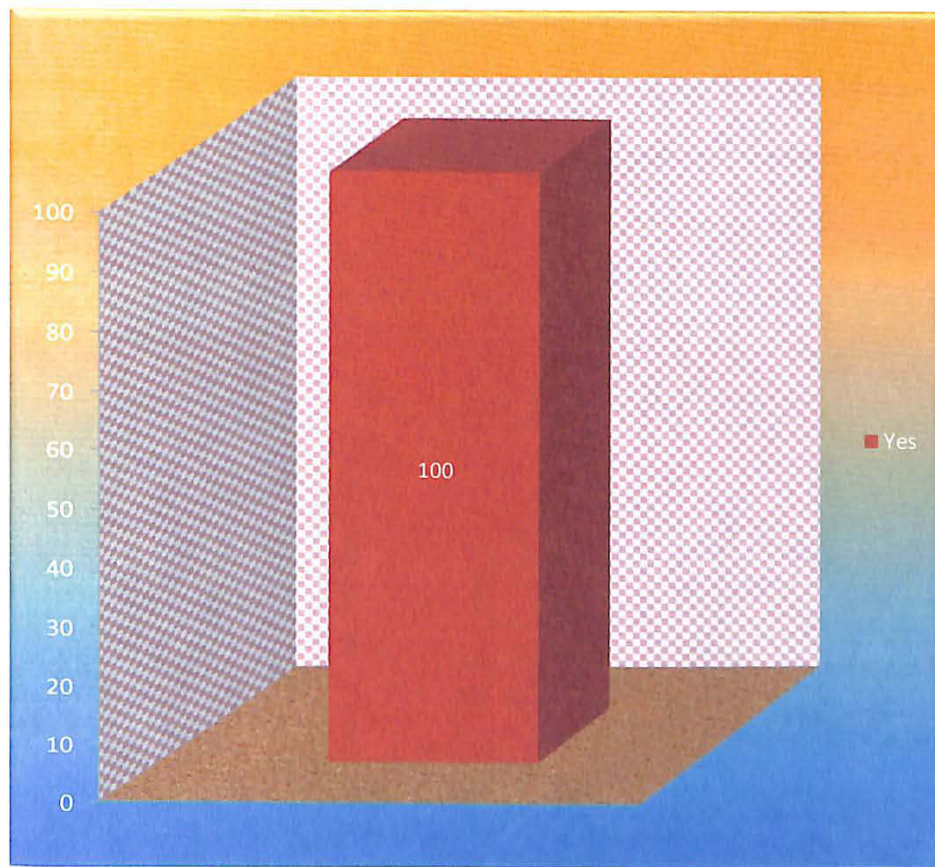
Fig. 8



4.2.9 Role of Community

The response of the respondents to the question seeking to find out their opinion as to whether it was necessary for the community to be involved in the identification of community development needs is found in the figure 9 below. Out of the ninety-five (95) respondents, all representing 100% answered 'Yes'. Meaning all of the respondents believed that the community had a role to play in the identification of community development needs.

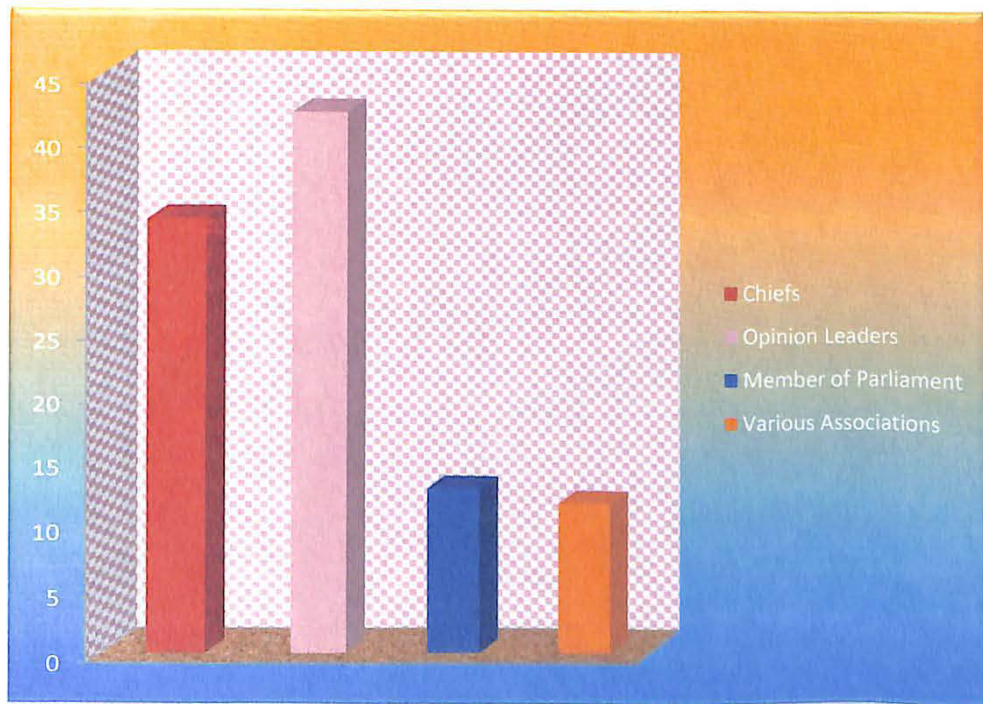
Fig. 9



4.2.10 Community Representation

Figure 10 below shows the responses of the respondents to the question seeking to find out how the community should be represented in identifying the developmental needs of the community. Out of the ninety-five (95) respondents thirty-two (32) respondents representing 33.7% pointed to representation by local chiefs, forty (40) respondents representing 42.1% referred to opinion leaders, twelve (12) respondents representing 12.6% said their Member of Parliament and the remaining eleven (11) respondents representing 11.6% mentioned various associations. The results show that a fair majority of the respondents believed that opinion leaders will be best representing the community at decision-making levels for their development needs. Closely followed in the heels of the opinion leaders are the chiefs of the community.

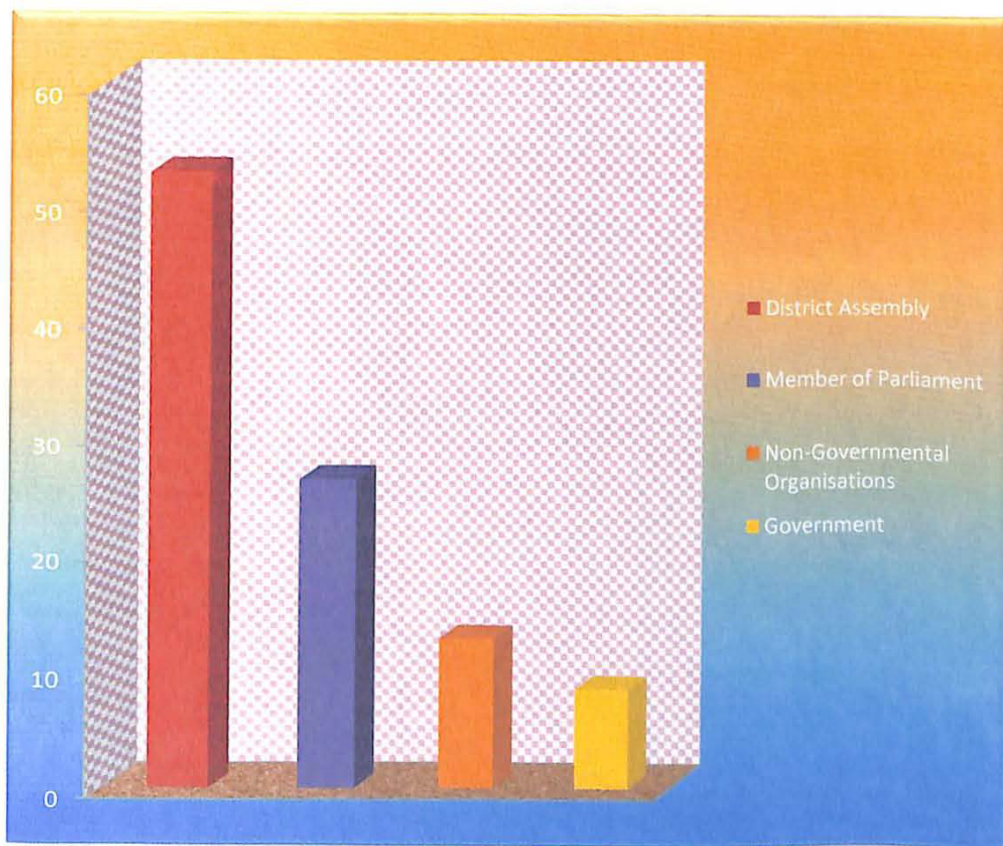
Fig. 10



4.2.11 Communication to Development Partners

The Figure 11 below shows the responses of the respondents on how identified developmental needs should be communicated to development partners. Out of the ninety-five (95) respondents fifty (50) representing 52.6% indicated the district assembly, twenty-five (25) respondents representing 26.3% said their member of parliament, twelve (12) respondents representing 12.6% pointed to non-governmental organisations and the remaining eight (8) respondents representing 8.4% said government should do the communication. The results show that majority of the respondents were of the opinion that the district assembly should be the mouthpiece of the community in communicating developmental needs to development partners.

Fig. 11



THEMATIC ANALYSIS OF INTERVIEWS

Ellembelle District Assembly

The second and third research question attempted to examine how the district assembly come up with their development projects and how those developmental plans are communicated to development partners.

- **Developmental Plans**

The Ellembelle district assembly has well-designed development programmes. The District has undergone the implementation of two (2) Medium-Term Development Plans. Despite its few years in existence, the District managed and complemented the national efforts of achieving a middle income status with interventions geared towards job creation and increased household incomes as well as better living conditions of the people. The priority areas were improved road network, improved sanitation conditions, improved access to safe water, among others. These are spelt out under seven thematic areas: Ensuring and Sustaining Macroeconomic Stability; Enhancing Competiveness in Ghana's Private Sector; Accelerated Agriculture Modernization and Sustainable Natural Resource Management; Oil and Gas Development; Infrastructure; Energy and Human Settlement; Transparent and Accountable Governance and Human Development, Productivity and Employment.

- **Bottom-Up Approach**

The district assembly adopt participatory approaches in identifying the developmental needs of the people. Some of the approaches among others include: Development Planning Committee Unit (DPCU) meetings to discuss the objectives of the plan and to inform members of their respective roles in

the preparation and compilation of the plan, collection of data on existing situation, problems and plans of the decentralized and centralized departments in the district, collecting community perspectives on current needs, levels of household income and expenditure and aspiration of the sub-districts through participatory process, public hearing on both draft plan and development options (spatial plans) conducted at Nkroful (district capital) with key stakeholders like DPCU, Spatial Planning Committee (SPC) and other key departmental heads and finalization of the plan document after the public hearing for the adoption of the Draft Plan.

The study found out that before the district assembly come up with any development project(s), they engage in fact finding at the community level. This fact finding takes the form of several stakeholder consultations, from assembly meetings, to open fora, to meetings with various identified groups. Informal or indigenous means of communication are used by the district assembly to identify developmental projects for the communities. At such meetings, the kind of development being anticipated by the people comes to the fore. During festivals and other such occasions, the Chief of the community often puts across the development needs of the people and invite development partners to partner with them in the identified areas.

- **Communication**

The study also sought to find out the level of communication between district assemblies and their development partners. The study found out that there was a flow of communication from the district assembly to development partners.

The mode of communication that is used by the assembly in reaching development partners is answered by research question five.

“We make use of the internet to put information on the Ghana districts website, since we do not have our personal website. Again, during general assembly meetings, we welcome development partners on board. We are then able to present our achievements and successes and our expectations in terms of development planning to those present”

(Mr D Obeng 2015, pers.comm., August 21)

The District Assembly also sends proposals to development partners on their development needs.

“However, you must understand each of the oil companies have their own specific area of Corporate Social Investment (CSI) or CSR from Education, Health, Water and Sanitation, etc. Therefore, if I were to submit a proposal in the area of Sports to a company who let’s say is in Water and Sanitation, chances are that I will not be given audience. The issue here is simple. The assistance the assembly is asking for is not in the company’s field of CSI” (Ibid.).

Another means of sending out development needs to development partners is through the organisation of workshops. At such workshops the District Assembly makes use of the opportunity to present their development plans to development partners” (Ibid.).

- Challenges

The District Assembly in executing its mandate is confronted with a countless number of challenges and constraints. Significant among these are inadequate and untimely release of government and donor funds, limited human resources, low sub structures participation, inadequate data for planning purposes, high cost of goods and services, inadequate internal revenue among others.

The final research question sought to investigate what goes into the design, planning and execution of development programmes by oil and gas companies. The interview revealed that generally it was important for corporations to engage in community development. It is not just enough for companies to provide products and services to consumers, but equally important was the fact that business must ensure that their actions and inactions are not harmful to the environment in which they operate.

- Social license

Again, successful businesses are built on sound ethical practices. Such practices are what inspire corporations to drive beyond legal compliance. Complying with the law is a basic responsibility of businesses and a part of their social responsibility. However, it is important that corporations realise they do not operate in a vacuum and that the people and various entities that populate its geographic operating area are essential to its operation. Thus, engaging in community relations and developing communities is an issue seen as critical to the success of organisations.

In an answer to the question whether it was important for their company to engage in community development programmes in the host community, the oil company interviewed believed that it was important for the organisation to invest in community development projects among the communities in which they operated. The company believed that building the capacity of local communities and developing mutual trust was equally important as operating competently below the ground. “We are technically good in finding hydrocarbon resources. In the same way we want to be good above- ground as we are below- ground” (Mrs. R Adashie 2015, pers.comm., 23 September)

The over goal of the company is not about the development of the communities, however, she concedes that establishing strong relationships with stakeholders in host countries and communities will create mutual value and is key to their successes. The more successful host communities and countries become the more valuable their assets will be. As a company they were committed to understanding the direct and indirect effects of their activities on people and communities.

- Corporate Social Investment

In the planning and designing of development projects, the process begins with Community Liaison Officers (CLOs) who live in the communities. Thus, they are able to interact with diverse stakeholders in identifying the needs of the community. At the beginning of a year, from identifying groups to attending local assembly meetings, festivals, and open forums, the CLOs keep their ears to the ground in an effort to glean information about the expectations of the people where their development needs are concerned. The CLOs are

responsible for six districts each and have an office where people are also encouraged to visit and make their petitions for development made known.

However, when the company started operations, its initial social responsibility was done in partnership with the Government of Ghana. “We did a ‘knocking-process’ which saw us engage in a book drive project in some selected first and second cycle institutions in the country” (Ibid.). This was a need that had been identified by the government and they found it as an ideal way to announce their presence in the country. Similarly, an old tuberculosis centre in Axim was refurbished and transformed into an accident and emergency centre for the community.

Two communities in namely Ankobra and Ekpu in the Ellembelle and Jomoro districts respectively are beneficiaries of improved fish-processing facilities sponsored by Kosmos Energy. The technology is energy efficient, environmentally friendly, consumes less fuel and ensures the safety of the fishmongers. This has enabled the fishmongers to continue with production during lean fishing season and prevents post-harvest loses during the bumper season.

The company has also partnered with Safe Water Network an international non-governmental organisation (NGO) to provide more than seventy (70) communities on four coastal districts in the Western Region with sustainable cost effective water system. Some of the communities are residents in Eikwe, Anochie, Atuabo, Benyin, Ngelekazo, Ekebaku and Nzulezu. Capacity building and local ownership based on sound business principles is the heart

beat of this project. When interviewed on 23 September 2015, Mrs R Adashie revealed the project was not imposed on the communities, rather various surveys carried out indicated that water was one of the most important needs of the people along the coast. With Lake Amansuri as the source, the water station provides over one hundred thousand litres (100,000lts) of safe drinking water per day to the communities. The station has capacity to extend its services beyond the beneficiary communities.

- Impact and Lessons Learnt

Touching on impacts and lessons learnt from development projects, Adashie bemoaned the attitude of people in the communities. Some of them have a mind-set which can best be described as 'the-oil-companies-owe-us' (Ibid.). However, she was of the opinion that "you cannot decide for people what they want, even if you know what is best for them, you will still have to help them see why it is best for them and not impose or take a decision for them (Ibid.).

4.3 SUMMARY OF FINDINGS

The study's findings revealed that at the level of the community, majority of respondents were aware of the oil find and had received some form of education about it. The respondents were also aware of the presence of some oil companies operating within the Ellembelle District with an overwhelming number of the respondents expecting their communities to develop as a result of the operations of the oil and gas corporations in their communities. There were varying kinds of development being anticipated by the respondents with industries ranking high on the response items. The study result also showed that the respondents preferred the identification of developmental needs for the community to be done at the level of the community while government and external actors were suggested by a minority of the respondents.

Some of the respondents were of the opinion that they had acquired some skills that will permit them to participate in and benefit from the oil find and its subsequent production. Top of the list of skills acquired was artisanship. The respondents were also of the view that the community had a significant role to play in the identification of developmental projects for the community and that opinion leaders together with other community leaders had to play a leading role in the identification process. The District Assembly was identified as the most appropriate channel through which the community could pass on its developmental needs to development partners. Generally, the respondents had a sense of optimism for national development.

At the District Assembly level, the study findings revealed that the assembly has well-designed development programmes aimed at complementing the national effort of achieving a middle income status with interventions geared

towards job creation and increased household incomes as well as general living condition of the people. Some priority areas included improved road networks, improved sanitation, and enhanced social services among many others. Participatory approaches were used in identifying the developmental needs of the people. The approach consisted of consultations with various groups with the aim of having a fair representation of the people.

With regards to communication, the findings revealed a flow of communication from the district assembly to development partners was through the use of the internet, formal general assembly meetings, workshops, and written proposals.

Problems encountered by the District Assembly in the performance of its duties were varied. It ranged from the inadequate and untimely release of government and donor funds, limited human resources, low sub structures participation, inadequate data for planning purposes, high cost of goods and services, and inadequate internal revenue among others.

The study findings also revealed that oil corporations find it important for organisations to engage in community development. They are of the opinion that businesses thrive when the country and communities in which they operate are also successful. Again, even though the overall goal of the company is not so much about developing the communities in which they operate, it was important they understood the immediate and distant effects of their activities on people and communities and help to create mutually beneficial relationship.

The study also revealed the presence of CLOs in the communities who play a vital role of interacting with the community and identifying first-hand the development needs of the people and communicates to the organisation.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

Introduction

The concluding chapter looks at the discussion, conclusion and recommendations for further study. The aim of the study was to examine how oil and gas companies in Ghana respond to developmental needs of host or oil communities.

More specifically, the study sought to: investigate how the Ellembelle District Assembly comes up with developmental needs of the people; determine how the Ellembelle District Assembly communicate their developmental needs to development partners; examine how oil and gas companies come up with their development programmes for host community; find out the level of responsiveness of oil companies to developmental needs of host communities and possibly develop a communication strategy to assist both district assemblies and oil and gas companies in development partnership.

This was done by seeking answers to five (5) research questions which stated: what role do community members play in the decision making process of the development needs of the community, how do District Assemblies come up with their development projects, what is the level of communication between District Assemblies and their development partners, how are the development needs communicated to the development partners and what goes into the design, planning and execution of development programmes by Oil and Gas companies?

5.2 DISCUSSION

The study findings to the first research question which stated 'what role do community members play in the decision making process of the development needs of the community' revealed that the respondents were aware oil had been found in commercial quantities and that they were a part of communities dotted along the coast of the Western Region of Ghana who were directly affected by the activities of production of oil and gas offshore. Owing to this, the respondents were expectant and anticipatory of the development of their communities. More importantly, the study results shows that the identification of those developmental needs were to be done at the level of the community. This means that the respondents were of the opinion that the communities should have a say about which development projects were important to them and how those projects should be prioritised.

This position of the respondents follows the path of a participatory approach to development which postulates that development projects are best identified by the local communities themselves (Sparks, 2007). More light was shed on this issue by Okoji (2007) in advocating for the importance of local communities to deeply apply themselves and participate in the identification, planning, evaluation and implementation of the projects. Such an approach will afford members of the community to buy-in to development projects and assume ownership.

By virtue of the participation of the community, links are likely to be strengthened between community learning, community planning and

community development. Community learning consolidates the social capital of the communities which will be evident in the improvement of knowledge, skills, confidence, motivation, networks and resources that individual members and groups in the community possess. A likely benefit to community learning and development is that people become more skilled and have better chances of securing jobs, the capability of the communities to tackle health or environmental issues, and the personal, social and educational development of young adults in the communities. In effect it becomes some kind of movement where there is strive to promote better living for the totality of the community with active participation and based on the initiatives of the community.

The study findings found out that respondents were of the view that the community could be represented by opinion leaders in the identification of community developmental projects. However, Bessette (1996) is cautious of this approach. He argues that members can be manipulated into giving support to opinion leaders to represent the community particularly in communities where there is intimidation and democracy is practically non-existent. A critical look at the participatory approach precipitates more questions. For instance, how does one truly acknowledge that representation of the people by opinion leaders is truly representative of the people? How are those opinion leaders arrived at? Are they truly representative of the community?

The second research question stated: how do District Assemblies come up with their development projects? The study findings revealed that the Ellebelle District Assembly had well developed programmes of development aimed at complementing the effort of government in achieving a middle income status. The Ellebelle District Assembly recognises that

communication is vital and part of a broader process of empowerment practices where members of the communities are able to arrive at their own understanding of issues, to consider and discuss ideas, to negotiate, and to engage in public debates at community levels. Therefore, the District Assembly engaged in stakeholder consultations with identified groups, using indigenous ways such as community drama to identify development needs of the community. The community had the privilege of prioritising their development needs. This finding is supported by Kimney et al (2004) who advocate for policies that foster community development in developing countries. The District assembly in engaging community members in initiating development projects is in one way or the other establishing some kind of policy where beneficiaries of development projects are deeply involved in the establishment of development projects.

The study finding supports Haley (2004) and Gentle, et.al, (2013) as articulated in the literature in so far as the Ellembelle District Assembly has a well-coordinated development plan for the advancement of the communities under its jurisdiction. Haley's findings (2004) highlighted the role of strong local institutions that champions the cause of development for the communities. Haley's argument is that irrespective of the corporate player's good intentions to foster sustainable local development, they are neither sufficient nor strictly necessary. This perhaps debatably explains the critical role that the Ellembelle District Assembly plays in the development of the communities. However, question is, how much of those development projects are targeted at improving the lot of the individual? Are the development projects geared towards the collective well-being of the communities? There

is the real possibility of a lack of trust and ownership of the District Assembly as a local institution, largely due to the political atmosphere in a country where almost every discussion or project appears to be polarised. There is also the real danger of local elites who will not be in favour of delegating authority and power to poor community members through the district assembly. This position supports Gentle, et al., (2013) who opines that inadequate power relations and the continued dependency of the poor will benefit local elites and sustaining power relations.

The third and fourth research question centred on communication between the District Assembly and their development partners stated as follows: what is the level of communication between District Assemblies and their development partners, and how those development needs are communicated to the development partners? The finding of the study reveals that some level of communication existed between the district assembly and oil corporations. The assembly invites oil corporations and other development partners to general assembly meetings, workshops, and other open fora discussions. Other channels include the use of internet and writing proposals to development partners.

However, one thorny issue was that the district assembly did not have much interaction with the community liaison officers who serve as the link between the communities and Oil Corporation. In the estimation of the District Assembly information passed on to oil corporations may wrong, because the CLOs do not have the appropriate know-how to be able to determine the best kind of development for the community. Another argument that was put forth by the Assembly is that the oil corporations have specific areas of CSI

operations, therefore, the CLOs identify projects based on the parameters that they have been given by the oil corporations to operate. So for instance, a CLO may identify construction of a health post for the community as a priority development need, when in actual fact, the priority is the construction of a classroom block. This is so because the oil corporation may be operating in the area of health and not education. This seems to suggest a bottom-up approach heavily influenced by top-down approach. Thus the study finding supports Jenkins (2005) who posits that because development agenda is missing in the CSR construct, poverty reduction is not the focus of CSR, because for instance, constructing a hospital does not necessarily mean that the local people will have access to it or that is what they actually need. Though the multinational oil corporations have reached out to their host communities through various community development programmes that center round economic empowerment of the host community members, peace building and infrastructural development in their area of operations, community members have not been involved in the efforts.

The finding also upholds the position of Okoji (2013) who postulates that though the multinational oil corporations have reached out to their host communities through various community development programmes that center round economic empowerment of the host community members, peace building and infrastructural development in their area of operations, community members have not been involved in the efforts. CSR if it should exist should target what community members say they need. The findings from Andrews (Ibid.) suggest that CSR activities can benefit immensely from an agent-oriented arrangement that sees social responsibility from a bottom-up

or grassroots perspective. (Frynas, 2005), suggests that a more grassroots conception can yield greater dividends than usual top-down and business-case approach.

The last research question investigated what goes into the design, planning and execution of development programmes by Oil and Gas companies. The 'Washington Consensus' which emerged in the 1980s advocated for liberalisation, deregulation and a reduced function for the state in developing economies and a correspondingly greater role for the private sector (Jenkins, 2005) The findings of the study supports Jenkins as it established that it was necessary for oil corporations to engage in community development even though it was not the overall objective of corporations to develop the communities in which they operate. According to Hamman (2004) an argument for the business case of CSR is for organisations to put in place initiatives that mitigate the negative impact of its activities on both society and the environment. This changing view of development is linked to the waning assurance in the role of the state as an agent for development. It appears corporations do acknowledge that the pursuit of short- term profit to the detriment of other goals will result in devastating effects in the long-term and are therefore, involved in CSR or CSI projects.

The study also identified the presence of CLOs in the communities who play the vital role of interacting with the community and identifying first-hand the development needs of the people and communicates to the organisation. In doing their work, the CLOs also adopt participatory approaches in the identification of developmental needs of the communities. This finding support Andrews (2013) in advocating that CSR if it should exist has to be

sympathetic to the communities in which they operate. Kosmos Energy's CLOs who live in the communities provide first-hand information to the oil organisation about the development expectation of the people. The organisation seeks to be certain that the development needs of the people are coming directly from the people and not any party interested in pursuing their own hidden agenda. Thus, CLOS reside in the communities. This ensures that the people in the community have a stake in the development projects that are instituted by the Kosmos energy (Mrs. R Adashie 2015, pers.comm., 23 September).

The findings also support Hamann (2004) who postulates that until the organisation engage the direct beneficiaries of a project and make them 'feel' a part of the project, there is very little they can do to placate them. Okoji (2004) argues for community development projects of multinational corporations to allow beneficiary communities in the identification, planning and implementation and evaluation of the projects was also affirmed. This perhaps explains why Kosmos Energy in its CSI activities are guided by the following principles: participatory approach to understand needs and seek to create broad-based benefits, invest in projects that are sustainable and aimed at building local capacity or economic opportunity, integrating CSI activities with their core business and other activities.

Two development projects identified through participatory means by Kosmos Energy Ghana is The Water project by Kosmos Energy in partnership with Safe Water Network and Fish Smoking project are examples of a bottom-up project that is ongoing along some coastal communities in the Western Region. In Ekpu in the Jomoro District of the Western Region, a six - unit fish

smoking facility for a women's group was put up by Kosmos Energy as part of the CSI in ensuring that the livelihood and capacity of local fish processors were improved upon. Kosmos Energy also engaged the services of an organisation to train the beneficiary women in variety of areas including business management and book keeping, community outreach and creating sustainable partnerships, and occupational safety, hygiene and environmental management.

The Water project marked a significant deviation from the old order which saw some communities in the Jomoro, Ellembelle, Nzema East and Ahanta West districts' reliance on untreated water from sources such as the Amanzule and Nzulezu rivers and other sources of water often polluted with human activities. Records at Ekabeku Health Centre which serves about four of the beneficiary communities indicate that communities along Benyin, Esiana, Nzulezu areas prior to the water project recorded high incidence of cholera which was attributed to insanitary conditions, particularly linked to drinking of contaminated water had significantly reduced after the commissioning of the water project. Cases of gastroenteritis mostly associated with waterborne diseases such as diarrhoea and cholera. What is significant about this project is that members of the community manage the project as a business. Community members have themselves selected people who are at the helm of managing the business. Community members who patronise the service pay a token that is used in the maintenance of the water facility.

5.2 CONCLUSION

This study has unearthed very important findings which arguably add to the existing body of knowledge in the field. The emergence of new information across the various chapters and the strands that emerged has been rewarding. It has assisted in addressing the research objectives and the questions which arose from the literature.

The study established that the awareness of oil find was a well-known fact in the communities sampled for the study and respondents were also aware of some oil companies operating along the coastal communities of the Western Region of Ghana. Irrespective of the various kinds of development being anticipated by the communities, respondents were of the view that identification of development needs had to be done at the level of the community. Members of the communities were of the opinion that they had acquired skills that will allow them to participate in and benefit from the oil find. However, a striking observation was that none of the respondents had obtained formal education in the field of oil and gas exploration. For those who were still in school, acquiring an education this field was practically non-existent.

The District Assembly in the view of the respondents was an appropriate organisation to champion the development needs of the organisation. The district assembly, the study found out had well developed plans arrived at through a bottom-up approach. The level of communication that existed between the assembly and development partners is such that the district

assembly is able to request for help directly from development partners and give reports of the progress of work to development partners.

The study found out that it was important for organisations to engage in community development projects because the success of the organisation was dependent on the success of the host communities in which they operated. Thus many organisations involve themselves in corporate social responsibility programmes or corporate social investments projects. A revealing fact was that oil multi-national corporations were now using a bottom-up approach to CSR instead of the traditional top-down approach to CSR projects.

5.3 RECOMMENDATIONS

The study findings revealed that both Ellembele District Assembly and the Oil Corporation interviewed were of the opinion that both were using participatory approaches in identifying the development needs of the communities. However, it appears that the bottom-up approach is heavily influenced by a top-down approach. The District Assembly could not entirely trust the CLOs working for the oil companies because in their opinion, the CLOs identify projects in the area of the oil corporation's CSI. Therefore, development needs that they present to the oil corporations may not be what the community require or better still the community believe is a priority. Had the study reached out to the CLOs to find out the scope within which they operate, perhaps answers could have been found to this dilemma. Nevertheless, Kosmos answers this question when as a way of allaying the fears of the communities, states:

“Kosmos is a caring corporate citizen, committed to partnering with communities in our operational areas. We initiate and support efforts to improve lives in those communities by developing programs targeting health care, education and capacity development” (Kosmos Energy, 2012)

The oil corporation could also not entirely rely on the District Assembly to identify development projects for them because of the belief that the Assembly could be a tool being used to achieve political scores on behalf of the government of the day.

The position of this researcher is that there appears to be an expectation gap and a communication between the District Assembly and the Oil Corporations that future studies should seek to explore.

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APPENDIX A

QUESTIONNAIRE

**THIS QUESTIONNAIRE WILL TAKE APPROXIMATELY THIRTY
MINUTES TO COMPLETE**

I am a final year graduate student of the Ghana Institute of Journalism,
conducting a study into “Community Development; Role of Oil and Gas
Companies in Ellembelle District”

I would be grateful if you could please assist me with the study by completing
the questionnaire. The information provided by you is strictly confidential.
Your cooperation is very much appreciated.

CECILIA SABAH

GHANA INSTITUTE OF JOURNALISM

1. Are you aware oil has been struck in commercial quantities off the coast of Cape Three Points in the Western Region?
 - (a) Yes
 - (b) No

2. Have you received any form of education on what oil drilling and production is all about?
 - (a) Yes
 - (b) No

3. Do you know any oil company operating here in Ellembelle?
 - (a) Yes
 - (b) No

4. Are you expecting any form of development in your community?
 - (a) Yes
 - (b) No

5. If you answered yes to question (4) above, what sort of development are you expecting? [**Cross (X) as appropriate**]. Choose more than one
 - (a) Industries ()
 - (b) Schools ()
 - (c) Hospitals ()
 - (d) Roads ()
 - (e) All of the above ()

6. How should this (ese) development need(s) be identified?
 - (a) Community Level
 - (b) Government Level
 - (c) External actors (e.g., NGOs, Oil and Gas companies, etc)

7. Do you believe that you are equipped with the right skills to participate in and benefit from the activities of oil drilling and production?

- (a) Yes
- (b) No

8. What have you put in place (skills) to achieve this?

.....
.....

9. Do you think the community has a role to play in the decision- making process?

- (a) Yes
- (b) No

10. How should the community be represented in such endeavours?

.....
.....

11. How should the development needs be communicated to development partners

- (a) District Assembly
- (b) Member of Parliament
- (c) Non-Governmental Organisations
- (d) Government

12. General Comments

.....
.....

BIO DATA

[Cross (X) as appropriate]

1. Age

- (a) 18 – 24 ()
- (b) 25 - 32 ()
- (c) 33 – 41 ()
- (d) 42 – 50 ()
- (e) 51 – 60 ()

2. Gender

- (a) Male ()
- (b) Female ()

3. Educational Level

- (a) Primary / JSS / Middle School ()
- (b) SSS Certificate / Technical/Vocational ()
- Tertiary / University/Polytechnic ()
- Other (specify) ()

4. Occupation

- (a) Fisherman ()

- (b) Farmer ()
- (c) Trader / Businessman ()
- (d) Student ()
- (e) Civil / Public Servant ()
- (f) Other (specify) ()

APPENDIX B

INTERVIEW GUIDE ——— ELLEMBELE DISTRICT ASSEMBLY

- 1. Does the Ellembele community have well-designed development programmes?**
- 2. Are these development needs identified by the community or does it originate from external actors?**
- 3. What approach is used in identifying these development needs?**
- 4. What role, if any, does the DA play in identifying development projects for communities?**
- 5. How are development needs communicated to development partners?**
- 6. General Comments – What are some of the challenges faced by the Assembly in the execution of its duties?**

APPENDIX C

INTERVIEW GUIDE— OIL AND GAS COMPANIES

1. Is it important for corporations to have community development programmes?
2. Does Kosmos think it is important to invest in community development programmes in Ghana?
3. Has Kosmos undertaken any community development programmes among host communities?
4. Why and how did the programme come about?
5. How are the programmes implemented (top-down or bottom-up approach)?
6. Can you describe impact & lessons learned from those programmes?