

**UNIVERSITY OF EDUCATION, WINNEBA**

**PARTICIPATORY COMMUNICATION IN CSR: A STUDY OF TWO OIL AND  
GAS COMPANIES IN GHANA.**



**A dissertation in the department of Communication and Media Studies, Faculty of  
Foreign Languages Education and Communication, submitted to the School of  
Graduate Studies, in partial fulfilment**

**of the requirements for the award of the degree of  
Master of Philosophy Communication and Media Studies  
(Business Communication).  
in the University of Education, Winneba**

**2019**

## DECLARATION

### STUDENT'S DECLARATION

I, **Umar Najatu**, declare that this Thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE: .....

DATE: .....

### SUPERVISOR'S DECLARATION.

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: **DR MAVIS AMO-MENSAH**

SIGNATURE: .....

DATE: .....



## **DEDICATION**

To my late sister Nimatu Umar (may your soul rest in peace) for her inspiration and believing in me when she was alive keeps me going. May her soul live in the blossom of Almighty Allah's heaven.



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## TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	v
CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
ABSTRACT	xii
<b>CHAPTER ONE: INTRODUCTION</b>	
1.1 Background of the study	1
1.2 Participatory communication	3
1.3 Corporate Social Responsibility (CSR) initiatives	4
1.4 Overview of the 2016 CSR Initiatives of Kosmos-energy Ghana and Total Petroleum Ghana	6
1.4.1 Kosmos-energy Ghana	6
1.4.2 Total Petroleum Ghana	12
1.5 Statement of the Problem	14
1.6 Research Objectives	16
1.7 Research Questions	16
1.8 Significance of Study	17
1.9 Organization of the Study	17
1.10 Chapter Summary	18

## **CHAPTER TWO: LITERATURE REVIEW**

2.0 Introduction	19
2.1 Corporate Social Responsibility (CSR)	19
2.2 CSR in community development	24
2.3 CSR in Ghana	28
2.4 Participation in developmental projects	31
2.5 Participatory Communication for Development	35
2.6 Theoretical Framework	38
2.6.1 Participatory Communication Theory	38
2.6.2 Relevance of Participatory communication theory	41
2.6.3 The Stakeholder Theory	42
2.6.4 Relevance of stakeholder theory to the study	43
2.7 Chapter Summary	45

## **CHAPTER THREE: METHODOLOGY**

3.1 Introduction	47
3.2 Research Approach	47
3.3 Research Design	48
3.3.1 Case Study	48
3.4 Sampling Method	50
3.4.1 Sampling	50
3.5 Data Collection Procedure	52
3.6 Interview Protocol	53

3.7 Documents	54
3.8 Data Analysis	55
3.9 Ethical Issues	57
3.10 Trustworthiness of the Study	57
3.11 Delimitation	58
3.12 Chapter Summary	58

## **CHAPTER FOUR: FINDINGS AND DISCUSSIONS**

4.0 Introduction	59
4.1 RQ1. How do Kosmos-energy Ghana and Total Petroleum-Ghana operationalise Corporate Social Responsibility?	60
4.1.1 Findings from Kosmos-energy Ghana	61
4.1.2 Social Investing	61
4.1.3 Relationship Building	64
4.1.4 Findings from Total Petroleum Ghana	66
4.1.5 Empowerment of local talent	67
4.1.6 Responsible	69
4.2 RQ2. What participatory communication strategies do Kosmos-energy Ghana and Total Petroleum Ghana?	71
4.2.1 Dialogue	71
4.2.2 Participation	76
4.2.3 Empowerment	79
4.2.4 Cultural identity	81



4.2.5 Motivation	82
4.3 Chapter Summary	84
<b>CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSION</b>	
5.0 Introduction	86
5.1 Summary of Findings	86
5.2 Recommendations	90
5.3 Limitation	90
5.5 Suggestions for Further Studies	91
5.6 Conclusion	92
<b>REFERENCES</b>	94
<b>APPENDICES</b>	106
<b>APPENDIX A</b>	105
<b>APPENDIX B:</b>	106
<b>APPENDIX B:</b>	107



## LIST OF TABLES

<b>1:</b> Equity Distribution of partners operating in the Jubilee Oil Field	11
<b>2:</b> Equity Distribution of partners operating in the TEN oil Field	12
<b>3:</b> Sampling	51
<b>4:</b> Study participants	52
<b>5:</b> Themes	60



## LIST OF FIGURES

<b>1:</b> The Deep Water Tano Block is adjacent to the West Cape Three Points Block in the Jubilee Field located at Ghana's Western Region in the South Atlantic Ocean.	8
<b>2:</b> the FPSO Kwame Nkrumah operating in the Jubilee oil field	10
<b>3:</b> FPSO John Evans Atta Mills in the Atlantic Ocean	11
<b>4:</b> A Total service station	13
<b>5:</b> Participatory communication in CSR	45



## ABSTRACT

This study investigates the use of participatory communication strategies in the 2016 CSR projects of Kosmos-energy Ghana and Total Petroleum Ghana. The study examined the operationalisation of CSR in these companies and investigated the use of participatory communication strategies in CSR execution. The study was guided by the participatory communication theory and the stakeholder theory. The approach was qualitative anchored on a multiple case study of the purposively selected participants. Data was collected using in-depth interviews and documents from the two companies were also used. The study found that 2016 CSR initiative of Kosmos-energy Ghana focused on social investment and relationship building while Total Petroleum Ghana operationalisation was empowerment of local talent and responsibility. Further the study revealed that both the 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana 2016 CSR utilised the participatory communication strategies. This research will assist organisations to understand better some of the reasons for involving local stakeholders' when planning, executing and evaluating their CSR initiatives.



## CHAPTER ONE

### INTRODUCTION

#### 1.2 Background of the study

In recent times, there have been concerns by stakeholders in developing countries with oil and gas extracting companies over their CSR decisions and community expectations (Idemudia, 2011). It has been noted that stakeholders have been hostile towards CSR decisions in oil and gas companies: making uncomplimentary remarks, issuing threats and in some situations engaging in conflict (Idemudia, 2011). At the same time, research suggests that several corporations in the extractive industries practice good CSR and have good stakeholder engagement policies (Ocran, 2016). However, there are several studies that indicate that the needs of local people are not met, leading to conflicts (Bebbington *et al.*, 2008; Kraemer *et al.*, 2013). Botshe (2016) suggests further research on CSR practice and implementation by specifying on the participatory aspect in executing CSR.

Environmental Justice Organisation, Liabilities and Trade (EJOLT, 2015) reports on environmental conflicts worldwide, by listing 1500 ongoing conflicts over environmental and social impacts of projects in areas such as mining, forestry, dams, transportation, fracking, drilling, exploration, waste management and ore processing (EJOLT, 2015). Under natural resource extraction projects, for example there are 788 cases of ongoing conflicts in more than 60 countries (EJOLT, 2015). These problems have crystallised into tensions, with no appreciation and ownership of projects executed by oil companies. The ongoing trajectory demands a response to stakeholders needs and interests. Debr`ah and Graham (2015) assert that for

prevention of the oil curse in Ghana, there is the need for broader participation of stakeholders in oil and gas corporations' CSR programmes.

Since the early 2000s, multiple organisations and scholars have argued that corporate organisations through Corporate Social Responsibility (CSR) initiatives contribute to sustainable development, especially in developing countries (Baumgarten, 2014). Though several companies have reports on how they accomplish the principles of CSR, the role of participatory communication remains the greatest challenge in ensuring that every CSR initiative is self-sustaining (Kloppers & Fourie, 2018). CSR initiatives cannot achieve their aim of development without effective participatory communication with stakeholders. (Kloppers, 2015).

Galway (2000) asserts that participatory communication projects aim to 'empower' individuals and communities to take control of their lives. If CSR initiatives aim to contribute to sustainable development, then there is the need for these initiatives to be communicated based on the principles of participatory communication. Mulwa (2004) emphasises that unless stakeholders are actors in initiatives and programmes that affect their lives, the impact of such interventions would either be negative, irrelevant or insignificant in changing stakeholders' lives.

The World Bank (1995) indicates that internationally, emphasis is being placed on the challenge of Sustainable Development, and participation is increasingly recognised as a necessary part of Sustainable Development strategies. To be truly significant and meaningful, participation needs to be based on the application of genuine two-way communication principles and practices (Mefalopulos, 2003). Thus, stakeholders take part and get empowered from initiatives that deliver direct and immediate benefits to

them. The current study therefore seeks to throw more light on participatory communication in the 2016 CSR initiatives of Kosmos-energy Ghana and Total Petroleum Ghana. Mefalopulos (2009) avers that ever since the change of development approaches, it has been prioritized popularly that participation is the core of a sustainable community development. From this perspective, this study therefore sought to examine participatory communication strategies in the 2016 CSR in an oil drilling company (Kosmos-energy Ghana) and in an oil marketing company (Total Petroleum Ghana).

## **1.2 Participatory communication**

Over the centuries, the participatory communication approach has reserved its theoretical principles and practical position as the normative approach in communication for development and social change (Otto, 2016). Participatory communication has developed as a concept that uses communication to involve stakeholders in decision-making for development purposes; by ensuring stakeholders are involved in development that has direct or indirect impact on their lives, evolving from monologue approach to dialogic approaches (Chepngetich, 2015). Chepngetich (2015) further reveals that participatory communication requires that the communicator is committed to ensuring that stakeholders gain knowledge on issues of interest and have useful engagement toward the development of those issues. Mefalopulos (2003) describes participatory communication as part of the theory and practice of communication used in involving stakeholders or community members in the various stages of development.

In the 1970s and 1980s, decentralisation was greatly advocated mostly in Africa due to the strong attribution of the centralised planning system's failure which limited involvement of the public (Ayee & Amponsah, 2003; Khwaja, 2004). The recognition and acceptance of community participation in development and planning in particular is further underscored by the legalities and explicit decentralisation mechanisms adopted by various developing countries to ensure and encourage participation (Sanyare, 2013).

Chapter Twenty (20) of Ghana's 1992 Constitution, requires that residents of particular local government areas should be given the opportunity to participate in development processes. The Constitution further indicates vividly that the sovereignty of the nation resides in Ghanaians, hence, all development initiatives must be participatory to improve their welfare (Constitution of Ghana, 1992). Other specific regulations, directives and guidelines exist to ensure community participation in the planning and implementation of development projects and programmes in Ghana (Ahwoi, 2010).

### **1.3 Corporate Social Responsibility (CSR) initiatives**

The Canadian Business for Social Responsibility defines CSR as “a company's commitment to operating in an economically, socially, and environmentally sustainable manner, while recognizing the interests of its stakeholders, including investors, customers, employees, business partners, local communities, the environment, and society at large” as cited by Gawel (2006: p.11). Hirschland (2006: p.7) defines CSR as “the expectations of businesses by non-state stakeholder groups, and the strategic management of these demands by businesses that help to assure



profits and enterprise sustainability”. Some scholars also consider CSR as part of a developmental process, which occurs “as organizations mature in their behavior and attitude towards both their stakeholders and their ideas concerning social responsibility” (Aras & Crowther 2009: p.48). The World Business Council for Sustainable Development (WBCSD) (2005: p.12) affirms CSR definition as “continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families, as well as of the local community and society at large”. Carroll (2008: p122) emphasises that CSR is “the general belief held by growing numbers of citizens that modern businesses have responsibilities to society that extend beyond their obligations to the stockholders or investors in the firm”.

Solomon (1991) argues that CSR is shared altruism or an act of philanthropy while a publication by the World Business Council for Sustainable Development (WBCSD) (2000: p.6) “Making Good Business Sense” provided a comprehensive view of the concept. According to the WBCSD (2000), Ghanaians understand the concept as building capacity for sustainable livelihoods, respecting cultural differences and finding business opportunities in building the skills of employees, the community and government. The definitions above, point to the different nature of CSR ranging from environmental concerns through empowering local communities to donating to charity, all of which, according to the European model, are in the interest of the business. This further affirms the struggle for one definition, igniting calls for an overall accepted definition of the concept (Blowfield & Frynas, 2005; Brown, McKenna & Kok van der Wiele, 2001). This research, however, considers CSR as a

voluntary concept that businesses execute in exhibiting social and environmental concerns in their organisational activities and in their interaction with stakeholders.

A detailed report in Ghana by Atuguba and Dowuona-Hammond (2006) indicates that although a variety of policies, laws, practices, and initiatives exist to provide a framework for CSR, there is no comprehensive CSR document in the country. Andrews (2013) recommended that a firm and consolidated CSR policy be established so as to safeguard people and communities from the opposing impacts of corporate activities. The reason being that, while there is ample literature on the extractive industry in general (commonly on mining), literature on the nature, scope, rationale, and impact of CSR initiatives in Ghana remains under-researched (Ofori 2007, Ofori & Hinson 2007). Also, there is little to indicate the relation between CSR and development (Frynas, 2008; Idemudia, 2010).

#### **1.4 Overview of the 2016 CSR Initiatives of Kosmos-energy Ghana and Total Petroleum Ghana.**

##### *1.4.1 Kosmos-energy Ghana*

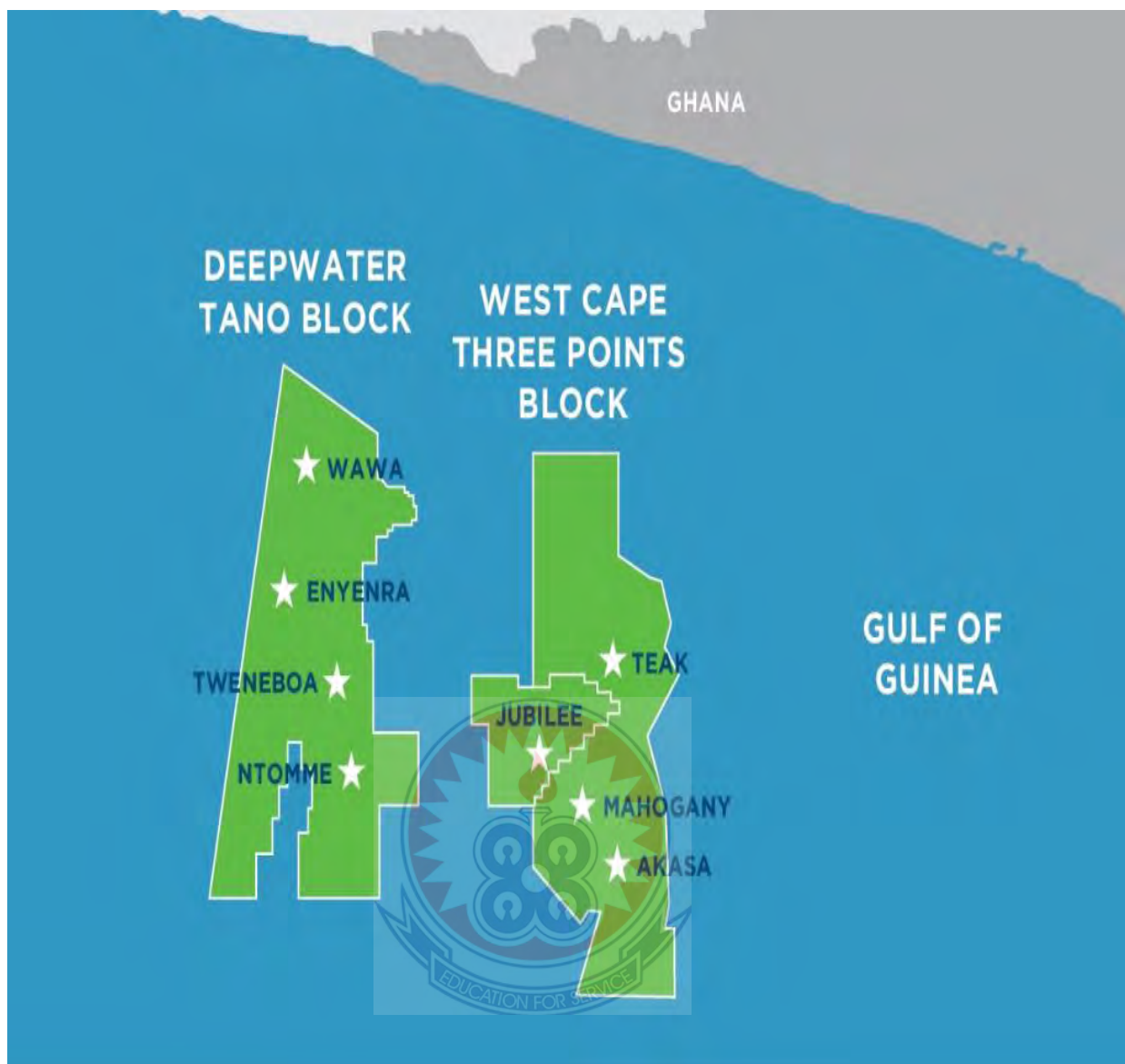
Kosmos-energy was founded in 2003 with the aim of finding oil in the underexplored parts of the world. Kosmos is a premier international oil and gas exploration and production company focused on oil exploration and development with primary area of operation being the underexplored region along the Atlantic Margin (Kosmos-energy Ghana website). Internationally, Kosmos operates in some African countries like; Mauritania, Senegal, Sao Tome and Principe, Equatorial Guinea Cote d'Ivoire and Morocco respectively; operating with exploration licenses on the significant hydrocarbon potential offshore. Also, Kosmos has existing production facilities within the offshore of Ghana and Equatorial Guinea ([www.kosmosenergy.com](http://www.kosmosenergy.com)).

In 2007, Kosmos company gave credence to previous geological studies when they discovered substantial quantities of hydrocarbons in the jubilee field, in the deep waters offshore Ghana. At the Jubilee offshore field, Kosmos-energy's average production is approximately 100,000 barrels of oil per day. This success in the Jubilee field led to follow-on oil and gas condensate discoveries in the deep water Tano Block, and oil production at Tweneboa Enyenra and Ntomme (TEN) field began in 2016 ([www.kosmosenergy.com](http://www.kosmosenergy.com)). These discoveries have proved that the Tano Basin offshore Ghana is a potential premier hydrocarbon system. Kosmos is listed on the New York Stock Exchange and is traded under the ticker symbol KOS (Kosmos-energy Ghana CSR report,2017). Kosmos-energy received the best investment oil and gas company during the Ghana Oil and Gas Awards in 2017.

Kosmos-energy in terms of CSR creates opportunities for the host countries through responsible and transparent development. Kosmos-energy undertakes a variety of Corporate Social Investment (CSI) activities as well as supporting capacity-building programs ([www.kosmosenergy.com](http://www.kosmosenergy.com)). Kosmos-energy Ghana's CSR policy generally considers the environment and social investment for development. Kosmos-energy Ghana engages in CSR as part of giving back to its host nation and enhancing relationships with their stakeholders ([www.kosmosenergy.com](http://www.kosmosenergy.com)). Since its operation Kosmos-energy Ghana, has been paying royalties to the country while undertaking various forms of CSR. In 2013, Kosmos-energy Ghana under its Corporate Social Investment spent \$373418 to support capacity building programmes. In addition, Kosmos-energy Ghana in 2014 gave a medical boat to be used by 30 communities along the Abbey Lagoon in the Western Region to enhance quality health care. Also,

Kosmos-energy Ghana engaged in a clean water project for some selected rural communities in Western Region. In 2016, Kosmos-energy Ghana launched a new phase of CSR whereby three beneficiaries are selected from list of pitchers who registered under the 2016 CSR project. This CSR project which was named Kosmos Innovation Centre (KIC), aimed to mentor and finance selected pitchers who have innovative ideas in enhancing Ghana's agri-business. The pitchers shared their proposals with KIC and the best three among them were chosen to be mentored. These three pitchers go through three stages which constitute the KIC, that's collaboration, incubation and acceleration. Under collaboration as the first stage, KIC brings together experts from a range of fields, such as business, technology, finance, academia, and other specialists to talk through the issues encountered in a particular sector through workshops and conferences. These experts and practitioners will share their knowledge, inspire each other, and work together to develop practical solutions to the most pressing problems in society: in 2016 agri-business was chosen. The second stage is the incubation, where young innovative entrepreneurs were assisted to use technology to develop commercially viable solutions to development challenges in the agri-business sector. Selected innovative entrepreneurs receive seed funding, technical assistance, and mentorship from KIC. The final stage which is the acceleration; selected companies receive a range of support aimed at helping them grow their business. Kosmos-energy Ghana was named the 2016 CSR extractive company of the year at the Ghana CSR Excellence Awards.

**Figure 1:** The Deep Water Tano Block is adjacent to the West Cape Three Points Block in the Jubilee Field located at Ghana's Western Region in the South Atlantic Ocean.



**Source:** Kosmos-energy Ghana's website

Kosmos-energy Ghana and partners operate in the Jubilee oil Field and the Tweneboa Enyera Ntomme oil fields (TEN) using the FPSO Kwame Nkrumah vessel and FPSO John Evans Atta Mills.

**Figure 2:** the FPSO Kwame Nkrumah operating in the Jubilee oil field



**Source:** Kosmos-energy Ghana's website

**Table 1:** Equity Distribution of partners operating in the Jubilee Oil Field

Companies	Equity Percentage
Kosmos-energy Ghana	24.08%
Tullow oil	35.48%
Anadarko	24.08%
GNPC	13.64%
PETROSA	2.73%

**Source:** Kosmos energy Ghana’s website

**Figure 3:** FPSO John Evans Atta Mills in the Atlantic Ocean



**Source:** Kosmos-energy Ghana’s website

**Table 2:** Equity Distribution of partners operating in the TEN oil Field

<b>Companies</b>	<b>Equity Distribution</b>
Kosmos-energy Ghana	17%
Tullow oil	47.18%
Anadarko	17%
GNPC	15%
PETROSA	3.82%

**Source:** Kosmos-energy Ghana's website

#### 1.4.2 *Total Petroleum Ghana*

Total Petroleum Ghana limited formerly known as Mobil oil Ghana limited which was established in 1951, is part of the Total Group which is the fourth largest publicly-traded integrated international oil and gas company in the world. It is present in 130 countries. Its operations in Ghana has spanned over 60 years. The company consistently delivers economic, social and environmental benefits (Total-Ghana website). Total-Ghana has a large network coverage of 250 service stations for marketing petroleum in Ghana with services including the Aviation, Bitumen and mining industries, manufacturing and road sectors with ISO 9001:2015 certification ([www.total-ghana.com](http://www.total-ghana.com)). Total Petroleum Ghana was awarded the 4<sup>th</sup> position at the prestigious Ghana Club 100 2017 Awards and was adjudged the Best Oil Marketing



Company and the company with the Best CSR programme at the Ghana Oil and Gas 2017 Awards ([www.total-ghana.com](http://www.total-ghana.com)).

Total Petroleum Ghana's Corporate Social Responsibility (CSR) activities was assessed by two leading CSR indexes: FTSE4Good (London) and the Dow Jones Sustainability World Index (New York), which have led Total Petroleum Ghana to base its CSR around environment, social and development ([www.total-ghana.com](http://www.total-ghana.com)).

Total Petroleum Ghana has been executing CSR since its engagement in oil marketing business in Ghana ([www.total-ghana.com](http://www.total-ghana.com)). Through its CSR, Total Petroleum Ghana has engaged school children and residents in accident-prone areas on Road Safety campaigns ([www.total-ghana.com](http://www.total-ghana.com)). The company gave out educational donations such as computers to Presby Preparatory School to enhance teachers and pupils' education. It was also active in promoting Awango solar lamps by providing logistics. In 2016, Total Petroleum Ghana initiated a phase of CSR project, where three beneficiaries are selected from applicants who registered under the CSR project. This initiative was named Startupper challenge, where proposals are accepted by the company from innovative entrepreneurs to enhance the Ghanaian economy. Selection of pitchers are based on the Startupper challenge criteria. The best pitchers go through a series of workshops to present their innovative ideas and the best three are chosen. These best three pitchers go through mentorship and are given financial support. Startupper Challenge evaluate the innovative ideas for their sustainability ([www.total-ghana.com](http://www.total-ghana.com)).

**Figure 4:** A Total service station



**Source:** Total Petroleum-Ghana's website

### 1.5 Statement of the Problem

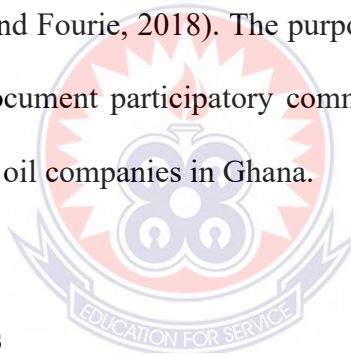
Research on conflicts in mining, drilling and exploration activities within Africa, Asia, Latin America and Australia are directly attributable to the lack of participation of affected stakeholders in decision making (Banerjee, 2011; Ehrnström-Fuentes, 2016; Franks et al., 2014). Negative social, cultural, economic and environmental impacts have been identified as the main drivers of conflicts (Banerjee, 2011; Ehrnström-Fuentes, 2016; Franks et al., 2014). Banerjee (2018) affirms that most of the resistance movements around the world against extractive industries are based on demands for the stakeholders' voices to be heard and also be part of decision-making processes.

Adema, Muluka and Oteki (2016) affirm that participation in Corporate Social Responsibility initiatives is to be considered a right and a need, thus the need to utilise participatory communication. Nonetheless, the benefits emanating from participation and its application in the development of collaborative Corporate Social Responsibility programmes have largely been insufficient. In several instances, CSR programmes are designed based on the choice of individual corporate organisations without the inputs of the local beneficiary communities (Klopper & Fourie, 2018). Klopper and Fourie (2018) assert that after years of empirical and research studies, the participatory approach has become recognized and correctly acknowledged as the normative approach to communication for development (Dutta, 2011; Tufte & Mefalopulos, 2009). The study argues that if the CSR goal is to contribute to sustainable development, then the strategies of participatory communication should facilitate these initiatives (Kloppers & Flourie, 2018).

Adema, Muluka and Oteki (2016) opine that most companies fund initiatives in an effort to improve communities being challenged with poverty to improve their

wellbeing; however, companies may not achieve these lofty objectives if the beneficiaries of these social interventions are not involved in the planning process from the beginning.

In Ghana, studies have been conducted on participation in community infrastructural projects (Addae, 2010; Mensah, 2015). There have also been studies on participation in policy making (Ako, 2017; Doku, 2013; Gyawu, 2012). Although some quantitative studies have investigated participation in CSR (e.g. Adema, Muluka & Oteki, 2016 and Shembe, 2015), research that concentrates on participatory communication in CSR initiatives is scanty (Adema, Muluka & Oteki, 2016). There appears to be limited academic research on CSR initiatives of oil companies in this field of study (Klopper and Fourie, 2018). The purpose of this research therefore is to analyse, interpret and document participatory communication strategies in the 2016 CSR programmes of two oil companies in Ghana.



### **1.6 Research Objectives**

This study is informed by the following objectives;

1. To examine how Kosmos-energy Ghana and Total Petroleum-Ghana operationalise corporate social responsibility.
2. To examine participatory communication strategies in the Corporate Social Responsibility practices of Kosmos-energy Ghana and Total Petroleum-Ghana.

### **1.7 Research Questions**

This study seeks to answer these research questions;

1. How do Kosmos-energy Ghana and Total Petroleum-Ghana operationalise Corporate Social Responsibility?
2. What participatory communication strategies do Kosmos-energy and Total Petroleum-Ghana employ in Corporate Social Responsibility?

### **1.8 Significance of Study**

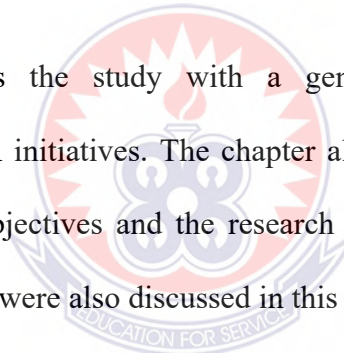
This study emphasizes the fact that participatory communication does not substitute, but rather enhances, the formal decision-making functions and responsibilities of any organisation (Owusu, 2013). Participatory communication in the CSR planning processes of major corporate organisations in the extractive industries sector will contribute greatly to the reduction of tensions and conflicts that have become synonymous with the operations of extractive industries in many parts of the world. Percy-Smith, (2006) indicates that when limited to consultation, participation does not address inherent problems concerning stakeholders. This research will thereby help organisations to understand better some of the reasons why they have to be proactive in involving local stakeholders' when planning, executing and evaluating their CSR initiatives. Also, the study emphasises how to get stakeholders' decisions to be acknowledged in executing CSR initiatives in skills enhancement. This study will also add to scholarship in respect of the of the challenges of CSR in harnessing participatory approaches to development in the Ghanaian context. Additionally, this study explores engaging stakeholders that influence participation in CSR initiatives, particularly around decision-making, process, and structures, as they are key elements in the deeper understanding of the mechanisms of power in the local environment. This study ascertains if communities freely participate in CSR and it also analyses the structures that facilitate or hinder participation in CSR processes.

## **1.9 Organization of the Study**

This study is divided into five chapters. Chapter one introduces the research topic, its scope and the statement of the problem. It also sheds light on the justification and objectives of the research. Chapter two presents a review of works and theories on the participatory communication in CSR. Chapter Three describes the methodology used. It basically presents the research approach, design, data collection methods and analytical strategies. Chapter four presents the analysis of the data collected. Chapter five finalizes and concludes the research by describing the most notable conclusions, suggestions and areas for further research.

## **1.10 Chapter Summary**

This chapter introduces the study with a general overview of participatory communication and CSR initiatives. The chapter also presents the statement of the problem, the research objectives and the research questions. The significance and organisation of the study were also discussed in this chapter.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter reviews related literature on participatory communication and CSR. The review focuses on studies done in the area of CSR, CSR in oil and gas industry, CSR in community development, CSR in Ghana, participation in developmental projects, participatory communication as well as participatory communication for sustainable development. This study also looks at participatory communication and stakeholder theories which contextualise this research.

#### 2.1 Corporate Social Responsibility (CSR)

Commencement of CSR can be considered with Bowen's (1953), "Socially Responsible Businessman", which was published in 1953. The European Commission (2001: p.6), defines CSR "as a concept whereby organisations integrate social and environmental concerns in their interaction with stakeholders on a voluntary basis" (p.6). A revised definition by the European Commission in 2011 indicated that CSR is the responsibility of companies due to their impact on society. Hence, for CSR to have an impact on stakeholders, stakeholder needs have to be considered. Mason and Simmons (2014) opine that stakeholders compare their expectations of CSR in relation to the success of the company. Pellinen (2016) affirms that the policies of CSR need to be built on stakeholder expectations. Freeman (1984) highlights stakeholders being vital for the survival of organization. Freeman (1984) asserts that stakeholders are any group of individuals who are affected or can be affected by the achievement of an organization's objectives. Stakeholders are individuals who are

affected by an organisation's activities and are vital for the achievement of organisational goals.

According to Kotler and Lee (2005; p3) "Corporate social responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources". This definition highlights the voluntariness of CSR actions and covers both human conditions and the environmental side of the concept. The UK Government describes CSR as "how business takes account of its economic, social and environmental impacts in the way it operates – maximizing the benefits and minimizing the downsides" (UK Department of Trade and Industry, 2004: p. 3). Commenting on corporate social responsibility, Steiner and Steiner (2000), state that corporations have the duty to protect and enhance the assets of the societies in which they operate while creating wealth. Pearce and Doh (2005) also describe CSR as the actions of a company to benefit society beyond the requirements of the law and the direct interests of shareholders. Again, it can be said that, CSR is a voluntary action that a corporation implements as it pursues its mission and fulfils its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole (Halme, Roome & Dobers, 2009).

Corporations are obligated to serve as any other contributing members of the society. At the very basic level this simply means "doing the right thing" and paying back to the community. (Hartman *et al.* 2007: p.374-5). According to Porter and Kramer (2006: p.3) the concept of triple bottom line indicates that "companies should operate



in ways that secure long-term economic performance by avoiding short-term behavior that is socially detrimental or environmentally wasteful”.

Corporate social responsibility (CSR) underscores the need for corporate entities like oil and gas companies to go beyond compliance and engage in “actions that appear to further some social good, beyond the interest of the firm and that is required by law” (McWilliams and Siegel, 2001 cited in McWilliams, Siegel & Wright, 2005, p. 3). Forstater, MacDonald and Raynard (2002) also perceive CSR as actions that contribute to sustainable development through the company’s core business activities, social investment and public policy debate. For Ford (2003), a good company delivers excellent products and services, and strives to make the world a better place. Waddock and Bodwell (2004, p.25) coined their definition of CSR by focusing on stakeholders, “as the way in which a company’s operating practices (policies, processes and procedure) affect its stakeholders and the natural environment”. This definition of CSR suggests that organizations must exceed their legal obligations and contribute to the development of society for development to be sustainable.

According to Maignan and Ferrell (2004), within the context of corporate ethics, CSR initiatives are very important. CSR do provide an “insurance-like” protection in case a negative or adverse event happens (Godfrey, Merrill & Hansen, 2009: p.425); CSR does not only have influence on sales growth, but also have influence within the domain of employment and investment. Hence, corporations rating higher on CSR performance are likely to have a sustainable competitive advantage and grounded human capital (Turban & Greening, 1997).

A study by Pellinen (2016) focused on CSR communication challenges, communication channels, sustainability reporting and stakeholder engagement in Finnish companies using a qualitative research approach. Pellinen (2016) collected data using interviews, documents from websites and reports and analysed the data thematically. The findings indicated that a strategic approach to CSR communication creates a competitive advantage and helps in building corporate image.

Hunoldt, Oertel and Galander (2018) focused on CSR implementation processes with German firms from the energy supply sector by concentrating on institutional complexity that arises from tensions between social and environmental elements and economic and technical concerns managed by CSR managers. The findings indicated that CSR managers apply four strategies to promote CSR implementation. The first strategy focuses on new formal structures or changing existing ones for CSR implementation. The second strategy is by developing a corporate CSR understanding and illustrating its needs for adherence while the third is by expressing the synergies between the logics, the fourth is by enhancing the executive's commitment to CSR. The study suggested that organisational CSR implementation should be based on varying motives.

Banerjee (2018) focused on the political aspect of CSR. The study examined the position that CSR as a strategy that MultiNational Corporations (MNC) use to exercise power in the global political economy. Banerjee's (2018) findings argued that CSR initiatives cannot take into account the needs of vulnerable stakeholders. Also, the findings indicated that power asymmetries between key actors in the political economy can diminish the welfare of communities impacted by extraction.

Banerjee (2018) affirmed that several governance challenges arise as a result of these power asymmetries. The study recommended that trans-local governance as the normative approach that is suited in any context featuring marginalized communities.

Additionally, O'Connor and Shumate's (2010) work focused on identifying the similarities and differences in CSR communication at the institutional and economic industry level. The authors purposively sampled 158 corporation from U.S Fortune 500 and collected data using documents. The findings indicated that most corporations define CSR in relation to people and places and the type of responsibility was philanthropic and ethical. The findings also showed that at the institutional level of analyses, corporate consensus existed about the scope of CSR which is considered as welfare capitalism; however, at the economic level of analyses, differences across economic industries exist based on value-chain position by focusing on safety of employees, business ethics and environmental stewardship.

Pellinen (2016) emphasized the use of a strategic approach in CSR communication which would create a competitive advantage for the organization and help in building the organisation's image. Hunoldt *et al.* (2018) affirmed this by indicating that an organisation's image is built through CSR by focusing on the strategies managers use in implementing CSR.

O'Connor and Shumate's (2010) assertions depicting CSR as welfare capitalism by organisations also affirms Banerjee's (2018) position on the use of power asymmetries by Multinational Corporation in businesses political economy to enhance corporate capitalism. The above focuses on CSR execution, however, one factor that

runs through is the close attention given to stakeholders in the quest to achieve organisational goals.

## **2.2 CSR in community development**

Homan (2004) defines a community as a number of individuals who share a distinct location, belief, interest, activity or any other characteristics that clearly identifies their commonality against those who do not share with them. This study characterizes a community based on the beneficiaries of the CSR initiatives in Ghana where the organisation operates. According to Milenko (2013), the essence of CSR is to improve the wellbeing of the communities in which the organization operates through socioeconomic interventions. McShane and Glinow (2003) assert that CSR is the moral responsibility of a company towards the communities whose activities affects their normal way of life.

Mba (2004) endorses this definition by stating that community development is a process of promoting better living for the whole community with active participation of the community. He emphasized that development programmes are usually concerned with local communities, hence, there is need for participation by members of the community in efforts to improve their level of living with as much reliance as possible on their own initiative, and the provision of technical and other services in ways which encourage more effectiveness.

Rubin and Rubin (2008) affirm the definition of the community development concept as the process of promoting local empowerment through organised groups of people acting collectively to control decisions, projects, programmes and policies that affect them as a community. Local empowerment here implies enhancing local people's education through the acquisition of knowledge, skills and attitudes to enable them control resources within their environment for an improved quality of life. Local empowerment can be achieved through organised groups and collective action. For the purpose of this study, community development is the improvement of beneficiaries of CSR projects within communities where beneficiaries fully participate in the CSR.

Eweje (2007) studied CSR initiatives of multinational oil companies and focused on scepticism about CSR development initiatives. The study employed a qualitative research approach and used semi-structured interviews to collect data from Nigeria (Abuja, Lagos and Port-Harcourt) and London. The findings indicated that stakeholders preferred social development projects that provide hope of a stable future. The findings also indicated that the companies embraced development initiatives in order to demonstrate that they are socially responsible.

Shembe (2015) examined the role community played in a social change project. The communication for participatory development approach was used for data analysis and the sampling technique was theoretical which was limited to participants of the project. The findings indicated that social cohesion influences participation of certain stakeholders in the project. The findings also revealed that divergence also influence the reasons for non-participation of certain stakeholders in projects.

A similar study by Adema, Muluka and Oteki (2016) focused on examining community participation in a project funded by Mumias Sugar Company under Corporate Social Responsibility (CSR) in East Africa. The approach was quantitative and the design was a descriptive and explanatory case study where interviews, documents and observations were used to collect data. Adema *et al.* (2016) sampled participants using multi stage sampling and data were analysed using descriptive statistics and inferential statistics. The findings indicated that Mumias Sugar Company (MSC) support CSR through philanthropic donations which are part of their marketing strategy; and there was low participation of community members in all stages of the project. Adema *et al.* (2016) recommended that Mumias Sugar Company (MSC) should make available information on CSR to community members and establish research and development section which would be essential for determining the validity, acceptability and participation of communities in CSR initiatives.

Botshe (2016) assessed the CSR of two power stations on sustainable development at Eskom, an energy company in South Africa, on improving livelihoods of stakeholders. Botshe (2016) collected data using interviews and documents and analysed the data using the Atlas.ti software. The findings showed that the two power stations which are CAMDEN and GROOTVLEI do contribute to CSR but do not execute CSR towards sustainable development within their community.

On the other hand, Frynas (2009) focused on CSR's potential for societal change in oil and gas companies in developing countries, particularly focusing on Exxon, Shell, Brazil's Petrobras and Hungary's MOL. The findings indicated that companies that engage in CSR were those that have expanded internationally and are dependent on

international financial markets. The findings also revealed that CSR has the greatest potential for addressing environmental issues.

Ruhuoma's (2015) study was on CSR as a mechanism of local community development in the Niger Delta. The study employed a qualitative approach and data were collected using interviews, focus group discussions, semi-structured questionnaires and documents. The sample method was snowball; the theory that underpinned the study was stakeholder theory; and the data collected were analysed thematically using Nvivo 10. The findings indicated that community members expect oil companies to invest in their developmental needs.

In another study, Abariche (2010) assessed the contribution of Naara Rural Bank to community development in the Kassena-Nankana West and East District of Ghana. The population selected for the study was all adults in the Kassena-Nankana West and East Districts. A multi-stage sampling technique was used (included simple random, purposive and convenient) to sample 181 respondents for data collection. Data were collected using questionnaires and interviews and analysed using the Statistical Package for Social Scientists (SPSS) software. The findings revealed that promoted socio-economic development in its CSR by facilitating increases in agricultural production programmes and also in economic activities through credit programmes for farmers, women, persons with disability and the youth. Naara Rural Bank also supported cultural festivals, education, sports and farmers day.

Eweje (2007) asserts that stakeholders prefer social development projects that provide hope of a stable future, which was affirmed by Ruhuoma (2015) that community

expectation is for companies to invest in their developmental needs through CSR. Adema *et al.* (2016) assert that CSR was through philanthropic donations. That contradicts the findings by Eweje (2007) and Abariche (2010) who emphasise that organisations embrace developmental initiatives and socio-economic development in order to demonstrate that they are socially responsible. Botshe (2016) also affirms Shembe's (2015) position that social cohesion and divergence influence stakeholder participation for sustainable development.

The reviewed literature emphasise CSR as an engine for development; thus, from philanthropic donations, to socio-economic development, to environmental needs, to community development and national development.

### **2.3 CSR in Ghana**

The field of CSR, over the last decade, has grown noticeably and most organisations are being more active by contributing to society currently than they used to be (Ofori 2007). According to Ofori (2007), matters of CSR currently are being integrated in all aspects of organisational operations and this has called for several organisations to include CSR into their vision, mission and value statements. Currently, organisations have been called upon to undertake social programmes, as government alone cannot solve all societal problems (Amponsah-Tawiah & Dartey-Baah, 2011).

Corporate social responsibility (CSR) initiatives in Ghana are mostly spearheaded by multi-national companies (Amponsah-Tawiah & Dartey-Baah, 2011). Ghana is burdened with economic challenges which include low per capita income, weak currency, capital flight, low productivity, low savings, causing most indigenous companies not to be able to undertake social interventions (Amponsah-Tawiah &



Dartey-Baah, 2011). Abugre (2014) posits that managerial role in CSR practice in Ghana is limited and ineffective. Abugre (2014) revealed that difficulties in effective CSR implementation usually originate from lack of leadership commitment, leadership weak spots in the form of mismanagement and corruption, and unwillingness to allocate resources for CSR initiatives.

In relation to law and CSR, Atuguba and Dowuona-Hammond (2006) posit that there are no comprehensive CSR laws in Ghana. Anku-Tsede and Deffor (2014) recommend that even though CSR is influenced by various regulatory regimes in Ghana, its efficiency is often adversely affected by deficiencies in the enforcement of the relevant laws and thus suggested that enforcement agencies should be empowered to ensure compliance with the laws to enable an effective delivery of CSR in Ghana.

Ghana recently joined the list of oil-producing countries, with oil production expected to reach 250,000 barrels per day by 2021. News reports indicate that Ghana has lifted about 5.9 million barrels of crude oil, with accumulated revenue of US\$903 million (Myjoyonline. 2012. *Ghana Earns \$903m from Oil*) since first oil in 2011.

Ofori-Parker (2017) focused on locals practical knowledge of offshore oil risk in Ghana's nascent petroleum industry. The study's approach was qualitative and the data collection method was in-depth interviews with 24 participants. The findings of the study identified two strategies which are the "scape goating" and "tacit knowing", where scape goating technique is derived from the idea that corporations have enormous power and should therefore, be addressing societal concerns. The "tacit knowing" is also derived from how residents construe offshore oil risk and benefits.

Debrah and Graham (2015) conducted a study on the roles Civil Society Organisations (CSO) played in Ghana's oil exploration processes. Debrah and Graham (2015) found that, the effectiveness of CSO activities depended on their strategic relationship with government and oil companies which would enable peaceful dialogue and dispute settlement for efficient oil and gas resource management.

Debrah and Graham's (2015) assertion that the effectiveness of CSO operations depend on strategic relationships between the two parties affirm Ofori-Parker's (2017) assertion that the multinational corporations should be addressing societal concerns.

Amposah-Tawiah and Dartey-Baah (2011) studied CSR in the mining industry in Ghana and found that mining companies operating in Ghana assist in community development initiatives such as funding programmes and providing skills for community members in alternative and sustainable livelihood initiatives. Also, the findings indicated that mining industries in Ghana do not only focus on immediate communities but also support national institutions but neglect employees' health and safety.

Ocran (2016) explored the role of communicators of Newmont Ghana Gold Limited and Goldfields Ghana Limited in the execution of their CSR. Data was collected using in-depth interviews and documents. The study was underpinned by the excellence theory and the stakeholder theory. The findings indicated that the communicators were highly involved in decision-making processes that led to the institution of appropriate CSR for communities by influencing decisions to improve livelihood of

community members and relationship building. The findings also revealed that communicators played vital roles in the implementation stage of CSR. Ocran (2016) recommended that other companies and sectors should involve their communicators in the execution of CSR to ensure maximum success.

A qualitative case study by Afreh (2016) concentrated on Newmont Golden Ridge Limited's (NGRL) approach in engaging stakeholders in CSR for sustainable CSR outcomes. Afreh (2016) used purposive sampling method to select 35 participants including officials of Newmont Golden Ridge Limited (NGRL), selected chiefs, selected officials from regulatory bodies and selected community members. Data was collected using in-depth interviews, observation and focus group discussions. The study was underpinned by the stakeholder theory, the legitimacy theory and the triple bottom line model. The findings revealed that Newmont Golden Ridge Limited (NGRL) strategically established Newmont Akyem Development Foundation (NAkDef) for CSR sustainability by planning development projects with the community through an adopted strategy comprising of three stages: involvement stage, consultation stage and collaborative stage for enhancement of effective maintenance and sustainability of projects. The study recommended that NGRL should actively manage the demands and expectations of their stakeholders; and also, management should educate stakeholders on issues affecting corporate mining.

Afreh (2016) affirms stakeholder engagement through development stages for a sustainable project. On the other hand, Amponsah-Tawiah and Dartey-Baah (2011) confirmed that CSR in Ghana plays a major role in community development. The above review indicates that CSR in Ghana focuses on community and national

development for enhancement of good relationship with the stakeholders and the organisations.

## **2.4 Participation in developmental projects**

There is no consensus on a common definition for the term participation; it varies based on how it is applied (Tuftte & Mefalopulos, 2009). Tuftte and Mefalopulos (2009) assert that some stakeholders define participation as the research and inclusion of inputs by relevant groups in the design and implementation of projects. Biney (2003) asserts that even though participation as a concept has different interpretations, there seems to be a general agreement among scholars and agencies who are involved in community development about its meaning. Biney (2003) proposes three dimensions of participation; the involvement of all concerned individuals in the decision-making process, mass contributions towards improvement effort, and fair distribution of the development benefits. Engagements of stakeholders in the three dimensions confirm participation in a developmental project. Hancock (2006) asserts that participation ensures that stakeholders get the opportunity to share and exchange knowledge and ideas, define their needs, identify the desirable action, plan and implement sustainable solutions to their needs.

The World Bank (1996) conceptualised participation as a process through which stakeholders share, influence and have control over development initiatives and decisions and resources that affect them. Thus, participation is the involvement of stakeholders in a social change development process which have effect on their lives. Mefaopulos (2009) puts forward four stages to assess participation in developmental

projects. The first stage is research where development projects like CSR initiatives are accurately defined by involving all relevant stakeholders in the process through studying previous experiences, stakeholder knowledge, existing policies and other relevant information. Tufte and Mefalopulos (2009) assert that the second stage which is the design stage, defines the actual activities. The third stage according to Tufte & Mefalopulos (2009) is the implementation stage, where planned intervention is implemented and with participation in this stage, there is commitment, relevance and sustainability of projects. The evaluation stage ensures that most significant changes are assessed.

A study by Owusu (2014) focused on the role of communication in sustaining developmental projects in Ejura/Sekyedumase municipality using the exploratory research approach. Owusu (2014) purposively sampled four communities within the municipality using a cross-sectional design for the study. The findings indicated that project implementers in the municipality did not make use of advocacy, social mobilization and behaviour change in development communication to get in touch with their target beneficiaries. Owusu (2014) recommended that development partners or agencies should consider communication strategies in implementing developmental projects.

Also, Ako (2017) analysed the application of the participatory development approach in Stockholm, Bortkyrka and Varmda local municipalities of Stockholm County in Sweden. The study further examined participatory strategies and interventions within the context of development communication. Ako (2017) purposively selected the municipalities and used interviews and documents' analysis. The findings indicated

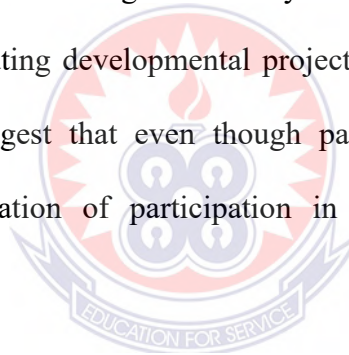
that development participatory approach is unclear and there is lack of understanding and usage of participatory communication in the municipalities' development initiatives. Ako (2017) recommended that the municipalities should adopt and incorporate development communication in their development objectives, and also create a comprehensive platform for community participation. Again, the municipalities should devise innovative social media strategies to implement community participation.

In addition, Addae (2010) investigated the community leaders' participation in community development projects in the Sawla-Tuna-Kalba District. The approach employed in the study was quantitative and the design was a descriptive survey. The population consisted of all community leaders in the District including Chiefs, elders, unit committee members, opinion leaders, women's group leaders and youth group leaders. The sample size used in the study was 100 respondents. The findings revealed that majority of community leaders participated in the planning level of community development projects in the districts while few participated in the implementation, monitoring and evaluation stages of the development project. The study recommended participation of community leaders from the planning stage to the implementation, monitoring and evaluation stages to ensure ownership of the projects as well as its sustainability.

On the other hand, Gyawu (2012) evaluated community participation in the school feeding programme in Bekwai Municipal Assembly in Ghana. The research approach used in the study was mixed method and the design was a descriptive survey. The data collection methods were questionnaires, interviews and documents. The theories

underpinning the study were the game theory of participation and the Arnstein ladder of participation. The findings showed that community participation in the programme was minimal as less than 5% of the community members participated in the school feeding activities. Gyawu (2012) recommended capacity building programmes for the communities in the area of planning, implementation, monitoring and evaluation to enhance ownership of programmes by the community.

Owusu (2014) asserts that in developmental project implementation, development communication strategies are not adhered to while Ako (2017) affirms that there is lack of the development communication strategies in developmental projects due to the implementation approach being unclear. Gyawu (2012) also argues that the level of participation in executing developmental projects is low throughout development stages. The studies suggest that even though participation is key to sustainable development, the utilization of participation in CSR projects was low in the development stages.



## **2.5 Participatory Communication for Development**

Development communication emerged from modernisation theory, which was the development practice that became dominant in the post-world war era (Fraser and Restrepo-Estrada, 1998). The assumption during the era was that the traditional practices in developing countries should be replaced with that of the modern societies. The mass media was considered having the potential to propagate modernisation into traditional communities and replacing their way of living, values and structures of living with one considered to be akin to modern Western Societies (Mefalopulos, 2008). From the critics on assumptions of the modernisation theory from Antagonist

in the 1960s, came another theory rooted in the political-economic perspective, and that is the dependency theory (Mefalopulos, 2008). The critics focused on underdevelopment of the recipients by neglecting external, social, cultural and economic factors. They also accused the dominant paradigm of being Western-centric by neglecting other alternatives to development (Mefalopolos, 2008). The mass media was the means of communicating the values and practices of the developed nations to the underdeveloped countries, under dependency theory, through a perception that the media help induce change. As indicated by Mefalopulos (2003), although the dependency theory gained significant impact in the 1970s, in the 1980s it began to lose relevance gradually in consonance with the failure of the alternative economic models proposed by its proponents.

Debates concerning alternative development communication approaches brought about awareness in the 1970s and 1980s that, people-oriented approaches should be more in development interventions (Brohman 1996), instead of the procedures adopted by modernisation and diffusion theorists. Since alternative development theories placed stakeholders at the center of development, 'participation' was observed as one of the tools of economic development strategies (Abott 1995; Willis, 2005). Fliert (2005) argues that participatory communication requires more engagement of stakeholders through interpersonal communication or dialogue rather than media use. Participatory communication in CSR initiatives refers to the dialogical approach by CSR initiators and stakeholders where implementers consider stakeholders' problem identification, decisions, action plan and implementation in solving the identified problem. Ako (2017) affirms Fliert (2005) by citing (Brohman, 1996) that development practitioners and scholars increased their struggle to look for other approaches that are people-oriented to oppose the top-down development



strategies. Hence, in the 1970s an alternative development approach called participatory approach emerged (Friedmann, 1992; Chambers, 1997). This alternative approach

was made up of the following themes: the participation of the intended stakeholders in different or all of the project-cycle stages, horizontal dialogue rather than vertical transfer of information, making use of trust and mutual understanding rather than persuasion, local-level actions rather than national-level programs, local knowledge, the role of development providers as the facilitator and equal participants rather than decision makers, communication process rather than specific outcomes, and the use of communication to articulate deep-seated social relations (Nagaki & Nobuya, 2007: p. 7).

The focus of participatory communication is on dialogical communication rather than linear communication and it emphasises research, problem identification, decision making, implementation and evaluation (Tufté & Mefalopulos, 2009). In spite of the fact that the participatory approach encourages and reinforces community and stakeholder participation in development processes, the approach still faces challenges of “a potential pitfall of joint decision-making in a group of stakeholders representing diverse social positions and technical backgrounds” (Inagaki 2007: p. 13). This claim is obvious in research by Inagaki (2007), which found that stakeholders were uncertain about forming community partnerships since there was a lack of clarity in the relationships among partners.

Msibi and Penzhorn’s (2010) study focused on the extent to which local governments follow acceptable participatory communication principles in communicating with a local municipality in South Africa. The findings of the study showed that participatory communication is appreciated and successfully applied at the local municipality as the community is empowered to make decisions regarding its own developments via a people-centered approach. A similar study by Chepngetich (2015)

also assessed the influence of participatory communication in prioritising accountability and transparency of constituency development funds in Ewurua Dikirr Constituency. The study adopted a mixed method approach and used the participatory communication theory and social exchange theory. Chepngetich (2015) collected data from a sample of 100 community members and five key informants through Yamane's (1967) statistical formula. Data were analysed using SPSS to generate descriptive statistics. The findings indicated that participatory communication contributes to transparency and accountability of Ewurua Dikirr Constituency development fund. Msibi and Penzhorn (2010) opine that participatory communication strategies are utilised in developmental projects for sustainability; Chepngetich (2015) affirms this by indicating that participatory communication enhances sustainable development.

## **2.6 Theoretical Framework**

This research sought to investigate the use of participatory communication strategies in CSR initiatives. It sought to examine the interpretation of CSR by two selected oil companies: Kosmos-energy Ghana and Total Petroleum Ghana. The participatory communication and stakeholder theories underpinned the study. The theories and their relations to the study are discussed.

### **2.6.1 Participatory Communication Theory**

Participatory communication theory was made popular by Brazilian scholar, Paulo Freire, who in the 1970s and attained prominence in the 1980s due to the realisation of the importance of beneficiaries involved in developmental programmes (McPhail, 2009). Participatory communication theory requires the devolution of power and

social change interventions in order to reflect real needs of stakeholders (Chitnig, 2005). Participatory communication provides a communicative framework based on dialogue and empowerment. Habermas's (2006) notion of communicative action and participatory communicative theory propose that dialogue can be used for balanced sharing of knowledge and it is the best alternative for change (Mefalopulos, 2008). Based on Freire's (1970) concept of empowerment, the marginalised could be reached by the use of dialogue to build their capacity through their engagement in exchanging knowledge and decision making.

Mefalopulos (2008) opines that development as a participatory process of social change where the participatory paradigm is used has become an option from a development perspective. He further asserts that with the participatory paradigm, development is based on opinions of stakeholders' culture rather than imposing Western traditions on them. According to the theory, there has to be genuine participation of stakeholders and the conceptualisation of developmental projects based on stakeholders' culture and settings (Servaes, 2008).

Singhal (2001) adopted attributes of participatory communication models from Ascroft, Nair & White, 1994.; Jacobson, Servaes & White, 1996; Servaes, 1999; White, 1999. The researcher asserts that;

- The participatory communication model starts by believing in the potential of stakeholders. Thus, every stakeholder has the right and duty to influence decision- making and results understood by them.
- The participatory communication model identifies, understands, and appreciates stakeholders' diversity and plurality. Stakeholders are seen as the

key agents of change; hence their aspirations and strengths are involved in a culturally accepted way.

- The participatory communication model highlights stakeholders or community rather than the whole nation, dialogue rather than monologue, and liberation rather than alienation.
- The participatory communication model emphasises democratic processes and institutions at the community level.
- The participatory communication model identifies and gives preference to authentic participation.
- The participatory communication model recognises that participatory programmes implemented are not easily done and are not highly predictable or willingly controlled.

Singhal (2001) further asserts that all participation is communication-driven, but all communication is not participatory.

Mefalopulos (2008) posits four typologies of participatory communication in developmental initiatives which include; passive participation, participation by consultation, functional participation and empowered participation. With passive participation, stakeholders take part by being informed about existing happenings or ongoing happenings where stakeholders' feedback is minimal. Participation by consultation occurs when stakeholders take part by providing feedback to researchers or experts' questions where experts are not under any obligation to incorporate stakeholder's input. Under functional participation, stakeholders take part in

discussion and analysis of already drafted objectives of a project. With empowered participation, stakeholders are involved in processes and partake in joint analysis which ends up with joint decision-making about projected achievements (Mefalopulos, 2008).

Msibi and Penzhorn (2010) sought to confirm the active use of participatory communication theory by investigating active involvement of people in all stages of developmental projects. Data was gathered from persons within Kungwini Local Municipality in South Africa through interviews, observation and documents. The study showed that the Municipality was empowered in decision-making through the use of an Integrated Development Plan (IDP) which allowed intensive consultation, engagement and communication processes. The findings also indicated that the Municipality applied a people-centered approach where dialogue was prominent. These findings support participatory communication theory which emphasises dialogue, participation, empowerment and culture (Mefalopulos, 2008., Tufte & Mefalopulos, 2009). Robert (2008) reviewed some procedures used in participatory communication in implementation of projects. According to Robert (2008), it is important to first build on the knowledge of stakeholders and focus on commonly used media by the stakeholders to communicate with them. The criticism against participatory theory is its dependence on dialogue and empowerment for information sharing (Leeuwis, 2000). Again, critics highlight the inability of project or development agents to involve stakeholders in all aspects of project identification and implementation (Msibi and Mwangi, 2009). A study by Msibi and Mwangi (2009) found that even though efforts were made in capturing all key stakeholders in the design and implementation of a programme, there were still issues of excluding

significant stakeholders whose contributions could have ensured the programme's sustainability.

### **2.6.2 Relevance of Participatory communication theory**

The theory lays emphasis on horizontal communication, thus, it is dialogic in nature (Mefalopulos, 2008). Participatory communication pays attention to the active involvement of stakeholders at every stage of any development which will affect their lives. The theory indicates that for every stage in development there is the need for dialogue so as to cater for the concerns of the stakeholders. The utilisation of dialogue enhances participation of stakeholders; thus, the theory builds trust of beneficiaries by ensuring that they are fully involved in setting their own development agenda in CSR processes (McPhail, 2009). Participation of stakeholders generate new knowledge and consensus for their empowerment since there is consideration for their culture to facilitate change (Mefalopulos, 2008).

The theory recognises that stakeholders have knowledge which cannot be overlooked in their development process. The theory acknowledges that development through CSR is about sharing ideas, knowledge and information between beneficiaries and development partners on equal level. The participatory communication theory is therefore relevant to this study which investigates the use of participatory communication strategies in CSR.

### **2.6.3 The Stakeholder Theory**

The stakeholder theory underpinning CSR emerged and became popular in the mid-1980s, specifically with the study by Freeman (1984).

Freeman (1984) proposed that managers must plan and implement procedures which will satisfy individuals who have a stake in an organisation's activities. The central focus of this theory is to manage and integrate the relationships and key interests of shareholders, employees, customers, suppliers, communities and other groups to ensure that the long-term success of the firm is assured (Freeman, 1984).

Friedman and Miles (2006) opine that organisations should be considered as several groups of stakeholders in which the organisational goal is directed towards managing their needs, desires and viewpoints in relation to the organisation's CSR. The various components of an organisation constitute stakeholders; which are, shareholders, customers, suppliers, employees, local communities, the government and the general public. These stakeholders have to be managed well to retain their interest and participation in the organisation's activities to ensure long-term success (Clarkson, 1995). This theory also suggests that organisations have a constant relationship with their stakeholders for the organisation's success depends on their ability to maintain trust and mutual relationship with these stakeholders (Kunetsov, Kuznetsova & Warren, 2009). The stakeholder theory further emphasises that, businesses are considered systems whose survival depends on their ability to satisfy their stakeholders' needs and these stakeholders are identified by their rights, ownership, or interests in the organisations' activities (Blomback & Wigren, 2009).

Afreh (2016) sought to examine how stakeholder approaches are integrated in CSR to ensure sustainability of CSR outcomes. In Afreh's (2016) findings, stakeholders are involved in decisions concerning development projects. This helps maintain mutual relationship between organisations and their stakeholders to achieve CSR goals.

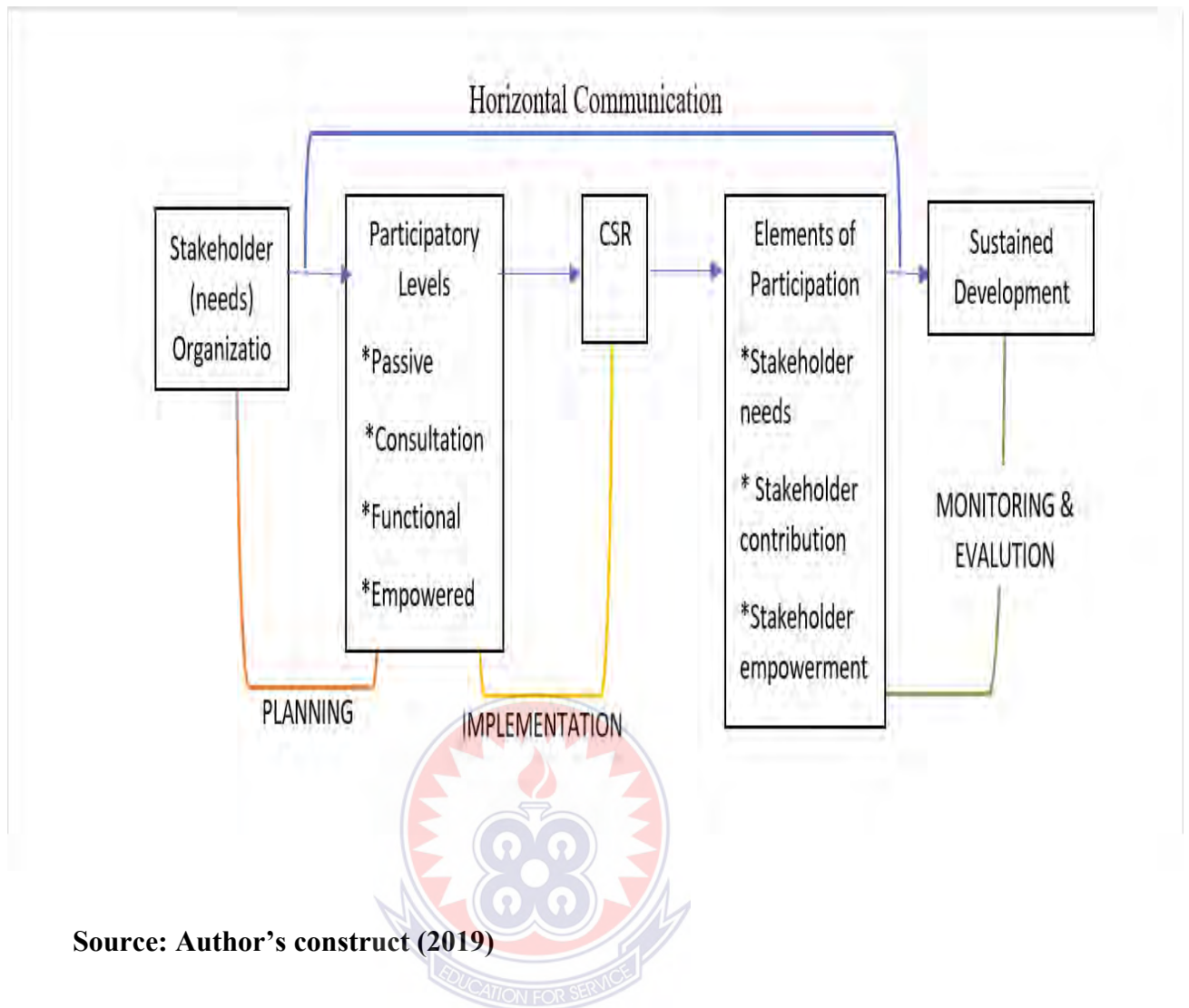
#### **2.6.4 Relevance of stakeholder theory to the study**

Freeman (1984) identifies stakeholders of a corporation and describes methods by which management can give due regard to the interest of these groups. Within this context, CSR represents the responsibility an organisation exhibits to maintain mutual relationship, equitable and work balance among the claims of the interested groups, which are stockholders, employees, customers, suppliers, venders and community (Hahn, 2005). Since the actions and inactions of stakeholders have some bearing on organisations, strive to meet the needs and expectations of their stakeholders and keep them satisfied through CSR. The theory supports the research objective on the operationalisation of CSR by Kosmos-energy Ghana and Total Petroleum Ghana, expected to satisfy the needs of stakeholders in CSR.

**Figure 5: Participatory communication in CSR**







**Source: Author's construct (2019)**

A conceptual framework was developed based on the reviewed literature. In figure 5 (page, 43), the relationship between participation communication theory, stakeholder theory and CSR is illustrated. CSR as a development project is executed with the main intention of improving stakeholders' lives under Economic, social or environmental. This study is focused on participatory communication with its typologies been passive, consultation, functional and empowered. Participatory communication is based on balanced horizontal communication throughout planning, implementation, monitoring and evaluation of a developmental project where CSR is also meant for development and social change. Stakeholder theory emphasises satisfying individuals who have a stake in an organisation's activities. Therefore both

stakeholders and the organisation have balanced horizontal communication on CSR planning where the stakeholders' needs dominate. CSR implementation which also emphasises the typology of participation where beneficiaries are main actors, monitoring and evaluation of CSR passes through elements of participation for an empowered development. CSR is considered to have utilised participatory communication to empower stakeholders when stakeholders and the organisation have balanced horizontal communication for CSR planning, implementation, monitoring and evaluation processes. There must be room for stakeholders to contribute to their needs and interests. Finally, empowerment for stakeholder of CSR indicates that stakeholders' needs, interests, desires and viewpoints are met throughout CSR processes for a mutual relationship which will ensure long-term success of organisations.

## **2.7 Chapter Summary**

This chapter reviewed related works on participatory communication strategies by looking at available literature on participatory communication, participation in developmental projects and CSR in a broader view. As illustrated in the literature review, participation encourages sustainable development where CSR serves as a medium for development in developing countries. The literature also discussed the need for participatory communication in extraction companies' CSR to prevent possible conflicts between community members and organisations. The participatory communication theory, the stakeholder theory and the conceptual framework aid in explaining the need for participatory communication strategies and stakeholder engagement in achieving a sustainable CSR outcome. The next chapter discusses the data collection methodology and analysis.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

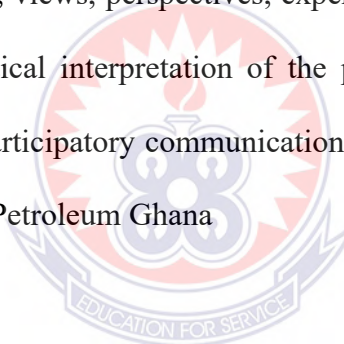
This chapter describes the methodology for the study. It presents an overview of the procedures that were utilised and the rationale behind these. The chapter concentrates on the methods and processes adopted in undertaking the study. It explains in detail the research approach, research design, sampling strategy, data collection and data analysis methods.

#### **3.2 Research Approach**

There are three research approaches: qualitative, quantitative and mixed method. Of these three approaches, a qualitative research approach was used for this study. This is because the study seeks to identify and describe how participatory communication is employed in CSR initiatives, which is an event that happens in real-life setting. Also, qualitative research approach assists in exploring and understanding the meaning individuals or groups ascribe to a problem (Creswell, 2014). Therefore, qualitative approach helped to explore such meanings. In addition, qualitative research seeks to identify, explore and explain the attitudes, actions and perceptions of people within a social setting and the meaning they make of their actions (Lindlof & Taylor 2002). This study also seeks to explore CSR initiatives employed by selected oil companies primarily through the use of words.

Some studies examining participatory communication in developmental projects and CSR initiatives used qualitative research approach. This is hinged on the fact that

qualitative research allows the discovery of meanings people give to events they experience (BoghAn & Biklen, 2003; Denzin & Lincoln, 2000). Ako (2017) in his study on community and citizen participation in development and policy-making in Stockholm, Varmdo and Bortkyrka municipalities in Sweden, employed qualitative approach by explaining participants' perceptions and lived experiences about how these municipalities engage citizens in developmental policies. The aim of Ako was to understand how different municipalities engage with their communities using participatory development approaches. A similar approach was therefore adopted for the current study since it examines how participatory communication is employed in CSR. Qualitative approach produces in-depth, rich and detailed data. This study seeks to interpret the meanings, views, perspectives, experiences and practices expressed in CSR and also make critical interpretation of the participants' meaning. The study seeks to examine how participatory communication is employed in CSR of Kosmos-energy Ghana and Total Petroleum Ghana



### **3.3 Research Design**

#### **3.3.1 Case Study**

Creswell (2014) describes research design as the process or procedure or strategies of inquiry. Importantly, the choice of the right research design depends on the nature of the study. Yin (2009) avers that research design is the logic that links the data to be collected and the conclusions to be drawn to the initial questions of the study. Similarly, a research design can be defined as procedures for getting the research done from the set of questions around the central problem which is answered in concluding the study. A research design is very key because it gives the direction for the

researcher to follow. Research design, especially in qualitative circles includes case study, phenomenology, narrative, grounded and ethnography. The research design for this study was case study considering the research focus.

Case study is a design where the researcher develops in-depth analysis of a case, often a programme, an experience, an activity or process (Creswell, 2014). A case study “explores a real-life, contemporary bounded system (cases) or multiple bounded systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information (observations, interviews, audiovisual materials, documents and reports) and reports a case description and case themes” (Creswell, 2014 p.97). A case study is also one of the numerous ways of executing qualitative research because of its aims to understand in a social context (Creswell, 2014). This study seeks to examine how participatory communication is exhibited in CSR initiatives.

The study seeks to understand, in detail, the nature of 2016 CSR projects executed by Kosmos-energy Ghana and Total Petroleum Ghana; the use of participatory communication strategies implemented based on the experience of the beneficiaries in their real-life setting. Case study is usually useful in conditions/situations where the researcher has no control over events as they unfold (Yin, 2009). This study was conducted within organisational settings where the researcher did not have control over the strategies of participatory communication used by the companies studied: Kosmos-energy Ghana and Total Petroleum Ghana.

Yin (2009) asserts that there are several types of case studies: single case and multiple case studies. A Multiple case study was employed for this study. Yin (2009) indicates that a multiple case study allows the researcher to do analysis within each setting and across settings. Also, in multiple case studies, the researcher examines more cases to understand the differences and similarities between them. This study examines participatory communication strategies in Kosmos-energy Ghana and Total Petroleum Ghana and further looks at the perspectives of CSR projects beneficiaries across the two settings. Several studies on how organisations use participatory communication in CSR and development initiatives employed multiple case study design (e.g. Ako (2017)

### **3.4 Sampling**

This study employed purposive sampling focusing on beneficiaries and implementers of the 2016 CSR of Kosmos-energy Ghana and 2016 CSR of Total Petroleum Ghana. The 2016 CSR of Kosmos-energy Ghana was named ‘a new face of CSR’ due to its diversion from the old way of executing CSR by the company. Its focus was on using a market-based approach to facilitate private sector enterprise entrepreneurship. Also, 2016 CSR of Total Petroleum Ghana was the maiden initiation of CSR in Total Petroleum Ghana which sought to promote young talents to become entrepreneurs.

Creswell (2014) avers that purposive sampling is the selection of participants and site for the study because they can purposively inform the understanding of the research problem. The use of purposive sampling facilitated the understanding of the research problem and the central issues of the study.

No qualitative study can capture every happening as it unfolds (Lindlof & Taylor, 2002), thus, purposeful selection of participants of this study is in relation to this assertion. Also, Lindlof and Taylor (2002) added that most qualitative researchers use purposive sampling strategy in order to guide their selection of interviewees or what to observe. Creswell (2014) indicated that qualitative research purposefully selecting participants or sites assists the researcher to understand the problem and the research questions.

Participants for this study were chosen based on their knowledge and perspective of the issues under investigation. The total number of beneficiaries for the 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana were six (6), this was made three beneficiaries each for both companies. The Two implementers and four beneficiaries of CSR in both Kosmos-energy Ghana and Total Petroleum Ghana were purposively sampled.

**Table 3:** Sampling

<b>2016 CSR project Kosmos-energy Ghana(KIC)</b>	<b>Sampled</b>	<b>2016 CSR project Petroleum Ghana (Startupper challenge)</b>	<b>Total Sampled</b>
Total number of beneficiaries	3	Total number of beneficiaries	3
Beneficiaries selected	2	Beneficiaries selected	2
CSR project officer selected	1	CSR project officer selected	1
<b>Total number of participants</b>	<b>3</b>	<b>Total number of participants</b>	<b>3</b>



Identities of the participants were kept anonymous. Participants 1a, 1b and 1c were assigned to Kosmos Innovation Centre (KIC) and participants 2a, 2b and 2c were also assigned to Startupper challenge. Where participant (1a) and (1b) represent the beneficiaries of the 2016 CSR project (KIC) of Kosmos-energy Ghana and participants (2a) and (2b) represents the beneficiaries of the 2016 CSR (Startupper challenge) of Total Petroleum Ghana. Participant (1c) and (2c) represent the CSR officer at Kosmos-energy Ghana and Total Petroleum Ghana respectively.

**Table 4:** Study participants

<b>Description</b>	<b>Total number of participants</b>	<b>Type of interview</b>
Kosmos-energy Ghana	3 (1a, 1b and 1c)	Semi-structured
Total Petroleum Ghana	3 (2a, 2b and 2c)	Semi-structured

### 3.5 Data Collection Procedure

The current study used qualitative unstructured interviews in addition to documents (Yin 2009). In relation to the interviews, the researcher focused on face-to-face, open-ended questions to make participants respond openly and freely to questions (Boghen & Bikhen, 2003) and to also get a fair understanding of participants personal experiences, assumptions, beliefs and perspectives (Mathison, 2005) regarding participatory communication strategies in CSR.

The researcher also explored information and links on the two companies' websites and reviewed CSR documents that could help to spell out or authenticate participants' statements (Glaser & Strauss, 1967).

After the data was collected from the participants, they were coded to generate themes for interpretation (Creswell, 2014).

### **3.6 Interviews**

Interviews are the core feature of qualitative research as they assist to understand a social actor's experiences and perspectives (Lindolf & Taylor, 2002). The study seeks to examine how participatory communication is executed in CSR initiatives. As a result, all participants (1a, 1b, 1c, 2a, 2b and 2c) were interviewed in regard to how they participated in CSR processes. Before the interviews, introductory letters obtained from the Department of Communication and Media Studies were issued to participants. Later a face-to-face interaction was held with participants at Kosmos-energy Ghana and Total Petroleum Ghana to brief them on the purpose of the research.

The interviews were semi-structured and an interview guide was used. Semi-structured interviews are useful for studying specific situations or for supplementary and vital information gotten from other sources (LaForest & Bouchard, 2009). They are also effective for gaining insights into problems that are not easily perceptible. The use of this approach for the current study gave participants some degree of comfort to provide detailed answers to questions.

In addition to recording the interviews, notes were also taken to capture themes and major issues arising from the interview. Recorded responses were transcribed and grouped in two paralyse. There were 12 open ended questions for implementers and 19-open ended questions for beneficiaries of KIC and beneficiaries of Startupper challenge respectively. The first phase of interviews took place in Accra with participants 1a, 1b and 2a. The second phase of interviews was in Accra inside Kosmos-energy Ghana premises precisely in an office of the head of KIC with participant 1c. The third interview took place with participant 2b via Whatsapp video call and the last interview took place in Accra inside the Total Petroleum Ghana Head Office precisely with an officer in charge of Startupper challenge. The interviews lasted for more than 25 minutes due to the follow-up questions from the researcher. All interviews began with asking the consent of the participants to record the interviews. As all participants approved the request, the researcher went further with the recordings to make for proper accuracy of transcripts (Merriam, 1998). Questions focused on the type of CSR, participatory communication in CSR initiatives and experiences regarding participatory approaches to CSR initiatives. I began transcription after the first interview and finished the whole process a week after the last interview. For accuracy the audio recording was reviewed several times.

### **3.7 Documents**

Lindlof and Taylor (2002; p. 117) indicated that documents are the “paper trail” left in the wake of historical events and processes. Lindlof and Taylor (2002) further added that documents in an organisation elaborates what the organisation produces; how it certifies action (e.g. license); how it categorises events or people (e.g. membership

information); how it codifies procedures or policies (e.g. manuals); and in what ways it informs or instructs the membership (e.g. notice boards, newsletters and shareholder reports). And further explains past or future actions (e.g. memoranda), memorialise its own history or achievements (e.g. yearbooks), and tracks its own activities (e.g. minutes of meetings).

For clarification of participants statements (Glaser & Strauss, 1967) from the interviews and also to provide in-depth description of this study (Meriam, 2002), the researcher reviewed documents such as press releases, CSR documents and explored links on the website of Kosmos-energy Ghana and Total Petroleum Ghana.

Documents (links to websites, press releases, CSR documents) were analyzed to address the objectives of the research. Mogalakwe (2006) notes that documentary sources are necessary when the researcher wants to make references to past behaviours or experiences that have been documented and can be used to triangulate and confirm methods. Information gathered from the documents assisted in validating results from the interviews.

### **3.8 Data Analysis**

Data analysis is the process of making sense of the data collected for the study. Creswell (2014) indicates that it involves segmenting and taking apart the data just as one peels an onion and putting them back together to make meaning out of it. Lindlof and Taylor (2002) explain that data management, data reduction and conceptual development are the three fronts the researcher goes through to make progress in the

research. Thematic analysis is the procedure in analysing collected data to solve the core problem in this study.

Thematic analysis as a type of qualitative analysis used in identifying, analysing and reporting patterns or themes within data. (Creswell, 2009). It analyses and presents themes related to data (Boyatzis, 1998) and can be done by coding and categorising data into themes as augured by Miles and Huberman (1994). The process of thematic analysis involves coding, categorising and noticing themes to establish a logical chain of evidence (Creswell, 2009). Thematic analysis was applied to identify patterns within the data.

The researcher began the analytical process by reading and re-reading data and searching for emerging themes. The analysis was based on the six steps of qualitative data analysis proposed by Creswell (2009). With the first step, the researcher reviewed the entire audio transcripts and translated them into word document format. In the second step the researcher read through the data collected in detail in order to be familiar with the content. At the third stage, important themes identified from the data were noted down. Also, words and phrases that were relevant to the study were highlighted for its use in the later stage. The researcher generated themes from the data using the coding process and reviewed the coded themes and patterns logically in the fourth stage. In the fifth stage, the researcher categorised the themes that represented the findings from the participants. In the sixth step, the researcher interpreted the data. The themes of the second research questions were based on participatory communication strategies. Coding of the themes was done manually from a close reading of the transcribed interviews. The researcher took into consideration participants' perspectives using their own words, through highlighting

excerpts from the transcripts. Also, the researcher ensured quotes were accurately presented.

### **3.9 Ethical Issues**

A good research is a moral and ethical task and researchers should ensure that the interests of the study participants are not compromised in any way as stated by Halai (2006). In order to avoid or reduce harm, the researcher adhered to ethical principles in conducting the study.

Ethical issues were taken into consideration by concealing participants' identities. Also, participants' consent was sought to record interviews. Informed consent means that the researcher should inform potential participants about the nature and purpose of the study and should obtain their permission to be part of it, and should assure them of confidentiality (Kusi, 2012). The researcher sought the consent of the participants before engaging them in the interview process. Respect for confidentiality is an established principle in research ethics (Ogden, 2008). Participants were given the assurance that their identity will be protected. The researcher also presented an introductory letter indicating the purpose of the study to Kosmos-energy Ghana and Total Petroleum Ghana to indicate the study was purely an academic exercise.

### **3.10 Trustworthiness of the Study**

Lindlof and Taylor (2002) opines that to be sure of the quality of interpretations and the methods used in arriving at them, researchers' interpretations must be true, correct and dependable. Lindlof and Taylor (2002) further clarify that trustworthiness has to do with the consistency of observations.

In the current study, the researcher in relation with the above assertion gave copies of the transcribed interviews to participants to confirm that views were captured accurately as they expressed. The researcher also reviewed the transcripts with peer to be sure if they were in line with the recordings of the interviews.

### **3.11 Delimitation**

This study focused on examining participatory communication strategies in CSR initiatives. The research was limited to the Ghanaian context with a study of two oil companies in Ghana. It investigated the KIC and Startupper challenge and use of participatory communication strategies by Kosmos-energy Ghana and Total Petroleum-Ghana.

### **3.12 Chapter Summary**

The chapter provides detailed processes and procedures for data collection and analysis. This qualitative study drew on a multiple case study approach to examine CSR initiatives of two oil and gas companies in Ghana: Kosmos-energy and Total-Ghana. Data were collected through interviews and documents analysis. The data collected were thematically analysed. The chapter that follows presents an analysis of the data gathered from the study.

## CHAPTER FOUR

### FINDINGS AND DISCUSSIONS

#### 4.0 Introduction

This chapter analyses the data collected for the research. This study aims to examine how participatory communication strategies are utilised in the 2016 CSR initiatives which were KIC and Startupper challenge of Kosmos-energy and Total Ghana respectively. The chapter discusses the findings derived from the data collected from four participants who benefited from the CSR initiatives and two officers who coordinate implementation of these initiatives. The researcher used thematic analysis to discuss the data collected from the field. Along with related literature and relevant theories, the study brought out the key issues regarding usage of participatory communication strategies in CSR initiatives of Kosmos-energy and Total-Petroleum Ghana which assisted in conceptualising the findings derived from the study. Participants who took part in this study were made up of two stakeholders of each CSR project of the two oil companies and one officer each from both Kosmos-energy Ghana and Total Petroleum Ghana (see section of participants). The total number of the CSR projects' beneficiaries were 3 for each of the company. For the purpose of ensuring the participants' privacy, codes were used in place of their names as indicated in the previous chapter.

The research question that guided the study are:

1. How do Kosmos-energy Ghana and Total Petroleum-Ghana operationalise Corporate Social Responsibility?



2. What participatory communication strategies do Kosmos-energy and Total Petroleum-Ghana employ in Corporate Social Responsibility?

#### **4.1 RQ1. How do Kosmos-energy Ghana and Total Petroleum-Ghana operationalise Corporate Social Responsibility?**

The question sought to identify and describe into details the operationalisation of the 2016 CSR project by Kosmos-energy Ghana and Total Petroleum Ghana. The operationalisation of CSR was constructed from the views of the participants and documents of the two oil companies.

The data revealed three themes about Kosmos-energy Ghana and Total Petroleum Ghana's operationalisation of CSR project in 2016.

##### **4.1.1 Table 5: Themes**

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#### **Themes under Kosmos-energy Ghana and Total Petroleum Ghana**

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##### **Theme 1**

Social investment

##### **Theme 2**

Relationship building

##### **Theme 3**

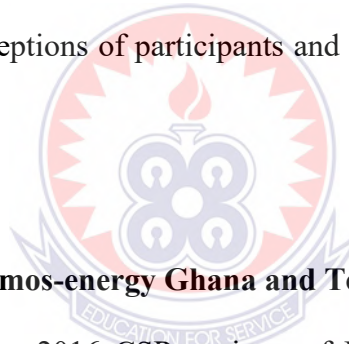
Responsibility

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The themes under Kosmos-energy Ghana and Total Petroleum Ghana's operationalization of 2016 CSR are, social investment and relationship building and

responsibility. Each of these themes, with its accompanying sub-themes are discussed and illustrated with examples from the data collected from the interview with participants and the CSR documents analysed.

Maignan *et al.* (2005) indicated that an organisation's explanation of CSR should clarify (1) the motivation behind the organisation's commitment to CSR and (2) the stakeholder and perceived prioritised issues by the organization. Maignan *et al.* (2005) opine that organisation's explanation of CSR is an important aspect of the organisational culture. Therefore, organisations' CSR can be explained through analyzing documents, reports, mission and vision statements. In relation to this study the themes that emerged from participants' interviews and documents analysed reflected the views, perceptions of participants and the companies on the explanation of CSR.



#### **4.1.1 Findings from Kosmos-energy Ghana and Total Petroleum Ghana**

The study focused on the 2016 CSR projects of Kosmos-energy Ghana and Total Petroleum Ghana. After analysing the data collected from participants under Kosmos-energy Ghana and Total Petroleum Ghana which consisted of two beneficiaries each of the 2016 CSR and an officer in charge of each 2016 CSR. Kosmos-energy Ghana and Total Petroleum Ghana's operationalisation of the 2016 CSR reflected, social investment, relationship building and responsibility.

#### **4.1.2 Social Investing**

The three participants and documents from Kosmos-energy Ghana and Total Petroleum Ghana revealed CSR reflected investing in the community or the country

for development. From the perspectives of the participants, the company's 2016 CSR took a different turn by concentrating on investing in stakeholders directly for improvement of the social well-being of the community. Social investing is an act of supporting the community or stakeholders by putting money into activities that help the community to develop.

The Kosmos energy Ghana's CSR document indicated that the company prioritises of social well-being of the community.

“We invest by supporting stakeholders with several positive development outcomes (Kosmos-energy Ghana's website). Also, the project we invest in are sustainable due to the approach we use in aiming to build capacity and economic opportunities” (Kosmos-energy Ghana's website).

The use of primitive ways of farming kept Ghana's agricultural sector to diminish in term of development, thereby leaving the sector to be unattractive for the past years (Kosmos-energy Ghana's website). This was identified by Kosmos-energy Ghana through research in Ghana to identify our pressing issue to development.

The 2016 CSR of the company was on the Kosmos Innovation Center (KIC) which was to develop the agriculture sector. Agriculture has been one of the country's challenging sectors (Kosmos-energy Ghana's website), therefore, Kosmos-energy Ghana geared its CSR toward investing into stakeholders to enhance the agricultural sector of the country through innovative measures. The two stakeholders with the innovative ideas to support agricultural businesses selected were AgroInnova and Qualitrace Enterprises. Participant 1c indicated that in 2016, the company launched a new face for our corporate social investment under Corporate social responsibility called Kosmos Innovation Center (KIC) which was used to depart from the traditional Corporate Social Responsibility approach.

“2016 KIC have three phases; the first stage is the collaboration stage where we have workshops with experts and then with stakeholders who have the innovative ideas after the selection. The second stage is the incubation stage, where we nurture their ideas with technological aspects and the third stage is acceleration stage; that is where we invest capital into the ideas.”

The main focus of KIC was to select some stakeholders within the host country who have some innovative ways on handling the country’s agricultural sector and nurture them for a developed market-based solution that will solve the agricultural challenges in Ghana.

“this is a CSR by the people for the people and with the people, thus we are growing our Agric sector by ourselves.” (Participant 1a)

KIC gave stakeholders the opportunity to grow Ghana’s economy by themselves. There were similarities from the participants between the KIC project and the Startupper project. Also, participants under Total Petroleum Ghana added that the Startupper challenge served as an investment in the community’s talent. Each of the participants indicated an upliftment of the local community based on their talents. The participants’ statements and the documents respectively gave an indication that nurturing the stakeholders’ talents were paramount in Total Petroleum Ghana. Social investment is to support the community through mentoring as well as providing financial support to advance some innate abilities. The two stakeholders with the innovative ideas were DimFiono Food Processing and Groital company.

Participant 2c indicated that:

“we have through many years endeavoured to promote local talents through empowerment programmes and to make them better entrepreneurs”.

Some of the participants specifically indicated that the 2016 Startupper challenge was an eye opener in terms of the support it gave them.

Participant 2c stated that:

“Total Petroleum in 2016 started the Startupper challenge in Ghana and other 34 countries and each country’s winner was given mentorship plus financial support”

Total Petroleum Ghana through their CSR commenced Startupper challenge to select some stakeholders in Ghana who have talent, to mentor and finance them. This was meant to help boost the Ghanaian economy through empowering local communities. 2016 Startupper challenge initiative was aimed at every young local entrepreneur with an innovative project or idea that could bring change in the country.

Participant 2b indicated that ;

“2016 startupper challenge initiative is focused on improving our talents and skills to solve Ghana’s problem of unemployment”.

Both participants of KIC and Startupper challenge indicated that the 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana respectively focus on investing in the human resources of Ghana.

CSR in the oil and gas field prioritises social infrastructure such as; roads, hospitals and community centers for community development (e.g Idemudia, 2011). However, responses from the participants and the documents also suggest that CSR focuses on development through developing the stakeholders’ skills for the county’s development.

This 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana was to improve the human resource of Ghana towards achieving sustainable development. The statements from the participants, Kosmos-energy Ghana CSR documents and Total Petroleum Ghana’s CSR documents affirm Berglmair (2005), Putnam (2000) and Chandler and Werther Jr.’s (2014) assertion that CSR helps to solve societal challenges.

Also, participants talked about the fundamental contribution of the startupper challenge for sustainable development. Participants emphasised that the 2016 Startupper challenge and KIC have been their opportunity to escape unemployment in Ghana. In addition, participants indicated that their innovative ideas and entrepreneurship skills would not have taken them anywhere if not for the execution of 2016 Startupper challenge by Total Petroleum Ghana and KIC by Kosmos-energy Ghana.

Participant 2c stated that ;

“we regard CSR as a fundamental contribution to society and the economy, thus, seeking a sustainable way to support the economy in which Total Petroleum Ghana operates”.

These indicate that Total Petroleum Ghana CSR and Kosmos-energy Ghana’s CSR support stakeholders needs which are contrary to Idemudia (2011) assertions that oil and gas Companies CSR is a development that does not consider the actual needs of stakeholders.

On the other hand, participants indicated that the 2016 Startupper challenge of Total Petroleum Ghana and 2016 CSR of Kosmos-energy Ghana was an avenue to empower young innovative female entrepreneurs. The participants indicated that the female stakeholders who participated in the 2016 Startupper challenge and KIC were given preference over male participants. This was to empower the females for a greater boost to the economy as well as righting the proverbial imbalance in availability of opportunities available to females in Ghana.

“The Startupper challenge has a special lead award which is the Top Female Entrepreneur Award and this shows how Total Petroleum Ghana considers female empowerment” (Total Petroleum Ghana’s CSR document).

Also participant 2c indicated that ;

“the biggest consideration went to the young innovative females during our selection because since the females needed more empowerment than the males for sustainable

development”. Participant 1a stated that ; “KIC gave Qualitrace award for being the only female among the beneficiaries”.

Another indicator under this theme is capacity building which is obtaining and improving the stakeholders’ potential, skill and experiences to do their job competently. The 2016 skill enhancement was on the stakeholders who were chosen for the KIC and Startupper challenge. The focus of the capacity building of the stakeholders was built on their ideas and potentials to enhance their overall performance in the country’s agricultural sector.

Participant 1b:

“noted that with experience from the project, he has unearthed his hidden abilities. I went through several trainings at the incubation stage”. Participants 2b stated that; “my innovative idea was shaped during the mentorship section”.

Stakeholders were engaged in training to enhance their pre-existing capacity which will help them work effectively and efficiently. The remarks of participants highlighted the fact that, even though they have the innovative ideas, mentorship processes enhanced their capacity.

An additional indicator was sustainable development. The projects targeted human development while at the same time considering the natural systems that provide the natural resources upon which the community depends. This aspect of the project focuses on finding solutions to the needs of stakeholders by considering the future sustainability of interventions which are introduced. It was determined that the ideas of stakeholders under KIC and Startupper challenge were innovative which would not waste or deplete the natural resources of the community. An instance is the project of ‘agroinnova’ where the company assisted poultry farmers to track, monitor and record their operations to help them to grow their business.

This led to the economic empowerment of the stakeholders. Although most CSR are considered to be based on company's discretion for competitive advantage (Kloppers, 2015), the participants indicated that Kosmos-energy Ghana 2016 CSR and Total Petroleum Ghana's CSR considered stakeholders' needs and how to sustain these.

#### **4.1.3 Relationship Building**

The participants stated that their engagement with the organisations through seminars, workshops and meetings made them feel part of the organisations. From the perspective of the participants and the documents, there were indications of a good relationship between the stakeholders, Total Petroleum Ghana and Kosmos-energy Ghana. Chandler and Werther Jr. (2014) explained that there is an interdependent relationship between organisations and society because as organisations pursue their goals, they interact with others inside a large context called society. Relationship building is working hand-in-hand with stakeholders by involving them in CSR decisions and giving them information about the operations of the Kosmos-energy Ghana and Total Petroleum Ghana. Participants indicated that engaging stakeholders enhance the mutual relationship which, at the end, gives the company a serene environment to operate. Some participants stated that to achieve organisational goals, there was the need to establish a long-term relationship with the organisation's stakeholders. The companies get some credibility from stakeholders when the government and the community have knowledge of their activities and are involved in decision making. An indicator under this theme is community engagement, where stakeholders are involved in decisions and projects the company executes.

Participant 1c stated that:



“the idea of KIC was gotten through the engagement of some stakeholders who indicated the need to gear CSR toward behavioural change”.

Participant 2c noted that: “.... Views of communities are given much attention by engaging them in workshops”.

Some participants indicated that the communities are informed about the CSR plans the organisation which ensures their engagement in activities. Also, the company brings sustainable benefits to the community by involving the community in developmental projects.

“We develop and keep strong relationship with stakeholders in communities to enhance our mutual relationship for a long-term success” (Kosmos-energy Ghana’s CSR document, 2016).

Participants added that, the company’s good relationship with stakeholders strengthen the stakeholders’ belief in the company in using their resources for operation. Afreh (2016) asserts that good a relationship between a company and its local stakeholders enhances the operations of the organisation. Also, collaboration and involvement were evident when the organization brings on board stakeholders in CSR decision-making and implementation, and inform them on other relevant activities of the company. Participant 2c noted that: "Startupper challenge was planned together with stakeholders to serve as a platform to bring sustainable development to Ghana”.

Participants 1c indicated that:

“we have so many collaborative approaches which are open to the community or stakeholders. We also bring sustainable development like KIC to the communities by involving them in the developmental initiatives we execute for them and with them. We also inform our stakeholders of our plans”.

This indicates the greater concern the company shows to its stakeholders by working together in line with the values and norms of the organization. This finding contrasts Idemudia’s (2011) assertion that communities or stakeholders are not engaged by oil and gas companies in their CSR execution.

The company’s transparency and openness to their stakeholders enhance their credibility and creates a better working environment in Ghana. It also opens up room

for accountability since stakeholders have a fair idea of the company's operations.

Participant 1a stated that:

“we discuss together with them anything KIC, nothing is hidden”. Participant 2b indicated that: “..... we make decisions together with stakeholders during Startupper challenge”.

The views of the participants indicate that CSR meets societal goals; which affirms Putnam (2000) and Berglmair (2005) suggestion of CSR as being mainly for the purpose of meeting organisational and societal goals.

#### **4.1.5 Responsibility**

Participants made statements that indicated that Total Petroleum Ghana and Kosmos-energy Ghana show responsiveness in their operations. There were statements of which indicated that Total Petroleum Ghana and Kosmos-energy Ghana showed much concern for its stakeholders, the environment and society. Some of participants specifically emphasised that Total Petroleum Ghana and Kosmos-energy Ghana consider the welfare of the community in which it operates; specifically, where the company has its sales outlets. On the other hand, participants also indicated Total Petroleum Ghana and Kosmos-energy Ghana have been very responsible in executing the 2016 Startupper challenge and 2016 KIC in Ghana, since it has been of greater help to the stakeholders and Ghana's economy at large.

Participant 2a indicated that;

“we establish a lasting relationship with the local communities at the early stage of operation and respect the rights of the local communities”. Participant 1b noted that: “...much respect was given to us during the 2016 CSR”.

Each participant emphasised Total Petroleum Ghana and Kosmos-energy Ghana's engagement with stakeholders to enhance a better relationship for long-term goal

achievement. Participants indicated that the engagement improved Total Petroleum Ghana's credibility and enhanced transparency in their operations. Participants indicated that throughout the execution of the 2016 Startupper challenge by Total Petroleum Ghana and 2016 KIC by Kosmos-energy Ghana, they were involved in all stages of the CSR initiative which boosted their cooperation with the company.

Participant 1a stated that;

“we were never ignored even for a day without been consulted during the 2016 KIC”. Participant 2a also indicated that: “we the beneficiaries always had discussions so that their views could be considered during the 2016 Sstartupper challenge”. “there was a day I was awarded a hamper for being more active during consultations.”.

Also, participants indicated that Total Petroleum Ghana CSR and Kosmos-energy Ghana's CSR emphasised on being ethical in their operations and dealing with their stakeholders. Each participant talked about how Total Petroleum Ghana and Kosmos-energy Ghana were Human Rights-conscious in conducting their business, most especially during the 2016 Startupper challenge and 2016 KIC. Participant 2c stated that; “we consider high standard of ethics in business conduct”.

The stakeholder theory posits that organisations have responsibility towards their stakeholders and they must manage their expectations. Management should also pay attention to the needs, concerns and interests of the various individual groups that are associated with the organisation (Freeman, 1984).

In summary, going by Maignan *et al.* (2005) suggestion on exploring company's operationalisation or interpretation of CSR, it can be said that Kosmos-energy Ghana and Total Petroleum Ghana's operationalisation of the 2016 CSR includes social investment, relationship building and responsibility. The two companies have

demonstrated in their CSR programmes are directly geared towards the needs of their stakeholders, and also motivated by the importance of contributing to addressing developmental issues of Ghana, maintaining and enhancing reputation, deriving competitive advantage while building long term relationships with their stakeholders. The 2016 CSR operationalisation of Kosmos-energy Ghana and Total Petroleum Ghana respectively also falls in line with the stakeholder theory, which suggests that businesses are to create as much value as possible for the stakeholders.

#### **4.3 RQ2. What participatory communication strategies do Kosmos-energy and Total Petroleum-Ghana employ in Corporate Social Responsibility?**

The second research question sought to investigate the participatory communication strategies employed in the 2016 CSR initiatives of Kosmos-energy Ghana and Total Petroleum Ghana. The themes were based on the responses of the participants in the 2016 CSR execution. The findings indicated that the 2016 CSR of the two oil and gas companies was a social change initiative for improving skills, which were the 2016 KIC and 2016 startupper challenge. The two CSR initiatives were examined for participatory communication involvement. These strategies were dialogue, participation, empowerment and identification with local.

##### **4.2.1 Dialogue**

All participants of 2016 KIC indicated that their views were taken into consideration during the incubation stage. Participatory communication suggests that four strategies should be used. Dialogue is the first of the strategies. The participatory communication theory suggests that dialogue is very vital in initiating a developmental project (Mefalopulos, 2003). Thus, dialogue plays an important role in

facilitating development and empowerment where it is considered as the backbone of participatory communication theory (Mefalopulos, 2003). Emphasis is placed on horizontal communication as equal partners; mutual sharing of meaning and understanding; and interpersonal communication. In the context of participatory communication, dialogue is the opportunity for all stakeholders to be heard and not allowing anyone to dominate in the communication process (Freire, 1970). Also, the two aspects of dialogical communication are listening and mutual respect (Freire, 1970). Where mutual respect suggests that all participants in the developmental project should show respect to each other by treating each other equally, while listening implies that participants of the developmental project should listen to each other with the aim of truly understanding each other's views. The participants further added that because the ideas were theirs, they felt and believed they were equal partners with the organisers in the success of the activity.

Participant 1b stated that;

“since our selection, our views have been heard as we also adhere to theirs and the organisers listen to us as much as we listen to them, the fact is we respected each other”.

Participant 1a indicated that;

“aaaaawww! there has never been a day that communication goes one way, any of us (the beneficiaries and the organisers) leads the workshop on rotation and each person is taken seriously”.

Participants 1c also emphasized that;

“we the organizers give them the room to bring out their points of view even if it is gradual”.

These statements by the participants affirm Freire's (1970) view of two-way communication, which emphasises listening and dialogue. Indeed, all participants of the 2016 Startupper challenge of Total Petroleum Ghana also indicated that two-way

communication was the main tool used throughout their engagement. Attention was given by beneficiaries to organisers and organisers to beneficiaries in communication.

Participant 2a stated that;

“the organisers kept requesting that I communicate during the workshop even though I stammer”.

Participants 2b indicated that;

“it has been two-way communication from the first to the last day because these are our innovative ideas, we are being mentored to make the ideas better”.

Participant 2c also stated that;

“our mentorship workshops were dialogical in nature”.

Beneficiaries of the 2016 KIC and 2016 Startupper challenge showed satisfaction in the two-way communication utilised in CSR execution. Both the organisers and the beneficiaries shared responsibilities in executing the CSR activity. Participants emphasised that both beneficiaries and organisers mingled freely and respectfully and ensured that both parties contacted each other whenever the need arose. This was a sign that horizontal communication was utilised in all aspects of the 2016 KIC and 2016 Startupper challenge. Horizontal communication or dialogue remained a powerful tool for stakeholders to engage in two-way communication as in the participatory communication strategies. The harmony and camaraderie which was demonstrated gives credence to Freire’s assertion that a dialogical communication is characterized as a process of a balanced two-way communication where equal opportunity and power is evident.

Shared meaning and understanding are usually identified as the most relevant outcome of dialogue (Flourie & Klopper, 2018). Organisers and participants need to establish shared understanding and meaning of the developmental ideas or project;

they also need to understand each other as individuals (Servaes & Malikhao, 2008., Servaes, 1995). Participants alluded to the fact that there were several instances of shared understanding and meaning between the organisers and the stakeholders. All participants emphasised that they understood each other's realities, obstacles, needs, dreams and that they had the same understanding of each other's situation.

Participants 2b indicated that;

“the organisers really understood our needs, realities, dreams, ideas and our personality, just as we also understood their needs, realities, dreams and the obstacles that could derail a better result for the CSR”.

Participant 1a also stated that;

“we gave importance to the organisers dreams and realities just as they gave importance to ours”.

Also, Participant 1c showed that;

“our ability to understand each other's needs, realities, dreams and obstacles was the bond that held us together in achieving a common goal”.

Participant 2a indicated that;

“we were ourselves a subsystem in a system, therefore, gave each other's needs and obstacles greater consideration”.

These statements from the participants contradict the view of Akindola (2010) that communities (beneficiaries /stakeholders) often feel that they (and their need) are not truly understood by corporations; indeed, CSR is complicated and to reach mutual understanding and meaning there is a need for compromise as the goals of companies and beneficiaries usually differ. The organisers in this study indicated that they had good understanding of the stakeholders or beneficiaries while the beneficiaries or stakeholders also stated that they understood the situation of the organisers.. Creating mutual or shared understanding and meaning is an important part of dialogue for a

developmental project. This was affirmed in the 2016 KIC and the 2016 Startupper challenge by participants. As a result of mutual respect, they shared meaning and understanding as both beneficiaries and organisers.

In addition, dialogue in the context of participatory communication strategies for development should be facilitated by interpersonal communication rather than mass media (Servaes, 2008., Servaes & Malikhaos, 2008) even though Rahim (1994) asserts that some media channels can be used in facilitating dialogue in participatory communication. All participants indicated that communication that occurred in 2016 KIC and 2016 startupper challenge were predominately interpersonal as all participants confirmed interpersonal communication as the most important form of communication between them. Participants indicated that interpersonal communication helped them to create and sustain personal relationships by making their mentorship and incubation period successful. Participant 1b indicated that; we used interpersonal communication in most of our engagements with the organisers. However, participants indicated that they used communication channels like emails and text messages in the 2016 KIC and 2016 Startupper challenge. Participants 2a also stated that;

“more of our communication was interpersonal even though we at times used emails and text messages to facilitate our communication”.

Findings indicate that interpersonal communication is an important construct for dialogue in 2016 KIC and the 2016 Startupper challenge. Although there was acknowledgement of the addition of other media channels to facilitate interpersonal communication, these did not replace essential dialogue; indeed, they provided new platforms to engage in dialogue.



#### 4.2.2 Participation

All participants confirmed the participation of beneficiaries in the 2016 KIC and 2016 Startupper challenge respectively to achieve CSR goals. Participation is considered as the main aspect of participatory communication strategy; where Melkote (2001) indicated that companies would be inclined to see participation as a means to successful CSR initiatives. Participant 2c indicated that with a metaphor that;

“the beneficiaries are the drivers of the transport. We, the organisers are the fuel. The beneficiaries have to get in the bus for us to get to our mutual destination”.

Participant 1c also stated that; “the beneficiaries own the innovative ideas so they have to be fully involved from A-Z of the CSR”.

All participants indicated that there was no empowerment without participation. All participants stated that they were equal partners with the organisers of the CSR from the start of the CSR initiative; there was active and empowered participation.

Traditional participatory theorists argue that participation should occur in all the phases (planning/conceptualization, implementing and evaluation) of the developmental initiative (Mefalopulos & Tufte, 2009., Servaes, 2008). From the statements of the participants, participation was adhered to in all the phases of the 2016 KIC and 2016 Startupper challenge. As both the organisers and the beneficiaries' goal was to nurture their various innovative ideas. The organisers were of the view that the beneficiaries actively participated in the planning and implementation stages of the initiative, while the companies were largely responsible for research during the planning stage. Participant 1c indicated that;

“we did research in Ghana to identify the pressing issues of communities towards development and ranked them based on the most important ones at the discretion of the communities. Therefore, the focus of 2016 KIC was from the people's own needs and we used this to select the innovative agri-business ideas”.

Participant 2c also stated that;

“we gathered the information from the communities’ based on their needs and prioritized the needs. The 2016 Startupper challenge idea was prioritised against the others so we further went ahead to select our beneficiaries based on their innovative entrepreneurship ideas”.

Participants also indicated there was full participation after the selection of the beneficiaries. The organisers utilised the individual experiences, knowledge, resources and needs of the beneficiaries. Participants 2c added that;

“the beneficiaries gave a plan, something like a proposal to us”.

Participant 1c stated that;

“the beneficiaries gave us a draft plan of their innovative agribusiness idea”. However, participants as beneficiaries also indicated their involvement in the planning and implementing phase.

Participant 1a indicated that;

“we were part and not left out since it was our ideas”.

Participant 2b also stated that;

“our participation was key to the CSR success since we owned the ideas to be mentored”.

Participants also added that they participated at the evaluation phase of the CSR projects. All participants were afforded the opportunity to be fully and actively involved in all the stages of the 2016 KIC and the 2016 Startupper challenge.

Participant 2a indicated that;

“we really appreciated how they made us to get involved even though the mentees were adding more knowledge to what we knew already”.

The beneficiaries participated in all phases of the development, given that the CSR took their needs into consideration. All participants indicated their participation in the evaluation phase of the 2016 KIC and 2016 Startupper challenge gave them the opportunity to take stock of their innovative ideas, including sharing their perceptions

and needs in making a bigger impact on development and empowerment with the support of Kosmos-energy Ghana and Total Petroleum Ghana respectively.

Traditional participatory scholars indicate that the beneficiaries should participate in all decision making, preferably beneficiaries should be main actors when decisions are being made (Servaes, 2008; Tufte & Mefalopulos, 2009). The participants also laid claim to the innovative ideas. Participant 1b stated that;

“this is our ideas; therefore, we were mostly the ones making decisions and the mentors were guiding us”.

Participant 2a also indicated that;

“our decisions were seconded by our mentees because they believed in our innovative ideas for development”.

Participant 1c indicated that; “...even though we are the organisers, but we gave our beneficiaries the opportunity to own the initiatives whiles we gave guidance to them so as not to give Kosmos-energy Ghana any bad name”.

From the statements of the participants, it can be affirmed that the beneficiaries were the main role players in decisions that had direct impact on their innovative ideas. This goes in line with empowered participation in the typologies of participation, where stakeholders are involved in processes and take part in analysis and decision making about the developmental project (Mefalopulos, 2008).

#### **4.2.3 Empowerment**

Participants indicated that the pressing needs that brought about the 2016 KIC and the 2016 Startupper challenge were based on stakeholder needs through research. Participant 1c stated that;

“we had workshops, seminars and focus group discussions with more key stakeholders in the country several times. The stakeholders made their decision, we did not impose it on them”.

Empowerment is another concept in participatory communication strategies which consist of skills development against self-sustainability and redistribution of power. Traditional development communication theorists postulate that empowerment is a process leading to self-sustainability (Servaes 1995; White 1994). Freire (1970) indicated that empowerment is a transformative process of change. Freire's (1970) empowerment model comprises of three stages; the first stage is the educator (development practitioner) who listens to students (beneficiary) in facilitating development or ideas. The second stage of Freire's (1970) empowerment process is to facilitate critical reflection by developing autonomous thoughts. Freire's (1970) main argument is that the relationship between the “oppressor” and the “oppressed” should change in empowerment. He proposed that the distance between teacher and student- in this study beneficiaries and organisers of 2016 KIC and 2016 Startupper challenge- should disappear and sees communication in the form of dialogue as the process to change a relationship. This stage emphasises on the principles of problem-based education where students (beneficiaries) are confronted with the problem to solve instead of solution to memorise. Freire (1970) further added that the teacher (development practitioner) starts the education with power, thus starting the dialogue so that the teacher (development practitioner) will have more knowledge for steering the dialogue in the right direction. However, the idea is not for the teacher (development practitioner) to solve the problem but to enable the community (beneficiary) to solve their own issues. In the third stage, Freire (1970) proposed that

individuals reflect on their own actions and take new actions; this co-learning is based on praxis of action and reflection.

Some participants indicated that the organisers of the 2016 KIC and the 2016 Startupper challenge considered skills development as an important element of empowerment by setting out to mentor and finance the beneficiaries innovative ideas to improve the Ghanaian economy. Some participants emphasized on their shaped innovative ideas and additional skills acquired which will enhance their original ideas.

Participant 1a stated that;

“we shared a lot with our mentors and they also gave us more guidelines for our ideas”.

Participant 2b indicated that;

“we were assisted a lot by the mentors and they also made us share our ideas so they can guide us”.

In terms of empowerment as skills development and self-sustainability, the 2016 KIC and 2016 Startupper challenge were successful. Most participants affirmed their ability to carry on with their innovative ideas without any mentorship again.

Participant 2a indicated that;

“this is my idea which was well shaped for me to be sustainable so, carrying on with it is not something new or difficult”.

Participant 1b stated that;

“we brought on board the innovative ideas during our collaboration stage and through the incubation stage; the idea gets a technological touch. So, it a gradual step of enhancing the idea so sustaining it will not be difficult at all”.

From participant statements and research (e.g Tufte & Mefalopoulos, 2009) empowerment is acquired through skills development and self-sustainability of these skills. Also, both parties (beneficiaries and organisers) saw themselves as equal

partners in the communication process, where they shared power and opportunity to participate in communication. All participants said that the relationship between them and their mentors was not like a teacher student but rather like colleagues. The beneficiaries had the ideas and shared with their mentors for guidelines in making them sustainable, even though the mentors steered the direction of the project.

#### **4.2.4 Identification with local**

Participants stated that the organisers understood and respected their culture because they shared the same culture. Those who did not share their culture with them accommodated and respected theirs. Participants also indicated that their ideas were culture-conscious.

Participant 2a stated that;

“our innovative idea under the agri-business considered Ghanaian culture by not affecting the Ghanaian farmer’s norms in farming”.

Participants 1b indicated that;

“our idea is to enhance our agricultural sector but not to change the farmers values and norms, we are only making things easy for farmers”.

Culture establishes a framework for interaction and communication, therefore, it plays a role in how communication is interpreted and experienced. Within participatory communication strategies, many authors accept that cultural identification should be understood, respected and accommodated in all development initiatives (Servaes &Mailikhao, 2008). One of the assumptions of participatory communication theory states that in order to respect other cultures, there is the need to know and understand them (White, 2003). Also, initiatives should be planned with the cultural framework in mind; the traditional values and norms should be taken into account (Servaes, 1996).

#### 4.2.5 Motivation

Most of the participants identified motivation also as being utilized through the stages of development. Motivation is the act of influencing an individual to behave in an acceptable way. Motivation directs actions having great relevance to many important developmental outcomes (Wigfield & Camdria, 2010). Most of the participants indicated that in their dialogue with the mentors of the 2016 KIC and the 2016 Startupper challenge, the mentors motivated them which enhanced their participation in the dialogue by killing their inferiority complex.

Participant 1b stated that:

“I was finding it difficult to get involved in the dialogue because I stammer, but the mentors and my colleague beneficiaries really motivated me, which improved my self-confidence”.

Participant 2b indicated that:

“we the females were always motivated to take part in the dialogue so that the males will not dominate it”.

The Participants also added that their full participation in the 2016 KIC and the 2016 Startupper challenge was based on motivation from their mentors. Throughout the planning, implementation and evaluation stages of the CSR, it was the motivation from their mentors that induced their full participation throughout the stages.

Participant 2a indicated that:

“madam, it is their encouragement to get involved that made us to fully participate. If not, we were seeing it as if we are telling our sponsors what to do”.

Participant 1b also stated that;

“it was their inspiration that made us to be like the boss we were throughout the programme”.

Participants through their interviews added that motivation from their mentors added up to their participation that yielded their empowerment. Participants being on the same level with their mentors and communicating like colleagues was possible because their mentors motivated them to do so. Participant 1a indicated that;

“when we are having our workshop, there is no master, we are all equal. And this was possible because they motivated us to own our ideas”.

Participant 2b also stated that;

“our mentor always had a one on one conversation with me just to motivate me because I am the shy type”.

In summary, by relating participants of the 2016 KIC and the 2016 Startupper challenge statements to the participatory communication strategies, there are indications that the 2016 CSR Programmes of Kosmos-energy Ghana and Total Petroleum Ghana respectively used dialogue, participation, empowerment and cultural identity in executing their 2016 CSR programmes. Another emerging theme that characterised these strategies was motivation in the context of the 2016 KIC and the 2016 Startupper challenge. The 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana fall in line with participatory communication theory which lays emphasis on horizontal communication for developmental initiatives to empower stakeholders or beneficiaries or communities.

#### **4.3 Chapter Summary**

This chapter focused on the findings of this study by providing solutions to the research question that sought to investigate the operationalisation of 2016 CSR programmes of Kosmos-energy Ghana and Total Petroleum Ghana respectively. The data analysis identified four themes (two themes each from each of the oil and gas



company) in the attempt to answer research question posed in this study. These themes are Kosmos-energy Ghana operationalization of its 2016 CSR as social investment and relationship-building while Total Petroleum Ghana operationalized its 2016 CSR as empowerment of local talent and responsibility. The second research question focused on the use of participatory communication strategies in the 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana. The data was passed through the strategies of participatory communication, which are; dialogue, participation, empowerment and identification with local, where motivation emerged as an additional theme which enhanced the utilization of participatory communication strategies in the 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana respectively.



## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSION**

#### **5.0 Introduction**

This chapter presents the summary and conclusion generated from the study which aimed to investigate participatory communication in the 2016 CSR projects of Kosmos-energy Ghana and Total Petroleum Ghana respectively. The chapter also provides a discussion of the limitations of the research study and gives recommendations for future studies.

#### **5.1 Summary of Findings**

The study investigated participatory communication in Kosmos-energy Ghana and Total Petroleum Ghana's 2016 CSR. The current study provided answers to the two research questions which focused on operationalisation and use of participatory communication in Kosmos-energy Ghana and Total Petroleum Ghana CSR. The first research question identified and described the operationalisation of the 2016 CSR programmes of Kosmos-energy Ghana and Total Petroleum Ghana respectively. The second research question aimed to understand the use of participatory communication strategies in the 2016 CSR of the two oil companies. The theoretical framework that underpinned the study were participatory communication theory and stakeholder theory. The data was collected through interviews with six (6) participants and documents analysis. Data was analysed thematically.

Even though, there is identification of participation in developmental initiatives like CSR found in existing research but operationalisation and use of participatory communication in Kosmos-energy Ghana and Total Petroleum Ghana 2016 CSR

presented its own unique similarities and differences. Participants under Kosmos-energy Ghana and Total Petroleum Ghana commented that the operationalisation of the 2016 CSR were, social investment, relationship-building and responsibility. To them social investment was to enhance stakeholder's developmental skills through mentorship and financial support and Kosmos-energy's CSR document expressly states the importance the company gives to the social well-being of their stakeholders. The company's CSR plans in 2016 emphasise a concentration on the human resource of the company's host nation. It acknowledges that the initiative was under the Kosmos Innovation Center (KIC), indicated that selection was based on innovative agri-business ideas from stakeholders in the host nation. The participants confirmed that they were mentored and financed to start their own businesses.

The study also discovered that participants under Kosmos-energy Ghana's KIC and CSR documents of Kosmos-energy Ghana provide information about relationship building in the 2016 CSR plan. Participants and the CSR documents indicated that relationship building between Kosmos-energy Ghana and its stakeholders gave the company a serene environment for operations. Participants also added that the relationship built became strong through their involvement in decision-making throughout the 2016 KIC, which enhanced the achievement of Kosmos-energy Ghana's goals.

Whereas, participants under Total Petroleum Ghana through the study's discoveries made comments that revealed that the company's 2016 CSR was to invest in the communities innovative ideas. Research uncovered that Total Petroleum Ghana's CSR also affirmed its plan to execute the 2016 CSR named as the Startupper Challenge. Participants stated that the Startupper challenge mentored and financed

stakeholders who participated in the Startupper challenge and proposed innovative ideas which had the potential to boost the economy of the country through empowering the country's human resource.

The study also learnt from participants in Total Petroleum Ghana's Startupper challenge and their CSR documents that the company was greatly concerned about its stakeholders, their operations, the environment and society. Participant statements indicated that throughout the 2016 Startupper challenge, Total Petroleum Ghana engaged them throughout the activity to enhance their interpersonal relationships. Both Kosmos-energy Ghana and Total Petroleum Ghana 2016 CSR initiatives were aimed at improving the lives of their stakeholders and contributing to the accelerated development of the country, Ghana.

The analysis of the second research question revealed strategies of participatory communication for the 2016 KIC by Kosmos-energy Ghana and the 2016 Startupper challenge by Total Petroleum Ghana. The study revealed that the 2016 KIC and the 2016 Startupper challenge balanced the needs and power of the beneficiaries and the organisations. Also, all stakeholders of the 2016 KIC and the 2016 Startupper challenge had the needed knowledge for the 2016 KIC and the 2016 Startupper challenge. The main strategies of participatory communication scrutinised in the study were dialogue, participation, empowerment and identification with local.

Dialogue: from the study, both the 2016 KIC and 2016 Startupper challenge utilised horizontal communication in executing the 2016 CSR, where both the stakeholders and the organisers were equal partners in decision making aiming to reach mutual meaning and understanding. In the current study, the stakeholders and organisers of

the 2016 KIC and the 2016 Startupper challenge had a balanced power and knowledge through communication during the execution of the 2016 CSR. Participation: the study indicated that the participants of both the 2016 KIC and the 2016 Startupper challenge participated in communication processes which empowered them by means of participation. The study indicated that participants for the 2016 KIC and the 2016 Startupper challenge participated in the implementation and evaluation of the 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana. The study also, revealed that both the 2016 KIC and the 2016 Startupper challenge stakeholders were key players in the 2016 CSR.

Empowerment: in the 2016 KIC and the 2016 Startupper challenge, beneficiaries had equal power and control. Participants in this study revealed that through effective horizontal dialogue between organisers and beneficiaries, they were able to shape their innovative ideas through interaction with fruitful mentors provided by these organizations. Participants also added that, due to the mutually collaborative relationships with mentors, horizontal communication and shared power among beneficiaries and organisers in the 2016 KIC and 2016 Startupper challenge, they were now capable of performing at much higher levels of entrepreneurship without further mentorship.

Identification with local: in the 2016 KIC and the 2016 Startupper challenge, cultural identity of the beneficiaries was understood and respected since the organisational goals of Kosmos-energy Ghana and Total Petroleum Ghana entailed not competing with the culture of their host country. Participants were appreciative of the organisers' understanding and respect for their culture and they the beneficiaries also understood and respected the organisations' culture.

Motivation: participants indicated that, throughout the 2016 KIC and the 2016 Startupper challenge they were motivated by the mentors and organisers as well. Participants indicated that motivation encouraged them to engage in effective horizontal communication which was key for enhancing their innovative ideas.

## **5.2 Recommendations**

The following recommendations are made in relation to the usage of participatory communication strategies in the 2016 Kosmos-energy Ghana CSR and the 2016 Total Petroleum Ghana CSR from the discussions contained in this study to enhance Ghana's development through CSR. The study recommends that oil companies should utilise the strategies of participatory communication in their CSR.

I recommend that Kosmos-energy Ghana and Total Petroleum Ghana should increase the number of beneficiaries of subsequent CSR projects to maximize the development of Ghana's human resource. Also, Kosmos-energy Ghana and Total Petroleum Ghana should consider moving down to the remote areas within the country to engage stakeholders who may have more innovative business ideas. In spite of the technological evolution, many of our villages are still cut off from technology due to the non-availability of infrastructure.

It is further recommended that beneficiaries of the 2016 KIC and the 2016 Startupper challenge should imitate the use of strategies of participatory communication by Kosmos-energy Ghana and Total Petroleum Ghana in other CSR activities they may be privileged to participate in in the future.

### **5.3 Limitation**

The current study aimed to investigate the use of participatory communication strategies in 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana through document analysis and interviews. However, this study encountered some limitations.

I was challenged in my attempt to interview one CSR official each from Kosmos-energy Ghana and Total Petroleum Ghana. Even though I made strenuous efforts to interview these officials, I was confronted by one obstacle or another after interview appointments had been booked and confirmed. I could only surmise that that the reluctance of the officials to divulge information was their fear of their competitors and their uneasiness about how this information would be treated in the public space.

Also, getting all the three beneficiaries of the 2016 CSR initiatives of Kosmos-energy Ghana and Total Petroleum Ghana was not possible due to travel challenges. At various times, one or all of the beneficiaries were attending programmes outside the country.

However, this limitation did not take away the credibility of this study.

### **5.5 Suggestions for Further Studies**

In reviewing literature and collecting data, I encountered challenges and also was privileged to obtain opportunities which could enhance future research in this topic and similar topics. As very little work has been done in this area of academic research, I had very few opportunities to benefit from previous research in this area. This challenge was however a blessing because I had to range far and wide to find

relevant material to undertake my assignment. I have no doubt whatsoever that these extensive reading tasks will certainly come in handy in the future.

Other studies may be done by considering the use of participatory communication strategies in CSR which is not meant for skills development for an extended period of time, which may investigate the involvement of beneficiaries in the CSR.

Future research may also take a look at the use of participatory communication strategies in CSR reports, CSR policies and CSR newsletters of oil companies using content analysis.

Also, a further study could be done on a comparative study of participatory communication usage in CSR of several oil companies and mining companies in view of the increasing importance of the oil industry in Ghana's economic development.

In addition, a yearly survey can be done on CSR by oil companies, to investigate how beneficiaries are empowered as well as the sustenance and sustainability of the CSR programmes that have been rolled out so far and how these activities have impacted the oil companies image and reputation.

## **5.6 Conclusion**

This study offers an understanding of the use of participatory communication strategies in 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana, both oil companies who were keenly involved in skills development of beneficiaries. Also, both Komos-energy Ghana and Total Petroleum Ghana in their 2016 CSR considered relationship-building and being responsible to their stakeholders as major planks for the growth of their companies and a catalyst for serene environment for their operations. The findings of this study hopefully will increase academic knowledge of



participatory communication and CSR that exists today and add to the knowledge of practice within the Ghanaian context.

The first research question which sought to explore the operational definition of the CSR of the companies studied, revealed that Kosmos-energy Ghana and Total Petroleum Ghana's CSR were woven around social investment, relationship- and responsibility. It was established that the 2016 CSR of Kosmos-energy Ghana was about investing in innovative ideas to improve the Ghanaian economy specifically the agribusiness sector and enhance relationships with stakeholders. While the 2016 CSR of Total Petroleum Ghana was also about investing into talents to enhance entrepreneurship in Ghana and also exhibit their responsibility to contribute to the creation of economic opportunities for the youth.

Research question two probed into the use of participatory communication strategies in the 2016 CSR projects of Kosmos-energy and Total Petroleum Ghana. The study revealed that both Kosmos-energy Ghana and Total Petroleum Ghana 2016 CSR made use of the participatory communication strategies which are; dialogue, participation, empowerment and cultural identity. Also, an additional theme was generated during analysis which was motivation. The 2016 CSR of Kosmos-energy Ghana and Total Petroleum Ghana made use of these strategies to enhance empowerment, development and sustainability of the beneficiaries of their CSR programmes, not forgetting the role motivation played in the lubrication of the CSR process.

Drawing from the stakeholder theory, the 2016 CSR programmes of Kosmos-energy Ghana and Total Petroleum Ghana considered, managed and integrated the interest of

the companies and stakeholders, by considering their needs and desires where the community represented the beneficiaries. Also, in relation to the participatory communication theory, opinions of the beneficiaries were of paramount importance during the planning and execution of Kosmos-energy Ghana and Total Petroleum Ghana 2016 CSR programmes. During all these programmes the beneficiaries, who represent the local communities shared equal power with the organisers in decision-making through dialogue.



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## APPENDICES

### APPENDIX A(1): Winners of 2016 CSR project of Total Petroleum Ghana

**STARTUPPER OF THE YEAR**  
BY TOTAL

**THREE EMERGE WINNERS IN THE TOTAL STARTUPPER OF THE YEAR CONTEST.**

**1st Runner-up**

**Overall Winner**

**2nd Runner-up**

**Awards Night in Pictures**

**TOTAL**  
COMMITMENT TO BETTER ENERGY

**SPONSORS:** KPMG, VISA, CITICORP, etc.

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**APPENDIX B (2): Winners of 2016 Kosmos-energy Ghana CSR project**



### **APPENDIX C: Interview guides for Kosmos-energy Ghana and Total Petroleum Ghana**

- How do stakeholders understand Corporate Social Responsibility (CSR)?
- How do stakeholders interpret Kosmos-energy's CSR/Total Petroleum Ghana?
- How do stakeholder interpret Kosmos-energy in 2016/Total Petroleum Ghana in 2016?
- Are beneficiaries in need of the CSR initiatives?
- How do stakeholders interpret dialogue usage in the CSR execution?
- Do stakeholders initiate dialogue?
- How do stakeholders interpret their participation in the whole CSR execution?
- What role do stakeholders play in the process of CSR execution?
- How do stakeholders interpret their empowerment during and after the CSR execution?
- Was the stakeholder's culture consider in executing the CSR initiative?
- What are the advantages and challenges of stakeholder involvement in the CRS initiative and execution process?
- Do stakeholders participate in the CSR planning and execution?

#### **Interview guide for Kosmos-enegy Ghana and Total Petroleum Ghana Officer**

- How does Total Petroleum Ghana/ Kosmos-energy Ghana interpret CSR?
- How do stakeholders help Total Petroleum Ghana/ Kosmos-energy Ghana in interpreting CSR?
- What does CSR mean to Total Petroleum Ghana/ Kosmos-energy Ghana?

- Does Total Petroleum Ghana/ Kosmos-energy Ghana practice CSR?
- When did Total Petroleum Ghana/ Kosmos-energy Ghana implemented CSR policy and why?
- Which CSR initiatives have been executed in 2016?
- Does Total Petroleum Ghana/ Kosmos-energy Ghana have CSR initiatives in 2016 within environment, philanthropy, social issues and legal?
- How was the CSR initiative within 2016 executed?
- Who are Total Petroleum Ghana/ Kosmos-energy Ghana stakeholders?
- Are beneficiaries in need of the initiatives?
- Does Total Petroleum Ghana/ Kosmos-energy Ghana have dialogue with stakeholder in selection of CSR initiative?
- Do stakeholders participate in the whole process of the CSR execution?
- What specific roles do stakeholders play in the process of CSR execution?
- What procedure does Total Petroleum Ghana/ Kosmos-energy Ghana employ to involve stakeholders?
- Are stakeholders empowered after execution of CSR initiative?
- How does Total Petroleum Ghana/ Kosmos-energy Ghana consider the culture of stakeholders in CSR?
- How did stakeholder participate in the CSR planning and execution?
- What are the advantages and challenges of stakeholder involvement in the CRS initiative and execution process?