IMPACT ASSESSMENT OF BRITISH-AMERICAN TOBACCO COMPANY's (BATC's) CORPORATE SOCIAL RESPONSIBILITY ON SABON-GARI LOCAL GOVERNMENT OF KADUNA STATE (2000-2014)

BY

NATSA, YORKS JAMES B.Sc. (ABU) 2010
M.SC/SOC-SCI/20061/2012-2013

DEPARTMENT OF POLITICAL SCIENCE AND INTERNATIONAL STUDIES,

FACULTY OF SOCIAL SCIENCES,

AHMADU BELLO UNIVERSITY,

ZARIA, NIGERIA

2017

IMPACT ASSESSMENT OF BRITISH-AMERICAN TOBACCO COMPANY's (BATC's) CORPORATE SOCIAL RESPONSIBILITY ON SABON-GARI LOCAL GOVERNMENT OF KADUNA STATE (2000-2014)

BY

NATSA, YORKS JAMES
M.SC/SOC-SCI/20061/2012-2013

A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN POLITICAL SCIENCE

DEPARTMENT OF POLITICAL SCIENCE AND INTERNATIONAL STUDIES,

FACULTY OF SOCIAL SCIENCES,

AHMADU BELLO UNIVERSITY,

ZARIA, NIGERIA

2017

DECLARATION

I, NATSA Yorks James, do hereby declare that this research work; "'Impact Assessment of British-American Tobacco Company's (BATC's) Corporate Social Responsibility on Sabon-Gari Local Government of Kaduna State 2000-2014", has been carried out by me in the Department of Political Science and International Studies. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this research work was previously presented for another degree at this or any other Institution.

NATSA, Yorks James _____ _____

Signature Date

CERTIFICATION

This Dissertation titled "Impact Assessment of British-American Tobacco Company's (BATC's) Corporate Social Responsibility on Sabon-Gari Local Government of Kaduna State 2000-2014", by NATSA, Yorks James meets the regulations governing the award of Master of Science (M.Sc.) degree in Political Science of the Ahmadu Bello University, Zaria and has been approved for its contribution to knowledge and literary presentation.

_____	_____	_____
Dr. Audu Jacob (Chairman, Supervisory Committee)	Signature	Date
_____	_____	_____
Prof. R. A. Dunmoye (Member, Supervisory Committee)	Signature	Date
_____	_____	_____
Dr. Aliyu Yahaya (Head of Department)	Signature	Date
_____	_____	_____
Prof. Sadiq Z. Abubakar (Dean, School of Postgraduate Studies)	Signature	Date

DEDICATION

This research is dedicated to God Almighty who has guided, inspired, and granted me the opportunity to successfully accomplish this work. It is also dedicated to my parent Mr. & Mrs. J.N. Danbaki, and specially to my darling wife Felicia Y. Natsa who I love more than words can explain.

ACKNOWLEDGEMENTS

I wish to thank the almighty God for his infinite mercies, love and guidance shown to me throughout my studies. I also wish to express my profound appreciation and gratitude to my supervisors Prof. Rauf Ayo Dunmoye and Dr. Audu Jacob for their tremendous help in terms of corrections, objective criticism, constructive review, contributions, comments and advice throughout the process of this research, and Dr. Nuruddeen M. Musa, whose critical examination and guidance has improved this work.

I am indebted to my parents Mr. & Mrs. J.N. Danbaki for their immense supports throughout my education. No amount of words of gratitude can pay you for the love, assistance, advice, financial supports, moral upbringing and prayers you showed to me over the years.

Special thanks to my family members Mrs. Eunice Natsa Simon and her husband Mr. Simon Nyam, Mrs. Marka Habila and her husband Mr. Habila Dacep, Eli James Natsa and his wife Jessica Eli Natsa, Yakubu N. Danbaki, Amos Natsa, Simon Natsa, Solomon Natsa, my Nephews, Nieces and in-laws, and last but not the least, my Beautiful Wife Felicia Natsa for their prayers toward me and tremendous support in different capacities, may the good Lord bless and reward you real good.

I wish to register my gratitude to the academic and non-academic staff of the department of Political Science and International Studies; the HOD Dr. Yusufu A. Yakubu, Prof. P.P. Izah, Prof. E.A. Unobe, Prof. K. Omojuwa, Prof. Hudu Abdullahi, Dr Siddique A. Mohammed, Mal. Sa'idu H. Adamu, Mal. Garba Aminu, Dr. Edgar Agubamah, Dr. Umar Ka'oje, Dr. M. Faal, Dr. Isma'il Shehu, Dr. Aliyu Yahaya, Dr. David Moveh, Dr. Daiyabu Hassan, Dr. Bappah Yaya Dr. M.L. Tafida, Mal. Hamza Abdulazeez, Malama Rahanatu Lawal, Mrs. Rahila Yakubu Friday

among other lecturers for their encouragement and advice in one way or the other. Others are Mr. Sunday Jonathan, Mr. Chindo, Mal. Magaji Likoro among others for their fatherly advice in diverse ways, many thanks to you.

I am also indebted to numerous friends and course mates; Amos Yakubu, Isiaku Ayuba Kura, Alex D'almeida, Mrs. Vicky Romans, Sarah Yakubu, Joshua Kayinde Kolo, Omar Yunusa, Paul Henry, Muideen Usman, Manasseh Paul, Wasiu Femi Omojarabi, Abdulnasir James, Yarima Aliyu Abdullahi, Usman Hezekiah, Ojuh Fidelis, Ahmed Abdulkadir (S.Y.), Shakira Omotoriogun, Rosina Amos, M.S. Aliyu, John Isaac, Abin Lawrence, Issah Tijjani, Usman Irmiya, Alh. Mohammed Jimoh, Ahmed Mohammed Yabaji, Ismail Aminu and my other friends whose names are not mentioned but made my stay during the studies worthwhile, I will also cherish you all. Once again, I say a big 'THANKS' to you and God bless.

ABSTRACT

Industrial societies are changing in an unprecedented speed due to the activities of Multinational Corporations (MNCs). MNCs are in the middle of a contending debate about their activities, most especially in the Less Developed Countries. The Neo-Liberal scholars believed that MNCs provide lots of benefits to the host community, most especially in the aspect of Corporate Social Responsibility like the provision of scholarship scheme, basic social amenities etc. while the Dependency school of thought believed that the disadvantages of MNCs operating in their host communities outweigh the advantages or the benefits. In this regard, the problematic of this research is to assess the impact of the British American Tobacco Company (BATC) in the aspect of Corporate Social Responsibility (CSR) from year 2000 when the Nigerian Tobacco Company (NTC) became BATC, to the year 2014 when they stopped production in Zaria and downsized. The reason for this research is in an attempt to understand why despite effort by MNCs to contribute to CSR in the area of operation, there is still agitation and restiveness between the host community and the MNCs. The study adopted Dependency Theory as a framework for analysis. Relevant data were collected using the instrumentality of both secondary and primary sources. Survey and Focus Group Discussions (FGDs) methods were used to obtain relevant information. The study area location was considered prior to the period or scope of study (before year 2000) when the company was known as NTC; this formed the baseline data. The research revealed that BATC Zaria has performed below expectation in terms of its duties and responsibilities as a MNC in providing basic social amenities, and has not contributed to any meaningful development of its host community. As such, the people of the host community are not generally satisfied with the performance of BATC as they feel neglected by both government and the company, that the government and the company do not work with their consent and in their own interest, and they have not been carried along, thereby depriving and denying them of some benefits meant for the community. We however recommend that government should find a way to compel firms to do more for the society in which they operate; this will help reduce conflict and give the firm a better image.

TABLE OF CONTENT

DECLARATION ii

CERTIFICATION iii

DEDICATION iv

ACKNOWLEDGEMENTS v

ABSTRACT vii

TABLE OF CONTENT viii

LIST OF ACRONYM xii

LIST OF TABLES xiv

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study 1

1.2 Statement of Research Problem 3

1.3 Research Questions 5

1.4 Aim and Objectives 5

1.5 Assumptions 5

1.6 Scope and Limitations 6

1.7 Significance of the Study 6

1.8 Chapters Arrangement 7

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAME OF ANALYSIS

2.1 Introduction 8

2.2 Background to Multinational Corporations (MNCs) 8

2.2.1 Objectives of Multinational Corporations 12

2.2.2 Characteristics of Multinational Corporations 16

2.2.3 Contending Debates on MNCs 19
2.2.4 Arguments for MNCs 21
2.2.5 Arguments Against MNCs 24
2.2.6 Theories on the Operation of MNCs 26
2.2.7 Multinational Corporations and Local Industries 30
2.2.8 MNCs and the Nigerian State 33
2.2.9 Negative Effect of MNCs in Nigeria 35
2.2.10 Positive Effects of MNCs in Nigeria 40
2.2.11 Corporate Social Responsibility Strategy 42
2.2.12 MNCs and Corporate Social Responsibility 43
2.2.13 MNCs and CSR in Nigeria 47
2.2.14 Gaps in the Literature 48
2.3 Theoretical Framework 49

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction 57
3.2 Description of Study Area Location 57
3.2.1 Nigerian Tobacco Company (NTC) and the Study Area Location 59
3.2.2 BATC and its Developmental Programmes 60
3.3 Research Design 61
3.3.1 Sources of Data 62
3.3.2 Methods of Data Collection 62
3.3.3 Population and Sampling Procedure 66
3.3.4 Target Population 69
3.3.5 Data Analysis 70
3.3.6 Problems Encountered 70

CHAPTER FOUR

ANALYSIS AND RESULTS OF THE IMPACT OF BATC ON CORPORATE SOCIAL RESPONSIBILITY (CSR) IN SABON GARI LGA

4.1 Introduction 71

4.2 Data Presentation and Analysis 71

4.2.1 The Nature of BATC's CSR in Sabon-Gari LGA 72

4.2.2 The Benefit from BATC in the Area of CSR 73

4.2.3 British American Tobacco Company's (BATC's) Corporate Social Responsibility (CSR) to the Developmental Needs of the Host Community 74

4.2.4 The Challenges and Possible Solutions to the Corporate Social Responsibility (CSR) of British American Tobacco Company (BATC) in Sabon-Gari LGA 74

4.3 Discussion of Findings 76

4.3.1 Interview Session with Sarkin (Ward/Village Head) Chikaji 76

4.3.2 Interview Session with Wazirin (Next-to Ward/Village Head) Jema'a 77

4.3.3 Interview Session with Sarkin (Ward/Village Head) Samaru 78

4.3.4 Interview Session with Sarkin (Ward/Village Head) Dogarawa 79

4.3.5 Interview Session with Sarkin (Ward/Village Head) Muchia 80

4.3.6 Interview Session with the Assistant Information Officer, Community Development Department Sabon Gari Local Government 81

4.3.7 Interview with an Unemployed Youth in Samaru 82

4.3.8 Interview with an Unemployed Youth in Chikaji 82

4.3.9 Interview with an Unemployed Youth in Jema'a 83

4.3.10 Interview Session with the Staff of BATC 84

4.3.11 Focus Group Discussions (FGDs) 86

4.3.12 Interview Session with Heads of Primary Healthcare Centre (PHC) 87

4.3.13 Interview Session with an Environmental Expert 88

4.3.14 Interview Session with Health Personnel 89

4.4 BATC and its Host Community; an Appraisal 90

4.5 Research Finding and Verification of Assumptions 93

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary 97

5.2 Conclusion 98

5.3 Recommendations 99

REFERENCES 101

APPENDIX 112

Appendix “B” In-Depth Interview (IDI) Guide 114

Appendix “C” Focus Group Discussion (FGD) Guide 115

Appendix “D” Interviewees 116

Appendix “E”: Research Assistants 117

Appendix “F”: BATC’s Focus 118

Appendix “G”: BATC Scholarship Scheme 120

Appendix “H”: BATC and CSR 121

Appendix “I”: BATC Foundation 122

Appendix “J”: BATC and Environment, Health and Safety 125

Appendix “K”: BATC’s Corporate Governance 126

Appendix “L”: BATC’s Past Focus Areas 128

Appendix “M”: BATC’s Awards and Recognition 130

Appendix “N”: BATC’s Board of Directors 132

LIST OF ACRONYM

ABU – Ahmadu Bello University

BATC – British American Tobacco Company

BATN – British American Tobacco Nigeria

BSR – Business for Social Responsibility

CSR – Corporate Social Responsibility

DAC – Division for Agricultural Colleges

FDI – Foreign Direct Investment

FGD – Focus Group Discussion

GDP – Gross Domestic Product

GNP – Gross National Product

HP – Hewlett Packart

IDI – In-depth Interview

LDCs – Less Developed Countries

LGA – Local Government Area

LG – Local Government

MNC – Multinational Corporation

MNCs – Multinational Corporations

MNEs – Multinational Enterprises

MNOCs – Multinational Oil Corporations/Companies

M&Ms – Mergers and Acquisitions

NCAT – Nigerian Institute of Aviation Technology

NEPC – Nigerian Export Promotion Council

NILEST – Nigeria Institute of Leather and Science Technology

NITT – Nigerian Institute of Transport Technology

NTC – Nigerian Tobacco Company

OECD – Organization of Economic Corporation and Development

PHC – Primary Healthcare Centre

SPDC – Shell Petroleum Development Company

SRP – Social Reporting Process

TNC – Transnational Corporation

TNO – Transnational Organization

TWCs – Third World Countries

TV – Television

LIST OF TABLES

Table 1.1: Wards in Sabon Gari LGA Alphabetically arranged 66

Table 1.2: Distribution of the Total Population of the Wards in the Local Government 67

Table 1.3: Statistical Analysis of Jobs, Scholarship Scheme, Agric Intervention, Poverty Reduction, Health and Safety, Water Supply, Vocation and Skill Acquisitions 68

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Industrial societies are changing at an unprecedented speed, influenced mainly by globalization and global interdependence. They are also influenced by technology, education, commerce, social networking and so on. In the heart of these changes are businesses which have continued to grow unhindered even in the midst of all sorts of adversities. The more they grow the more they build immunity around them to prevent failures. As they grow, they acquired enormous political clout and power. They go into Mergers and Acquisition M&A (mergers and acquisitions M&A, are the area of corporate finances, management and strategy dealing with purchasing and/or joining forces with other companies), and some of those M&A are hostile. The influence of the big businesses is so pervasive that even if you don't want them, you may find that sooner than later their products would find you. This is influenced by the convergence of ideologies, tastes, technologies, free and easy movement of people and capital, and international political cooperation. Young people nowadays identify more with products more than with countries. Coca-Cola products are in every nook and cranny of the planet. The same can be said of many other products such as cars, computers, etc.

However, all these products could be as a result of the operations of the Multinational Corporations (MNCs) from one country to another. Walter and Areskong (1981) argued that any company that manages, owns or controls production facilities in several foreign locations qualifies as a MNC. "Since the World War II, international business has undergone what is probably the most important economic phenomenon of the latter half of the twentieth century, the MNCs (Shapiro, 1986).

MNCs have been projected by western economists such as Smith (2005); Todaro, (1977); Ulmer (1980) etc. as the first lasting solution to problems of development to Less Developed Countries (LDCs). It has been contended by these western economists that developing countries should engage in inter-trades, attract direct foreign investment for a range of manufacturing industries and to export raw materials to developed countries in order to establish their own economic structure. With the technology and financial resources available in developed countries notably; USA, Britain, France, China etc. it is argued that MNCs will through their investments in LDCs help these poor countries reach their economic goals of development, most especially in the aspect of Corporate Social Responsibility (CSR). One initiative most companies engaged in, most especially MNCs, is the activities of Corporate Social Responsibility. CSR is all about "responsibilities to society beyond that of making profits for the shareholders".

CSR is significant for almost all MNCs, regardless of country of origin, size and sector. CSR is an increasingly essential element in the business world. The first impression many people have towards corporations is that businesses are taking advantage of consumers and society. In their minds, they think businesses are all about profit-making, and they care less about society, the environment, and human rights issues.

Many multinational companies have established well-developed CSR programs and adhere to their code of conduct to do businesses ethically, help the economy grow, create larger job markets, protect the environment, raise public attention on certain issues, and more areas to bring social goods to the world.

BATC through its CSR framework and strengthened by an effective Social Reporting Process (SRP) made positive impact on the Nigerian environment, by extension, in Muchia area of Sabon Gari local government and striving to minimize their negative impacts. Despite the significant

roles played by the company in Sabon Gari local government, controversy surrounds these roles it played. Some see them as pivotal for economic growth, others see it as an extension of international capitalist system, which is an aspect of neocolonialism, and some also see it as inimical to their society due to its product which is harmful to human consumption.

BATC Zaria had local committees that plan, supervise and coordinate its CSR and SRP. The CSR committee defines and reviews the company management of the CSR while the SRP committee ensures successful implementation of the social reporting process, which is a platform in which the company engages with stakeholders.

However, CSR can be an ambiguous tactic because it is often unclear what a corporation can and cannot be held responsible for, particularly when weak governance and institutions are involved (Bulus, & Ango, 2012).

Consequently, companies should operate as good corporate citizens within their communities or even the world. In today's business world, more companies are seeking ways to achieve this and contribute to the well-being of society while maintaining profitability. Many of them have been working hard to modify their corporate structures and incorporate strategies in order to establish a socially responsible corporate culture and become a responsible corporate citizen, as they understand this will benefit the company, employees and community in the long run.

1.2 Statement of Research Problem

The research examined the impact of British America Tobacco Company's (BATC's) Corporate Social Responsibility (CSR) in Sabon Gari local government area of Kaduna State 2000-2014.

The activities of MNCs in CSR have become a contending debate in their host community. Those who view MNCs as an 'engine of development' (the neo-liberal economists) e.g. Smith,

2005; Todaro, 1977; Ulmer, 1980; argued that MNCs provide lots of benefits to the host country or community most especially in the aspect of CSR like provision of healthcare facilities, pipe-borne water, scholarship scheme and other social amenities, while another school of thought (the dependency theorists), for example, Worgu, 2000; Rodney, 2009; believed that the cost of MNCs operating in their host community out-weighs the benefit. The first school maintains that MNCs contribute resources that are generally not available or insufficiently available, namely; capital, technology, managerial and marketing skills, and MNCs create jobs and alleviate balance of payments deficits of their host states through import substitution industrialization. While the critics of MNC operations in the Third World have general complaints that MNCs operations generally have had an adverse impact on the economies of their host states.

BATC through its CSR framework, strengthened by a SRP try to make positive impact on the Nigerian environment by extension, Muchia area of Sabon Gari Local Government and striving to minimize their negative impacts. Despite the roles played by the company in Sabon Gari LG, controversy surrounds these roles it played. Some see them as pivotal for economic growth, others see it as an extension of international capitalist system, which is an aspect of neocolonialism, and some see it as inimical to their society due to its products which is harmful to human consumption.

From the above stated problem, the following questions then arise:

1.3 Research Questions

i. What is the nature of British America Tobacco Company's (BATC's) Corporate Social Responsibility (CSR) in Sabon-Gari Local Government?
ii. Has the host community benefited from the activities of BATC in the area of Corporate Social Responsibility?
iii. Has BATC's Corporate Social Responsibility conform to the developmental needs of the host community?
iv. What are the challenges and possible solution to the Corporate Social Responsibility of BATC in Sabon-Gari LGA?

1.4 Aim and Objectives

The aim of this research is to critically assess the role of MNCs like BATC operating in Sabon Gari Local Government in the area of Corporate Social Responsibility (CSR). The specific objectives of the study include the followings:

i. To examine the nature of BATC's CSR in Sabon Gari LGA.
ii. To find out if the host community benefitted from BATC in the area of CSR.
iii. To find out if BATC's CSR conformed to the development of the host community.
iv. To find out the challenges and possible solution to the CSR of BATC in Sabon-Gari LGA

1.5 Assumptions

1. BATC's CSR has impacted positively on the people of Muchia and its environs.

2. BATC has not made any meaningful impact in the development of its host community.

3. The contributions of BATC on community development programme is an indication of CSR.

1.6 Scope and Limitations

The research centered on the business activities of British America Tobacco Company (BATC) and how these activities have impacted to the CSR of the host community, which is Sabon Gari Local Government.

However, due to limited finance and time factors, this study undertakes only BATC in Zaria, living that of Ibadan. Another constraint may be lack of willingness on the part of the management of BATC to release vital information relevant to the research, and the respondents as they do not feel oblige to cooperate with the researcher coupled with the fact that they would want to protect their companies' image, they might not give accurate response to questions.

1.7 Significance of the Study

In view of several controversies surrounding the role of MNCs in their practice of CSR worldwide, it has been found necessary to conduct a study like this in order to ascertain specifically the roles BATC has played in the aspect of CSR in developmental drive in Nigeria. This is because such issues can no longer be ignored due to the increasing powers and influences of MNCs both to their home countries and the host countries/communities alike. In spite of the existing literature on CSR practice of the MNCs in Nigeria, an empirical or specific study has not been conducted in order to understand the relevant and fundamental needs of the people in communities where MNCs operate. That is why agitations and restiveness still exist between the host communities and the MNCs. There are gaps in the literature in this regard; however, the success of the research to fill in the gaps forms the significance of the study.

1.8 Chapters Arrangement

The study is structured into five chapters. Chapter one is the introductory chapter of the study which examines issues like background to the study, statement of research problem, aim and objectives, scope and limitation, and significance of the study. Chapter two focused on a review of related literature and theoretical framework. Under the review of related literature, the contending debate about the activities of MNCs on CSR is considered; review of related literature is also carried out for wider understanding and knowledge on the topic understudy. Chapter three centred on research methodology and the rational, programme content, process of delivery of BATC on the development needs of the society. Chapter four is the assessment of the impact of BATC Zaria on CSR, which is analysis of data generated. While chapter five is the last chapter which is conclusion, whereby the study is summarized, conclusion is drawn and recommendations made.

CHAPTER TWO

2.0 LITERATURE REVIEW AND THEORETICAL FRAME OF ANALYSIS

2.1 Introduction

This chapter reviews existing literature, which provides us with a framework for analysis. First of all, considering the fact that BATC is a Multinational Corporation (MNC) background, objectives and characteristics of these MNCs are considered, which led us to the contending debate about the activities of MNCs in CSR and how these activities have impacted to the growth and development of their (MNCs) host communities. Thereafter, attempt is also made at Corporate Social Responsibility (CSR) as it affects the area of study. The chapter also explains the theoretical frame of analysis for the work, and gaps in the literature are also identified and explained.

However, this review of literature was done with the aim of providing answers to the research questions, in which case the research problematic would have been answered. Consequently, only literature found to be useful to the research work were reviewed.

2.2 Background to Multinational Corporations (MNCs)

MNCs are foreign subsidiaries which extend their production and marketing of their firms beyond the boundaries of any one country. They usually have their head office in one country with a cluster of subsidiaries in other countries and maintain a very high standard management outfit. This managerial expertise gives rise to maximum efficiency, that is, maximum result at minimum cost.

According to Osuagwu and Ezie, (2013) a MNC is a company, firm or enterprise that operates worldwide with its headquarters in a metropolitan or developed country.

The essential nature of a multinational company lies in the fact that its managerial headquarter is located in one country while the company carries out operation in a number of other countries as well.

However, in an attempt to describe the operations of MNCs in this distinct period of globalization, in his work; *Imperialism and Dependency,* Offiong, (1980:256) believed that:

> The large global giants in this century have become involved in establishing plantations, digging mines and, in recent times, drilling oil wells. They have also established plants to serve the African market. Foreign banks, insurance companies, public utilities, and service companies have been coming into the continent. These companies have not come to Africa because they love Africans or have any genuine interests in developing Africa. In fact, they have a keen interest in African underdevelopment. They are here because African countries offer them excellent investment terms, which include cheap labour and agreement to allow them to export profits.

The world in the last couple of years has been besieged by the presence of globalization. This is the integration of the world economies into one in a phenomenon aptly called "global village". The implication is that individual firms and nations act locally but are assessed and judged globally. There is consensus among scholars that technological changes and globalization agents are forces that have and will continue to transform the economic and social fabrics of the various nations and for the most part is irreversible (Ake, 2001; Wolfensohn, 2001). Knor, (2003) rightly observes that while economic globalization is a very uneven process, with increased trade and investments being focused in a few countries, almost all countries are greatly affected by this process. The agents and purveyors of globalization dividends are the Multinational Corporations (MNCs).

These MNCs have changed methods of operations variously in the light of the changing character and dynamics of global economic trend. They have had to move from operating and

controlling activities of their international headquarters to actually locating their business activities to where resource inputs are mostly available and as a result cheaper.

One distinct feature of the period of globalization was the spread of MNCs to many countries that had never had their own MNCs and never hosted an MNC subsidiary. The number of home and host countries and the number and variety of multinational firms increased markedly. In 1994, for example, there were 37,000 multinational parent firms controlling over 200,000 foreign affiliates. By 2006, there were 78,000 MNCs with 780,000 overseas affiliates (UNCTAD, 2007).

A typical MNC normally functions with a headquarters that is based in one country, while other facilities are based in locations in other countries. They enter host countries in different ways and different strategies. Some enter by exporting their products to test the market and find whether their existing products can gain sizeable market share. For such firms, they rely on export agents. These foreign sales branches or assembly operations are established to save transport costs because there is a limit to what foreign export can achieve for a firm owing mainly to tariff barriers and quotas and also owing to logistics or cost of transportation. Most of the firms are encouraged by the low wage rates and other environmental factors. To meet the growing demands in the foreign countries, the firm considers other options such as licensing or FDI which are critical steps. Some continue with export even when they have settled for the FDI option. Every step takes strategic planning and is motivated by profit through sales growth. The idea of MNCs has been around for centuries but in second half of the twentieth century MNCs nave become very important enterprise. Tatum, (2010) proposes that multinationals operate in different structural models. The first and common model is for the MNC positioning its executive headquarters in one nation, while production facilities are located in one or more other countries. This model often allows the company to take advantage of benefits of incorporating in

a given locality, while also being able to produce goods and services in areas where the cost of production is lower (Ozoigbo and Chikwuezi, 2011).

With the advent of this globalization, MNCs now move with ease across the world to economy of interest, most often times to developing economies. Obviously speaking and considering the huge amount and the technicalities involve in setting up these multi-nationals, it is obvious that the developing economies cannot do without them.

The sheer size and enormous economic power of MNCs means they have the capacity to influence development policy. Due to the perceived benefits associated with them, political and economic decisions by elected governments are increasingly made to provide favourable environments for the investment and marketing needs of MNCs. Consequently, corporations are sometimes able to influence the domestic policy outcomes of host developing countries by threatening to move jobs overseas. This often raises questions about whether corporate power enables MNCs to effectively undermine sustainable development by circumventing domestic environmental standards. Moreover, the fear that firms will move jobs overseas and the calculation of the effect that this could have on the economy, can influence the degree to which developing countries will impose environmental regulations on multinational enterprises (Hassan, 2013).

No wonder even the dependency theory acknowledged the fact that MNCs have specialized skills and resources that less developed countries may not possess. These multinational enterprises have at their disposal enormous organizational resources, capital and technology, and managerial expertise that they can deploy to pursue their interests after entering a host economy.

According to Tatum, (2010) a MNC is sometimes referred to as Multinational Enterprise (MNE), or Transnational Organization/Corporation (TNO/TNC). Hassan, (2013) also informs us that they (MNCs) are known as transnational corporations or multinational corporations or firms.

For the purpose of this review, they (MNC, MNE, TNO or TNC) are considered the same because they share common characteristics and will be used interchangeably based on scholars' perception or contribution. However, we conclude that 'Multinationals are nothing but an extension of the competition between advanced capitalist countries for control of raw materials, labour, markets, prices and profits'.

2.2.1 Objectives of Multinational Corporations

Multinational corporations can spur economic activities in developing countries and provide an opportunity to improve the qualities of life, economic growth, and regional and global commons (Goerzen, 2007). According to Gilpin, (1975) the principal objective of MNCs is to secure the least costly production of goods for world markets. This goal may be achieved through acquiring the most efficient locations for production facilities or obtaining taxation concession from host governments.

This is to argue that the above objective confirms the views of the Marxist who see MNCs as progressive agents of capitalism. As a result of this capitalist motif, the MNCs try in every way possible to cut down expenses and maximize profit. Even the establishment of these MNCs on the world scale characterizes present day capitalism, and the relationship of these firms and states is more unequal when it involves countries with low levels of economic development.

Bulus and Ango (2012) argued that the managerial expertise gives rise to maximum efficiency, that is, maximum result at minimum cost. At the same time, they are often also accused of

destructive activities such as damaging the environment, complicity in human rights abuses, and involvement in corruption.

According to Angualia, (2010) the commonly accepted objective of an MNC is to maximize stockholder wealth on a global basis, as reflected by stock price. The stock price reflects the market's evaluation of the firm's prospective earnings stream over time, the risk of this stream, the dividend policy, and quality aspects of the firm's future activities. Quality aspects of future activities include stability, diversification, and growth of sales. In some other countries such as Germany and Japan, however, the goal of a company is to maximize corporate wealth. "Corporate wealth" includes not only the company's stockholder wealth but also its marketing, technical and human resources. Under this model, a company may have to treat its shareholders at a par with other corporate constituents. In other words, management strives to increase the corporate wealth for the benefits of all constituents. Nkong, (2002) maintained that the objective of MNCs however, is to maximize profit. This, she believed, that a multinational company can operate one or more of its subsidiaries at a loss, provided that this loss can be offset by the profit made by the other subsidiaries in other countries. In order to achieve global accumulations, MNCs usually operate as monopolies and oligopolies.

As against the above, the rationale of multinational corporations is to make as high a profit as possible. For this reason, investments of multinational corporations anywhere yield returns much higher than what they have in their parent countries.

According to Crusher, (2010) MNCs have three major objectives; these are i). Profit, ii). Expansion and iii). Innovation, other one which could also be important is market dominance.

i) Profit

According to Crusher, people on both sides of the controversies that rage around the activities of multinational corporations acknowledge that their primary goal is to maximize profits. Shareholders and supporters see this as a positive trait that improves economies and benefits people, while opponents accuse the profit motive of encouraging exploitation of the poor and environmental destruction.

On the basis of this, only movements such as Corporate Social Responsibility (CSR) attempt to temper the profit motive by making MNCs more accountable to communities and the natural world, making them to re-invest some of their profits in social programs, environmental protection and development.

ii) Innovation

A growth-based economic system requires corporations to continually invent, develop and market new products to expand their market share. This process requires large investments in research and development. A central goal of a multinational corporation is to remain more innovative than its competitors, and to anticipate what products will be most profitable in the coming years. The corporation must then get that product into the market. Competitors will copy a successful idea as soon as it is made public, so corporations put great effort into keeping innovative ideas secret until they can be publicly released as fully developed products.

In this wise, they also try to counter any new ideas introduced by their competitors by taken advantage to produce or reproduced a particular product by rebranding it.

iii) Expansion

Multinational corporations are required to maximize returns for their shareholders, and this requires constant expansion to keep profits growing. Expansion may take the form of growth within a company, or it may manifest itself as friendly or hostile takeovers of other companies. Mergers and acquisitions form a large percentage of corporate growth within a market that is largely saturated in terms of growth potential. Companies that weaken or whose growth slows are at greater risk of takeover by other companies.

The activity of multinational corporations supports economic globalization. But their impact on developing economies isn't positive every time. Multinational corporations deal with economic efficiency and exploit the scale economies. As a result, their branches migrate from those countries which have strict regulations about corporations to other countries with a permissive legislation. In order to break this process, the developing countries are forced to reduce the restrictions for multinational corporations connected with taxes, labour and environment protection. There is a contradiction between the wish of the multinational corporations to maximize their profits and national legislation from those countries in which the multinational corporations operate.

Moreover, it is important to recognize that multinational corporations have their own interests which may or may not necessarily coincide with the national interest of the countries in which they operate. The fact that profit maximization is the primary objective of corporations suggests that sustainable development concerns are often of derivative importance to business enterprises. From this perspective, states can obtain the maximum benefit from multinational investment and minimize the cost of their environmental impacts only if they guide the process in a manner that is compatible with their own developmental needs. This perhaps explains why countries such as

China, a well-known effective and strong state achieved high economic growth rates from multinational investments. MNCs now place their emphasis on satisfying shareholders so that they can more easily obtain funds from shareholders to support their operations.

We assume that the basic objective of TNCs is to maximize their global profits net of tax. Baran and Sweezy have argued that the main objectives of corporate policy are strength, rate of growth, and size, but these are reducible to profitability, and the search for maximum profits can only be the search for the greatest increase in profits which is possible in the given situation, subject to the elementary proviso that the exploitation of today's profit opportunities must not ruin tomorrow's (Paul and Paul, 1968).

MNCs are not enthusiastic to help develop the economy of Africa or any third world nation, no wonder Adam Smith contends that "it is not from the benevolence of the butcher, brewer or baker that we get our daily meals or expect our dinner, but from the regard or pursuance of their own interests". The rationale of MNC is to make as high profit as possible irrespective of what is involved.

2.2.2 Characteristics of Multinational Corporations

Multinational corporations range from companies that extract raw materials to those that manufacture high-technology products like wide-body aircraft to those that offer financial services such as insurance or banking. These MNCs, according to Spero and Hart, 2010, differ not only in what they do but also in how they do it: their level of technology, their organizational structure, and the structure of the market for their products. Nevertheless, certain common characteristics can be used to identify problems created by the rise of the importance of MNCs.

Arguing in-line with Hart and Spero's contribution, these MNCs not only are they unique in their organizational structures and the structures of their markets, but also organize and manage their international activities than the local firms in the host economy.

Yet, another organizational characteristic of MNCs as opined by Spero and Hart is the integration of production and marketing on an international scale. Production may take place in different stages in several different countries, and the final product may be marketed in still other countries. Multinationals tend to be mobile and flexible (Spero and Hart, 2010).

The above characteristic is possible with the MNCs because it enables them to shift their operations easily whenever needed for the purpose of maximizing company profits, markets, security, or survival.

According to Kirkpatrick and Nixson, (1981) the distinguishing features of Transnational Corporations (TNCs) relate to size, scope of operations, structure, organization, their view of the world economy, and their role in the development of that economy. A characteristic of the very large MNCs is there tendency to have a sizeable cluster of foreign branches and affiliates (U.N. 1973).

These TNCs are essentially oligopolistic in character (that is, they dominate in markets effectively controlled by a few buyers or sellers), and their key features (rapid process and product innovation, product differentiation, heavy advertising) are both characteristics of, and in turn reinforce, oligopolistic structures.

There are four characteristics that distinguish MNCs today from corporations of the past, as posit by Huntington. First, MNCs have a highly skilled and centrally organized bureaucracy. That bureaucracy, which is largely meritocratic, performs functions on the basis of well-established rules and procedures. Second, MNCs perform highly specialized functions. For instance,

Mitsubishi Motors manufactures cars and does not try to construct dams or bridges in another country. Third, MNCs perform these functions across national boundaries. Lastly, there is a high level of integration among the various units of the multinational largely as a result of advancements in communications and transportation (Huntington, 1973).

The sectors in which TNCs tend to develop dominant positions - with some examples from Africa - are the following: (a) oil and minerals: oil (Nigeria and Gabon); iron ore (Liberia); copper (Zambia, Zaire, and Botswana); bauxite (Guinea and Ghana); (b) agriculture: recent years have seen the development of "agri-business", producing pineapples, sugar, oils, tea, ranching, soya beans (Kenya and the Ivory Coast are of significance in this respect); (c) services: throughout the I970s, rapid international growth was experienced by firms in banking, insurance, accounting, advertising, and consultancy sectors (German and Japanese investment has grown especially rapidly during the past few years); (d) manufacturing: within this sector we can distinguish between (i) research intensive, technologically advanced industrial activities (pharmaceuticals, chemicals, machinery, office equipment, etc.), and (ii) industries where marketing power is of importance (foodstuffs, automobiles, cosmetics, cigarettes, etc.) and where brand names, product differentiation, and heavy advertising are characteristic features. Much of the behaviour of TNCs, including their pattern of entry into LDC markets, can only be understood within the framework of oligopolistic competition (Kirkpatrick and Nixson, 1981).

The general characteristic of the multinational corporation is that of ownership and control. The headquarters of the corporation is located in the capitalist metropolitan center manned by managers and directors who are the indigenes of the multinational corporation's parent country. The indigenes of the host country are not given the opportunity of occupying managerial positions in the giant corporations.

2.2.3 Contending Debates on MNCs

While it is true that MNCs bring lots of job opportunities, there is also no denying the fact that they are the cause of some major issues in the economy of their host countries.

Stopford, (1999:12) however, contend that:

> Recent advances in information technology, coupled with deregulation and market liberalization worldwide, have fueled an unprecedented surge in the growth of multinational corporations (MNCs). While some regard them as ruthless exploiters, others view them as benign engines of prosperity. But today's multinationals bear little resemblance to their forebears. They are reinventing themselves in diverse ways that confound the assumptions of critics and advocates alike.

The MNCs are very faithful to the capitalist principle and would do anything to resist the tendency to make them deviate from their age – long tenets. Rugman (1985) states that "the MNCs tend to succeed always due to the financial muscles they exercise". In view of this situation, the relationship between the multinational corporations and the host economies most of the times borders on love - hate, benefit - cost relationship. The host governments feel cheated while the MNCs feel that they are doing the right thing. It can be held that, according to Osuagu and Ezie (2013) from the onset, the MNCs have not been honest with the host country from their deceptive stand during the sealing of the contractual deal. While Stopford, (1999) for instance argued that MNCs can provide developing countries with many benefits e.g. corporations create job and wealth, overall development etc. this is because multinational invests in a host country, the scale of the investment (given the size of the firms) is likely to be significant.

While there is serious doubt that MNCs possess clean technologies than can enhance environmental sustainability, many scholars remain doubtful whether MNC technology is an unmitigated blessing to host developing countries.

On the one hand, dependency theorists and environmentalists are generally pessimistic about the contributions of MNCs to the protection of the natural environment and promotion of development, particularly in host developing countries. While in sharp contrast, neo-liberal economists are optimistic and they contend that MNCs are perhaps the most significant catalysts for sustainable development (Charles and Eugene, 2004).

The MNCs, which can be at once effective instruments of development and at the same time sources of imperialism, tensions or conflicts, have become increasingly important in virtually every aspect of international life. They (MNCs) are critical actors in the international political economy because they operate in markets that span national borders and often transfer badly needed resources and know-how to countries pursuing economic growth and development. They are perceived as the source of, and the solution to, the problems of environmental degradation. However, the roles of these companies over the years have been one of the most controversial debates among scholars, with the environment being the centre of the controversy.

On the basis of the above however, U.N. (1973) conclude that MNCs, which are depicted in some quarters as key instruments for maximizing world welfare and development, are seen in others as dangerous agents of imperialism.

Indeed, MNCs are not only the major technology innovators, but they also possess skills in the safe handling, transport, storage, use and disposal of toxic materials, and in the development of pollution abatement technologies (Morimoto, 2005).

For developing countries in particular that do not have adequate resources for technological innovation, one can legitimately claim that the multinational corporation may not only be regarded as an important agent of sustainable development, but is also ‘the only real hope’.

One of the most heated issues within current development debates relates to the role played by MNCs in economic development. On the one hand, MNCs may help emerging economies in the modernization of their economies and industries by transferring technology, knowhow and skills, by providing access to export markets, by intensifying competition, or by making available goods and services that are better and/or cheaper than those offered by local producers. On the other hand, beneficial effects are not given and MNCs may stifle economic development by locking in host economies in low value added activities and by crowding out local investments and jobs. Furthermore, anti-competitive practices of MNCs may reduce consumer welfare and MNCs may help build consumption patterns that are unsuited for host countries. According to Charles and Eugene, (2004) MNCs continue to be alternately praised and condemned, depending on how their performance is viewed.

As noted by numerous authors, at the end of the day it must be concluded that MNCs obviously are both "boon" and "bane" for emerging economies (Gorg and Greenaway, 2003; Dicken, 2004).

2.2.4 Arguments for MNCs

Abdul-Gafaru, (2006) believed that neo-liberal economists contend that MNCs are perhaps the most significant catalysts for sustainable development, because MNCs typically possess newer and cleaner technology and have better management practices which can be transferred to their subsidiaries in the developing world. Thus, rather than "pollution havens", MNCs create "pollution halos" in developing countries through the export of modern technologies.

If it is accepted that increased technology can contribute to improved environmental management capacity, then it might as well be that MNCs are the key to achieving sustainable

development, because they are the main transmission mechanisms of technology to developing countries.

Moreover, MNEs can positively contribute to sustainable development through the transfer of environmental managerial skills that are not available to host developing countries. As DiConti (1992:107) writes: 'Through its empowerment of indigenous professionals and managers, multinational corporate subsidiary transfers knowledge and experiences that are less available locally'.

Indeed, MNCs are not only the major technology innovators, but they also possess skills in the safe handling, transport, storage, use and disposal of toxic materials, and in the development of pollution abatement technologies.

Charles and Eugene, (2004) highlighted the positive impact of MNCs as thus;

- Increase the volume of trade
- Reduce the costs of goods by encouraging their production according to the principle of comparative advantage
- Generate employment
- Produce new goods and expand opportunities for their purchase through the internationalization of production
- Disseminate marketing expertise and mass advertising methods worldwide
- Breakdown national barriers and accelerate the globalization of the international economy and culture and the rules that govern international commerce.

According to Osuagwu and Ezie, (2013) MNCs transfer technologies, capital and the culture of entrepreneurship. They increase investment levels and income in the host countries; they

promote improvement in their immediate environment; create access to high quality managerial skills; improve the balance of payment of host countries by increasing exports and decreasing imports; help to equalize the costs of factors of production. They stimulate domestic production and enhance efficiency and effectiveness in the production process; they stimulate positive responses from local operators. Lodge and Wilson, (2006) believe that MNCs reduce poverty by connecting local business with world markets and bringing access to credit and technology.

According to Smith, (2005); Todaro, (1977); the concept of MNC is the outcome of the development of the mutual cooperation among friendly nations, development of new technology, mass production and the development of global economy. Smith, (2005); for instance state that MNCs are pillars to growth and development of these LDCs, because through business they introduce technological know-how which improves the economy of such country they operate in. Thus, Todaro, (1977); argued that these MNCs are the only firms that coordinate economic activity which brings about development across national borders, most especially in the LDCs.

In sum, the technological advancements of MNCs, coupled with their high management skills, places them at a greater advantage in enhancing the sustainability of the ecology. It could be argued that MNCs can help to increase investment, income and employment in host country; they also transfer technology to developing countries; make a commendable contribution to inventions and innovations.

If it is accepted that increased technology can contribute to improved environmental management capacity, then it might as well be that MNCs are the key to achieving sustainable development, because they are the main transmission mechanisms of technology to developing countries.

However, the empirical evidence reviewed in the next section suggests that despite the capabilities of MNCs in implementing higher environmental standards, their contribution towards this course in host developing countries is quite abysmal.

2.2.5 Arguments Against MNCs

According to Okereke and Ekpe:

> rather than reinvest their profits in the economy of the host countries, in to generate other economic activities and hence expand the economy, the Multi-National corporations repatriate profits to their home countries in what is often referred to as capital-Flight (2002:112).

On the argument against MNCs, dependency theorists and environmentalists are generally pessimistic about the contributions of MNCs to the protection of the natural environment, particularly in host developing countries. For these schools of thought, the profit-maximizing nature of multinational enterprises as well as their extensive marketing networks suggests that MNCs would try to move their unwanted products from one country to another until a market is found for such products (UNCTC, 1999:12). Due to their urgent need for employment opportunities, low-income countries are often compelled to set lax environmental standards in order to attract foreign investors. This problem, coupled with the high costs of conforming to the more stringent environmental standards in the advanced world, means that developing countries are likely to remain the "havens" of the pollution-intensive industries of the multinational firms of the developed world.

The main reason for holding the position that the MNCs are the vehicle of neo-imperialism arose from the fact of the type of relationship that exists between the MNCs and their home governments. According to Ozoigbo and Chukuezi, (2011) taking America as an instance, it has been observed that there is a complementarity of interest between the MNCs and the United

States government. Therefore, the U.S policies have continued to encourage corporate expansion abroad and not only that but offered protection to them.

No wonder, the U.S government has been standing in the gap anytime there is conflict between the youths of the Niger-Delta and the oil companies of the U.S nationality in Nigeria.

The element of control of MNCs and influence of parent government together constitute their imperialistic and capitalistic character. The MNC is powerful in the parent country as well as in the host countries. Sometimes (or in a number of cases) it seeks to shape law and public policy of African host countries or third-world countries. In most cases they attempt to and actually overthrow an unfriendly host government. The case of Allende of Chile is an example: the International Telephone and Telegraph Company, a giant MNC of world renown, engaged in illegal activities with U.S government to overthrow Allende (Spero, 2003).

The point being made is that U.S. took the lead in this form of neo-imperialism in the form of MNCs.

In 1965, Kwame Nkurma published a book which was to exert a powerful influence on thinking about economic development. His thesis was that colonialism had been replaced by neo-colonialism, "the last stage of imperialism", the essence of which that the state which is object to it is, in theory, independent and has all the outward trappings of international sovereignty. In reality its economic system and thus its political policy is directed from outside. He went on to argue that giant financial interests exercised control over nominally independent states, with the result that foreign control was used for exploitation rather than for the development of the less developed part of the world.

Equally important in this regard, is that multinationals are the most veritable mechanism to spread the developed countries' ideologies especially that of free enterprises system. The nature or objective of these multinationals is maximization of profit at the lowest possible cost. Actually it is this feature that gave rise to MNCs. So the idea of investing in foreign land is not to better the lot of the host nation but to exploit as much as is possible in order to develop the home country. Moreover, it has been suggested that MNCs, in order to reduce cost, apply inferior environmental technology, management practices and standards in their developing countries' subsidiaries.

The MNCs operations and behavior is said to be unbridled, insensitive, self-interested, rapacious and plundering. The character of operations and conduct undermine environmental sustainability and health and nutrition of host states. The sustainable business practices are poor. This undermines their contributions to sustainable development and socially equitable growth. The logic of profits and the interest of the global corporation so dominantly under-gird MNC's activities and policies that the interests and welfares of host countries and their citizens are subsidial. We could say their operations are often global, their interests are corporate.

2.2.6 Theories on the Operation of MNCs

There is a host of theories which attempt to explain the *raison d'être* (the claimed reason for the existence of something) of MNCs. These theories try to answer three fundamental questions: (a) what motivates national firms to go and produce abroad? (b) what enables them to do so? (c) why do MNCs undertake different forms of investments (i.e. equity and contractual) abroad. Some of the theories are overlapping whereas some emphasize particular characteristics of MNCs.

Foreign Direct Investment by MNCs as International Capital Flows

Until 1960, FDI by multinational enterprises was regarded as a form of international capital flows. Capital flow theory suggests that capital (financial) moves between countries in relation to differing interest rates in different countries (Hymer, 1979). It is also pointed out that interest rates would vary depending on the factor endowment ratios of labor and capital and risk premium (Hymer, 1979). By the same logic, it is believed that MNCs occur in countries where the return on investment is higher. This explanation argued on the following grounds: (a) MNCs were not only the transfer of capital but also, technology, management and organizational skills and these were transferred within the firm retaining control over their use (Dunning, 1979), (b) majority of MNCs were not going to the countries poorly endowed with capital (Hennart, 1982) and financial institutions were not prevailing among MNCs , (c) the US was attracting portfolio investment but exporting FDI (Caves, 1982), (d) some countries were both home and host for MNCs.

MNCs as Supplement to International Trade

Apart from mercantilistic and absolute trade theories, all trade theories (comparative advantage, neo-classical and neo-factor trade theories) suggest that each country will specialize in the production and export of those goods that it can produce at relatively lower cost (in which it is relatively more efficient than other countries), conversely, each country will import goods which it produces at relatively high cost (in which it is relatively less efficient than other countries) (Samuelson and Nordhaus, 1989).

This is so owing to the fact that each country has certain endowments of factors of production and that demand differs internationally. Nevertheless, although some countries are well endowed with natural resources or labor, they are not able to produce efficiently because of lack of

intermediate products or equipments to harness them, namely capital, technological knowledge and managerial capacity.

The Western Economists

Does acceptance of MNC investment retard or accelerate growth? The liberal economists such as Smith, (2005); Ulmer, (1980) etc. suggest that MNCs contribute positively to growth; they bring capital, technology, skilled management and technical staffs, and ways of doing business that are usually more modern. They argue that these MNCs bring opportunities like huge capital, modern or advance technology, international cooperation, job opportunities and wealth, improving the balance of payments etc. they conclude that "MNCs engage in very useful and morally defensible activities in Third World countries for which they frequently have received little credit. Significant among these activities is their extension of opportunities for earning higher incomes as well as the consumption of improved quality goods and services to people in poorer regions of the world. Instead, these firms have been misrepresented by ugly or fearful images by Marxists and dependency theory advocates".

Indeed, econometric studies have shown that, controlling for other factors, foreign direct investment flows are positively associated with economic growth (for example, UNCTAD,1998 and World Bank, 2001 for all developing countries; Van Ryckeghem (1994) for Latin America, and Chulai, (1997) for China). However, the direction of causation is not clear: do MNCs cause more rapid growth because they bring new investment or are they mere attracted to more rapidly expanding markets to exploit growth opportunities?

Newfarmer, (2001) believed that MNCs can affect the pace of economic growth through two main channels: by adding to the amount of investment and by increasing productivity.

It is true that MNCs serve as agents for growth and development, but may also bring with them relaxed codes of ethical conduct that serve to exploit the neediness of developing nations, rather than providing critical support necessary for economic and social development.

The Environmentalists

Due to the centrality of corporations in many issues as important players, they can greatly influence the impact on the environment (positive or negative, directly or indirectly). We often put premium on the short run gains from the MNCs presence than on the long run depletion of precious natural resources or damage to the environment.

No wonder dependency theorists and environmentalists such as Choucri, (1991); Worgu, (2000); Rodney, (2009) etc. argued and are pessimistic about the contributions of MNCs to the protection of the natural environment and promotion of development, particularly in host developing countries.

Choucri, (1991) believed that in the context of environment change, MNCs are part of the problem. He further believed that since MNCs conduct bulk of the world's economic activities, they are the major environmental actors whose activities have had a negative effect on the environment.

Thus, Rodney (2009) argued that the impacts of MNCs are that they: Give rise to oligopolistic conglomerations that reduce competition and free enterprise, raise capital in host countries (thereby depriving local industries of investment capital) but export profits to home countries, export technology ill suited to underdeveloped economies, by so doing, making the host economy more dependent.

In the same vein according to Heidenreich, (2012) and ILO (2010) the demerits of MNCs are thus;

i. MNCs technology is designed for worldwide profit maximization, not for the development need of poor countries.
ii. Through power and flexibility, MNCs can evade national economic autonomy and control, and their activities inimical to the national interest of particular countries.
iii. MNCS cause fast depletion of some of the non-renewable natural resources in the host country.

Theories of MNCs give a hint or clue either about motives for firms to go abroad or advantages that enable national firms to go abroad or timing of going abroad. In this sense it can be said that every theory has some explanatory power as to the international investments of firms.

2.2.7 Multinational Corporations and Local Industries

Looking at the activities of MNCs and local indigenous industries, however, Moran, (1978:85) earmarked that:

> Multinational corporations create distortions within the local economy. There are innumerable allegations of distortion, but four appear to occupy positions of preeminence in the dependencia literature: first, that multinational corporations "preempt" the development of an indigenous economic base by squeezing out local entrepreneurs in the most "dynamic" sectors of the host country economy; second, that multinational corporations employ "inappropriate" capital-intensive technologies when they move in, adding to host country unemployment; third, that multinational corporations worsen the distribution of income in the host country or even produce an absolute loss for the lower 40 percent; fourth, that multinational corporations alter consumer tastes and undermine the culture of the host country.

In this situation, it is crucial to ask whether and how MNCs contribute to the development of the local private sector. Are MNCs inciting local industries to become more effective by exposing them to competition and demonstrating advanced production methods, or are they on the contrary using their market power to crowd out local firms? Are MNCs building broad local networks of related and supporting industries in host countries or are they rather creating enclave economies with few local linkages? And are MNCs investing in upgrading competencies of local firms and industries or are they on the contrary keeping local firms in low value adding routine functions and activities? In short, would indigenous industries and firms be better or worse off without the entry of MNCs? (Eric and Michael, 2011).

According to advocates of dependency school of thought, foreign firms are the organizational embodiment of international capital whose operations are seen as the quintessential example of capital domination by the center (rich countries) on the periphery and semi-periphery (poor and intermediate countries, respectively). Proponents of dependency theory assert that these powerful enterprises cause distortions in the national economy by pushing domestic producers out of the local economy while absorbing local capital.

Potentially, the changing map of FDI has huge positive and negative implications for industrial and more broadly, economic development. Apart from offering injection of scarce investment capital, FDI comes with a package of technology, skills, connections and market opportunities. Moreover, FDI may introduce better and cheaper products and sharpen competition, thereby improving consumer welfare. The growing sophistication of MNC activities enhances the potential impact of MNCs on host countries skills and technology base. On the other hand, foreign investor's market-power may suppress competition and subject whole sectors of the host countries to the strategies of MNCs. The literature on MNC-local firm interaction essentially revolves around two concepts, spillovers and linkages. The term 'spillovers' denotes the impact

or effect of an interaction between the MNC and the local firm, the term ‘linkages’ denotes the organizational modality of the interaction (Eric and Michael, 2011).

One of the key issues related to MNCs’ role in economic development is the way in which MNCs interact with local firms and industries. This issue is increasingly pivotal as MNCs’ role in organizing global economic activity grows and as private sector development becomes a key development priority in more and more countries.

Over the years MNCs have rather transferred products developed in and for rich countries. This made them engage in active taste transfer which has shifted demand from local goods to MNCs products which are often expensive with a different pattern from what local firms could meet. MNCs technology choice is capital intensive which limits employment creation. MNCs productions are developed in developed countries whose factor prices are different. In other sectors high wages give rise to capital intensive techniques. MNCs have developed background linkages whose inputs are imported. This practice is a result of working to standardize foreign products as a result of standardizing and integrating international institutions - MNCs, locally, the domestic economy is seriously hurt (Dunning and Narula, 2004).

As MNCs are looking for increasingly advanced and reliable types of assets in the countries they are investing in, and as the number of locations offering favorable conditions is growing, competition for FDI increases and the danger of competitive bidding and deepened divisions between catching up and falling behind countries grows.

MNCs may modify competitive conditions damaging domestic industries (Carlo and Laura 2001). Multinationals have a negative vertical effect and a negative horizontal effect. The latter may result from the difference in efficiency between the foreign and the indigenous actors that

jeopardizes the development of the local industry and crowds out local rivals (Eric and Michael, 2011).

Although we may argue that MNCs involvement is crucial to poverty reduction in poor world, they have been the lightning rod of anti-globalization critics- sometimes with justification. At the same time, however, they are the only institutions that have the resources and competence required to reduce poverty sustainably in those countries that globalization has left behind. But they cannot succeed alone. Not only must they cooperate with one another, but they also must collaborate with other development agencies and organizations so that their efforts can legitimately benefit from public and governmental support.

2.2.8 MNCs and the Nigerian State

In his contributions towards the emergence of MNCs in Africa, Rodney, (2009) reasoned that: "*after the abolition of the slave trade, the European countries needed a market for surplus products and place to access cheap raw material and labour, Africa thus became the obvious destination".*

Nigeria, one of the biggest economies in Africa is a middle income, mixed economy and emerging market, with expanding financial, service, communications, and entertainment sectors. It is ranked 30th (40th in 2005, 52nd in 2000), in the world in terms of GDP (PPP) as of 2012, and 2nd largest within Africa, behind South Africa (currently the largest), on track to becoming one of the 20 largest economies in the world by 2020. Its re-emergent, though currently underperforming, manufacturing sector is the third-largest on the continent, and produces a large proportion of goods and services for the West African region (Hassan, 2013).

MNCs are those powerful mega conglomerates that came into being in Nigeria after the abolition of slave trade. They became more prominent during the heydays colonialism and have even dominated the Nigerian economy after her independence. Today, MNCs like the United African Company (UAC), Paterson and Zachonis, Lever Brother, Coca-Cola Company, Mobil oil, Shell BP, Total Elfina, Schlumberger, to mention but few adorn the landscape of the Nigerian economy.

Nigeria has played host to MNCs long before independence till date. The number and activities of these MNCs have grown over time as Nigeria struggles to develop socio-economically as a nation. According to National Bureau of Statistics (2009:238; 2010:2), the national unemployment rates for Nigeria between 2000 and 2009 showed that the number of unemployed persons constituted 31.1% in 2000; 13.6% in 2001; 12.6% in 2002; 14.8% in 2003; 13.4% in 2004; 11.9% in 2005; 13.7% in 2006; 14.6% in 2007; 14.9% in 2008, 19.7% in 2009 and by 2016 it has reduced to 14.2%.

Frynas, (2001) found out that the Multinational Oil Companies (MNOCs) are not close to the village communities in Nigeria, have not been responsible to the need and demands of the local people and have not meet the growing social aspirations of the people. According to him, the attitude of MNOCs do not favour dialogue or negotiations, indicate some detachments and ignorance of the basic concerns of the communities and as a consequence, the MNOCs have not been addressing the real life problems of the communities.

The nature and character of the Nigerian state has underpinned the nature of relations with oil and the MNOCs. First, being a neo-colonial capitalist peripheral economy, the state is controlled by a dependent comprador ruling class, which is accumulative, parasitic, violent, exploitative, clientelist, corrupt, profligate and unproductive. The Nigerian ruling class has dependent on oil

since the late 1960s for accumulation. The mentality, outlook, methods, orientations and activities of the ruling class have determined the predatory relations to oil and the crass and amoral plunder that has occurred. Secondly, Nigeria is regarded as a rentier state. One major fallout of state rentierism has been that the nation has earned and earns huge oil revenues without production, control and responsibility.

2.2.9 Negative Effect of MNCs in Nigeria

Multinational come to countries like Nigeria in order to exploit the opportunities available with regard to extractive resources, raw material resources, labour and markets. Nigeria is endowed with crude oil and natural gas. These minerals are explored in the Niger-Delta region of the country by Shell Petroleum Development Company (SPDC) and other oil firms such as Chevron-Texaco, Agip, Exxon Mobil, Total Elf, Addax etc. The Niger-Delta region geographically comprises of six States: Edo, Bayelsa, Rivers, Akwa Ibom and Cross Rivers. But politically, Ondo state in the South-West and two states in the South-East have been included. Before the discovery of crude oil, the region was famous for fishing and farming. But the attendant pollution due to oil exploration has shattered the people's occupation. Some of the major tribes in the region include: Ijaw, Urhobo, Itsekiri, Isoko, Ilaje, Kwale, Calabar, Ogoni, Ikwere, Ogoja, Efik etc. Oil industrial activities have continued to pose serious environmental problems affecting health, sustainable development and ecological balance.

According to Iyola (2005), the main environmental effects of oil industry activities include land degradation, air pollution, deforestation and water pollution etc. Oil or chemical spillage pollutes the water and degrades the land, as a result, the polluted farmland produces poor yield.

Similar studies that have highlighted these negative effects of oil exploration include those by Jike (2004), Nwankwo (2001), Worgu (2005), Shah (2002) etc. Shah notes that oil exploration

activities in the Niger-Delta had threatened the livelihood of most communities due to many forms of oil related environmental pollution which had displaced farmers and fishermen. Worgu highlighted the negative effects of oil exploration to include the following: contamination of streams and rivers, effluent discharge, forest destruction and biodiversity loose etc. Jike argues that exploitative tendencies of oil firms in plundering for fossil fuel had truncated the sustainability of the Niger-Delta environment.

Apart from the degradation of the environment through spillage and gas flaring, there are other issues that have affected the relationship of the oil companies and some of their host communities in the Niger-Delta, to say the least, has not been cordial in recent years owing to different perceptions of the role that the oil companies are expected to play in the development process of their host communities.

Nwankwo, (2001) dwells extensively of the nefarious activities of the MNCs in Nigeria, he recommends outright nationalization of these companies. He enumerated the visible activities of the multinationals which include monopolization of the means of production, the repatriation of profits etc. On the invisible activities of MNCs, he says that they engage in transfer pricing and over invoicing after weighing the advantages and disadvantages of the multinationals, he concluded that their disadvantages outweighed the advantages. He argues that that the contributions of these corporations are at belt Illusory.

The activities of MNCs are more myth than reality in their developmental programme in Nigeria. This could further be interrogated through empirical analysis of the impact on the Nigerian economy and consciousness which reveal the following:

Profit Repatriation and exploitation:

This theory argues that most of the capitals in the form of profits are not invested in the country but sent to the home countries of MNCs for investment, thereby rendering Nigeria industrially and the area or community which these activities take place underdeveloped. The royalties or pittance paid to the government by these MNCs cannot because of its meagerness be employed into heavy industrial projects. In brief, the MNCs export abroad the capital that would have been used to develop Nigeria thus; the MNCs distort the economy and the economic development in Nigeria because the capital needed for development is no longer here in the country but abroad.

Technological backwardness:

It is in the area that the MNCs are regarded as the worst culprits because it is in this section that the MNCs play their greatest trick imaginable. The MNCs by way of purporting to help industrialize Nigeria create a branch-plant economy of small inefficient firms incapable of propelling overall development. The local subsidiaries exist only as enclaves in the host economy rather than as engines of self-reliant growth. These corporations intentionally and deceitfully introduce inappropriate types of technologies that hinder indigenous technological developments. These MNCs employ capital intensive productive techniques that cause unemployment. All these prevent the emergence of domestic technologies. Before the advent of the MNCs, in Nigeria, there were so many assorted types of technologies all over the country, though they were of low scale type. The MNCs rather than help them grow knocks them off systematically through the introduction of more advanced technologies. The MNC both retain the control of the most advanced technology and do not transfer it to Nigeria or the rest of the developing economies at reasonable prices.

The negative impact of MNCs on Nigeria is most noticeable in this area of technology transfer. Ozoigbo and Chukuezi (2011: 201) noted that there are some reasons for this assertion;

i) Most of the imported technologies came under the industrial property system of restrictive patterns and license. This is a very sensitive barrier for Nigeria. The implication of this is that Nigerians cannot copy and internalize these technologies even if they have the capacity and willingness to do so because it is illegal for them to do so. Because of this, Nigeria has to make do with dependent development, which has several deleterious economic consequences.

ii) The MNCs jealously guard the technological know-how of their technologies by way of refusing to make use of competent staff. The MNCs instead use mere technicians who are at the last rung of productive process and simply assemble together what they knew not how it was produced. By implication Nigerians cannot learn from the technicians the intricacies involved in the production of the material or product.

iii) The MNCs increase the mal-distribution of income in Nigeria and other less developed countries. The case of oil workers earning in a month what some federal civil servants earn in a year does not augur well with the development of the nation. This step creates a class-conscious society, which does not help development as such. Therefore, the type of technology that the MNCs imported into the country is the one that serves the few urban elite because only they have the resources to get at it while the generality of the populace continue to face stark underdevelopment.

Structural Distortion:

The principle of industrialization in an open economy of the Nigerian government in relation to the MNCs has given the MNCs the freedom to choose their line of operations, the locations of their industry and other productive processes. The MNCs natural base is usually in urban centers of the Nigerian society like Lagos, Kaduna, Enugu and Port- Harcourt. The industries in these

cities are mainly those of oil and consumer goods. This urban concentration of MNCs distorted the structure of the society by enhancing an uneven "development".

Political interference and Instability:

MNCs have been criticized for their role in political instability in their host community or country. This undue and illegal interference of MNCs in the third world political and economic affairs are usually aimed at ensuring that the favourable capitalist regime sympathetic to the operations of the MNCs to the western world is maintained in power. An instance elaborated by Professor Wole Soyinka in his book; *"Open Sore of a Continent"*, indicated the MNCs for contributing to the underdevelopment of the Niger-Delta area and the death of Ken Saro Wiwa (Elemi, 2003).

That contradictions with Nigeria's comprador states involving the foreign oil technocrats and the comprador bourgeoisie, ultimately led to the coup that toppled Gowon's corrupt regime. The combination of government participation and oil price hikes proved to be too heavy against their exploitative profit, so they moved to destabilize the country. The multinational enterprises because of their vintage position in the host nation's economy often compel the government to grant them concession that may yield them huge profits which they often repatriate to their home countries.

According to Nzimiro (2010), most coup d' tats in Africa were the handiwork of the multinational. Such coups were the coup that ousted General Murtala Mohammed of Nigeria; the coups of General Rawlings of Ghana etc. were examples of the coups masterminded by the multinationals.

Cultural Degradation:

The adverse effects of the presence and operations of MNCs in Nigeria are also felt in the area of our cherished cultural heritage. Indeed, there are negative effects of foreign direct investment on the cultural and social well-being of Nigeria and other fewer developing countries. According to Onimode, (1978) in his view believed that the less mundane but, perhaps, more devastating impact of multinational corporations in Nigeria, and the Third World generally, is their propensity for generating political instability and cultural degeneration.

The domineering presence of the MNCs in Nigeria is characterized as constituting a form of "cultural imperialism, through which Nigeria and indeed, the rest of the developing countries lose control over their culture and social development. These multinationals undermine the traditional values of the Nigerian society and introduce through its advertising and business practices new values and tastes inappropriate to the Nigeria nation. An instance of this is the introduction of foreign violent and crime-laden films and videos as well as pornographic materials into Nigeria. It has been rightly observed that these foreign values are not only bad in themselves but are detrimental to the development of the country because they create demands for luxury and other goods that do not meet the true needs of the common masses (Chukwuemeka, et al 2011).

2.2.10 Positive Effects of MNCs in Nigeria

In spite of all the negative attributes about the activities of the MNCs in Nigeria and the rest of the third world countries, there are some elements of positive impact in the operations of the MNCs. The benefits of MNCs to an economy are numerous. Nigeria would have been more developed than Malaysia, Indonesia and even Brazil if not for policy reversals and inconsistencies. MNCs transfer technologies, capital and the culture of entrepreneurship. They

increase investment levels and income in the host countries; they promote improvement in their immediate environment; create access to high quality managerial skills; improve the balance of payment of host countries by increasing exports and decreasing imports; help to equalize the costs of factors of production. They stimulate domestic production and enhance efficiency and effectiveness in the production process; they stimulate positive responses from local operators.

According to Osuagwu and Ezie, (2013) most of the well-known Nigerian entrepreneurs started by working for the MNCs, where they acquired relevant skills and knowledge that gave them the impetus to launch out. MNCs also acquire raw materials with ease from any overseas source at competitive prices and can easily export components and finished goods for assembly or distribution in foreign markets. They create several other opportunities in the host country that create employment and improve living standards of the host communities. Looking at the fortune of about 500 companies in Nigeria, only very few play big in the Nigerian economy, although their products are sufficiently visible. Nigeria is a big consumer of the products and services of multinational and transnational corporations and deserves to host a good number of them at this stage of our development.

Considering the issue of the transfer of inappropriate technology, it has to be noted that Nigeria and other third world economies want not only the most advanced technologies but also labour-intensive technology, which will serve as appropriate technology, in order to maximize employment. Furthermore, the transfer of capital-intensive technology by the MNCs is beneficial to the less developing economies like Nigeria. This is true because what would have taken a lot of time doing, machines do better in a lesser time and thereby save costs.

2.2.11 Corporate Social Responsibility Strategy

MNCs are often also accused of destructive activities such as damaging the environment, complicity in human rights abuses, and involvement in corruption (Moran, 1978). Whether these accusations are fair or not, many MNCs are now attempting to manage these complex set of issues in the host countries by implementing CSR strategies because such issues may risk the success of their operations.

Development strategy comprehensively involve predetermining a nation's visions, mission, policies and programmes in all facets of life such as social, human political environmental, technological factors and the means of achieving them. Economic visions and other programmes cannot be realized without looking at developmental issues holistically, which entails improvement in all human endavours.

According to Ogunjimi, (1997) who opined theoretically that developmental strategy of any sort involves deliberate efforts on the part of government to speed up the process of social, political and economic development of a country.

In some countries, such as the Soviet Union with a socialist ideology, the development strategy efforts were usually found to be rewarding, as the government was able to intervene directly and extensively in the lives of the people. It is necessary to underscore that development strategy is not easy since it deals with many complex and futuristic events.

It is in cognition of this that Jhinga, (2005) has enlisted twelve points that are relevant to a successful social responsibility strategy. These are: having a planning commission: availability of statistical data; laying down some objectives or goals; fixation of targets and priority in shortages with reference to input-output, demand-supply, production-consumption etc.; ensuring incorrupt and efficient administration: having a proper development policy ensuring economy in

administration and having an education base that guarantees high ethical and moral standards and finally enlisting public cooperation or support without which no plan can be a success.

Although development strategy will differ from country to country, one constant point is that since a development strategy outlines an approach to the transformation of society, it must address all components of society

2.2.12 MNCs and Corporate Social Responsibility

According to Shell Annual Report (SAR, 2006), the major tools of CSR employed by MNCs in the country like Nigeria include corporate codes of conduct, voluntary social reporting and community development projects. The areas covered by CSR initiatives of MNCs include human rights, labour issues, transparency, bribery and corruption, employees' welfare, environmental issues, disclosure of information, and consumer protection.

Social responsibility refers to the business organization's actions that are taken for instance at least partially beyond the organization's direct economic and technical interest. Concern for social responsibility has risen as society's expectation of corporate activity has become increasingly ambivalent. In the midst of this uncertainty, corporations have sought to improve their internal machinery of effecting reasonable response to societal expectations.

In this context, society has become one of the players as one of the actors that highly influence corporate behavior. Communities have expressed more mistrust of corporations because of various scandals. This has put business ethics in the spot light influencing companies to be good corporate citizens, respecting the law but also to create good social values and principles.

Seitel, (2007) opined that more and more organizations are beginning to acknowledge their responsibilities to the community. These responsibilities include; 1) helping to prevent pollution, 2) providing jobs for minorities, 3) enforcing policies that are in the interest of all employees,

and 4) generally enhancing everyone's quality of life. Hence, social responsibility can be defined as a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities on stakeholders such as customers, employees, shareholders, communities, and the environment.

However, this does not change the motivation, unless these social benefits are of value to managers. For example, providing day care may lower the number of juvenile crimes in a community, but the firm might provide the day care only because it increases the availability of workers and lowers the cost of absenteeism. From a corporate perspective, it is difficult to measure if these changes can have a positive impact on a firm. Instead, these contributory practices are mainly measurable from a philanthropic perspective.

According to Ango, (2012) "Business is a component of the society, as such, it must subject itself to the fair requirements of the society, for, their relationship is paramount and reciprocal (the business needs the society just as the society needs the business)".

This means the business of MNCs is very paramount to the growth and development of host environment or community.CSR and business ethics groups agree that multinational companies operating across borders should bear some responsibility for the effects of their operations on the local environment and population of the community. The effects of business activity permeate all aspects of the community, society, and nation in which it takes place. Community refers to the physical location in which a company is located, like a city, town, or neighborhood. A community provides a company with the physical and social infrastructure that allows it to do business; its utilities and labor force; the homes in which its managers and employees live; the schools, colleges, and hospitals that service their needs, and so on.

According to Ishmael, (2007) that business organizations should act in a socially responsible manner for two self-evident reasons: one philosophic and the other pragmatic. Philosophically, models of a responsible society require organizations to do their part along with the family and other social institutions (the schools, the religious institutions, etc.). Multinational companies present specific regulatory problems to ensure socially responsible conduct, particularly when they operate in developing countries where the regulatory mechanisms are relatively weaker. In Nigeria, the activities of some multinational companies have been identified as questionable or even unethical because of the harms they perpetrate on the society (Trevino, 2000). Studies by (Gariga & Mele, 2004; Hassan, 2009), established that, ethical practices by MNCs are inadequate and fail the test of time. Their findings stopped short of proving the external ethical performance of MNCs in Third World Countries (TWC), especially Nigeria.

Society has become one of the players as one of the actors that highly influence corporate behavior. Communities have expressed more mistrust of corporations because of various scandals. This has put business ethics in the spot light influencing companies to be good corporate citizens, respecting the law but also to create good social values and principles. Today, the level of demand goes beyond the direct impact of the organizations business to also incorporate how corporations can contribute to societal and environmental causes. For corporations, these activities are manifested through the concept of CSR.

Karnani, (2011) for instance, argues that "firms behaving in their self-interest will not solve social problems", and maintains that governments should address the market failures generated by the business sector, and the latter should not substitute for government responsibilities.

Meyer (2003) stresses the role of NGOs not only in bringing corporate conduct to the attention of global civil society but also in developing new strategies for improving rights compliance by transnational corporations. Winston (2003) states that multi-stakeholder partnerships, involving

companies, civil society and governments, have the potential to produce solutions to social problems, especially in the field of conflict prevention and resolution.

Research such as the one done by Calvano, (2008) also highlights that the presence of NGOs and civil society on their own are not sufficient to enhance respect for human rights in a given country, since adverse relationships between MNCs, host governments, and NGOs can contribute to generating severe conflicts in the host country.

Calvano, (2008) draws attention to the complexity of the relationships between NGOs, local communities and business. He suggests that "local communities have become skeptical of NGO intentions" because of the increased emphasis placed by NGOs on cross-sector alliances with MNCs, and wonders whether they represent local interests or those of the NGO's own management and funders.

Because of their global presence and reach, MNCs are often accused of destructive activities such as damaging the environment, complicity in human rights abuses, and involvement in corruption. Whether these accusations are fair or not, many MNCs are now attempting to manage these complex set of issues in the host countries by implementing CSR strategies because such issues may risk the success of their operations. However, the CSR standards concerning workers' rights and natural resources management do not adequately address important issues relevant to people in developing countries, such as a living wage and freedom of association. By and large, citizens of the host community where MNCs operate should also take responsibilities of their society, as this CSR does not only lie in the hands of the MNCs, but also it is the duty of its citizens to ensure growth and development.

2.2.13 MNCs and Corporate Social Responsibility in Nigeria

Corporate social responsibility in the assertion of Bateman and Snell, (1999) is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce, and their family as well as the local community and the society at large. It is anchored on the philosophy that businesses as natural or artificial persons should take decisions that are considered in deed to be in the interest and benefit of a large number of people hence have respect for the fundamental rights of the publics of the organization.

For peace and development to be maintained in Nigeria, and in the oil producing communities (Niger Delta Region), Andabai, (2010):

> earmarked that the concept of corporate social responsibility by MNCs must be fully imbibed upon…

He further recommended that "MNOCs in Nigeria should foster close relationship with their host communities by providing them with social amenities and employment opportunities. Government should also monitor the social activities of MNOCs and guard against any inhuman treatment that is detrimental to the environment and the health of community residents. Government should also provide social amenities and other associated benefits to the oil producing communities.

In this case, the government of Nigeria is making attempts to establish laws as to curb the social ills that are resulting from the oil operations in the region. In fact, Onuoha, (2005) argued that, corporate social responsibility helps to improve the public image of oil companies, production capacity, and also the life of the multinational organizations. Rodney, (2009) also added that, no social responsibility, no growth of profit; no social responsibility, no peace in the industry.

Globally, there is increase need for corporate managers to create a new relationship between business activities and the natural (physical) environment as a means of mitigating the impacts of its past abuses (ill practices) on the environment. These abuses and associated impacts are great in Nigeria; hence, according to Oko and Agbonifoh, (2014) its management ought to be effective and efficient as well as long term goals oriented. To achieve this, management of the environment must be strategic and based on the integration of technical, ethical, social and competitive variables.

The environmental degradation associated with oil production and lack of adequate regulations of the exploration companies make the Niger Delta and other areas where MNOCs and MNCs operates vulnerable to food shortage, health hazards, loss of land, pollution, forced migration and unemployment (Ismaeel, 2007).

The management of the environment given corporate offer in Nigeria should be pro-active rather than re-active. Management based on strategic action plan should be able to create business opportunities based on its environmental management programmes, where input is derived from results of well executed environmental scanning exercises (Oko and Agbonifoh, 2014).

2.2.14 Gaps in the Literature

It is true that CSR is the continuing commitment by corporations to behave ethically and contribute to economic development while improving the quality of life of the workforce as well as the local community and the society at large. A plethora of literature exists that emphasize the practice of CSR by MNCs in order to bring about development of their host communities. Despite that, agitation and restiveness still exist between the host communities and the MNCs. In spite of the growing literature, there is still yawning gap in the studies. Most of the viewpoints are mere generalizations that MNCs need to provide the basic needs of their host community, and not specific or empirical studies in terms of the relevant and fundamental needs of the

community. Most of the efforts of the MNCs are not relevant to the needs of the people. These MNCs need to understand the satisfactory needs of their host communities. In this case it is very important for these corporations to adopt a 'participatory research appraisal' in its community development drive. This ensures proper investigation into the relevant needs of the community, build local capacity, enhance confidence, build social capital and stimulate growth of the local economy.

Again, a lot has been written about the activities of BATC on other aspects of development in Sabon-Gari LG, but none exist on the impact assessment of CRS of BATC in Sabon-Gari LG, whether is a cost or benefit.

2.3 Theoretical Framework

Social Scientists are in agreement that one of the most important functions of empirical research is to contribute to the development and refinement of theory and that theory enhances the goal of social sciences (Nachimias, 1992). However, Dependency Theory is used as a theoretical framework of analysis.

Dependency theory is the body of social science theory which argues that the wealthy nations of the world need a peripheral group of poorer states in order to remain wealthy. It can be seen as an explanation of the economic development of a state in terms of the external influences: political, economic, and cultural, on national development policies. Its popularity in the 1960s derived particularly from a research by an Argentine Economist Raul Prebisch in his work; "*the economic development of Latin America and its principal problems*" (1950), which held that the wealth of the richer countries was at the expense of the poorer ones. Dependency theory is of the notion that resources flow from a "periphery" of poor and underdeveloped states to a "core" of wealthy states, enriching the latter at the expense of the former. It is a central contention of

dependency theory that poor states are impoverished and rich ones enriched by the way poor states are integrated into the "world capitalist system". This describes a pattern of relationship between countries in which a country or group of countries are dependent on other country or countries, in such relationship, major decisions which affect socio economic progress within less developed countries-decisions for example about commodity prices, investment patterns, monetary relationships etc. are made by individuals and/or institutions outside those countries (Audu, 2009).

However, some of the proponents of dependency theory are; Raul Prebisch, Andre Gunder Frank, Samir Armin, Paul Baran, Paul Sweezy, Dos Santos etc. Their variant did not just focus on the asymmetrical relations between countries, it looks at linkages. It held that dependency was perpetuated by ties among groups and classes both between and within nations. They identified interest in networks business, bureaucrats and the military that bind the dynamics of local political and economic processes to the interests of the industrialized world. They also conceived of various degrees of dependency for different countries, and also allowed for the possibility that the nature of dependent relations could change over time (Frank, 2005 cited Doucouliagos and Paldam, 2009).

The premises of dependency theory are that:

i. Poor nations provide natural resources, cheap labour, a destination for obsolete technology, and markets for developed nations, without which the latter could not have the standard of living they enjoy (Balaam, & Veseth, 2014).
ii. Wealthy nations actively perpetuate a state of dependence by various means. This influence may be multifaceted, involving economics, media control, politics, banking and finance, education, culture, and sport (Balaam, & Veseth, 2014).

iii. Dependency theory is based on the notion that there is a group of wealthy states (core) and a periphery of poor underdeveloped states (third world). Resources are extracted by the core from the periphery to sustain their economic growth and wealth. According to dependency theory, foreign aids and trade, poverty and underdevelopment in the peripheral states are not the result of tradition or backwardness. It is necessary for the development of capitalism in the core states. In order words, the very success of the core states is the cause of underdevelopment of the periphery. This is because of the coercive and exploitative manner by which the peripheral states have been integrated into the world economy (Offiong, 1980).

iv. According to the dependency theory, the international system is comprised of two sets of states: (dominant/dependent), (center/periphery) or (metropolitan/satellite). The dominant states are the advanced industrial nations in the Organization of Economic Cooperation and Development (OECD). The dependent states are those states of Latin America, Asia, and Africa which have low per capita GNPs.

v. Another assumption of the dependency theory is the remarkable importance to the economic activities within the dependent states. These external forces include multinational corporations, international commodity markets, foreign assistance, communications, and any other means by which the advanced industrialized countries can represent their economic interests abroad (Dos Santos, 1970).

vi. The dependency theory also indicates that the relations between dominant and dependent states are dynamic because the interactions between the two sets of states tend to not only reinforce but also intensify the unequal patterns (Offiong, 1980).

The postulations of this theory can be seen as relevant or prevalent in developing nations today. According to Turner and Brownhill, 2004; ‘the operations of MNCs in Nigeria today has been

described as a curse rather than a blessing'. This is largely due to social-political upheaval arising from the reaction of the inhabitants of the Host Communities against the activities of the multinational operations, which they perceived as exploitative. Also dependency analyzes the rate of exploitation of labour power and the classical international division of labour between agricultural and industrial countries. This can be seen in the operation of MNCs in developing countries like Nigeria.

Dependency theory is a theory of how developing and developed nations interact. It can be seen as an opposition theory to the popular free market theory of interaction. Dependency theory was first formulated in the 1950s, drawing on a Marxian analysis of the global economy, and as a direct challenge to the free market economic policies of the post-War era.

The free market ideology holds, at its most basic, that open markets and free trade benefit developing nations, helping them eventually to join the global economy as equal players. The belief is that although some of the methods of market liberalization and opening may be painful for a time, in the long run they help to firmly establish the economy and make the nation competitive at the global level.

Dependency theory, in contrast, holds that there are a small number of established nations that are continually fed by developing nations, at the expense of the developing nations' own health. These developing nations are essentially acting as colonial dependencies, sending their wealth to the developed nations with minimal compensation. In dependency theory, the developed nations actively keep developing nations in a subservient position, often through economic force by instituting sanctions, or by proscribing free trade policies attached to loans granted by the World Bank or International Monetary Fund. Dependency theory has to be contrasted with free market economies which argue that integration into the world capitalist system of production is

beneficial. On the contrary, dependency theory sees the global economic policies as characterized by a structured relationship between the core states which use political, military and economic power to extract surplus values from peripheral countries. Any attempt by the dependent nations to resist the influence on dependency often result in economic sanctions slammed or military invasion and control.

Economic dependency

The increasing adoption of developing countries and third world countries on external financing and resorting to the World Bank in order to obtain loans and grants to finance projects and budgets have exacerbated the size of foreign debt, which created many changes that have restricted these countries by conditions and economic constraints to serve the policies and objectives of the World bank in promoting the dependency of these countries and its financial system to the outside, which exposed the freedom of the economic policy maker and decision-makers in a high risk. So that the decision maker must take into account the pressures and interests of the donor country and to design economic policy that work on achieving the interest and the objectives of the donor country (Ahiakpor, 2011).

Ultimately this led to the transformation of the program of the development that was chosen by the underdeveloped states in a conscious and independent way to walk in another way that is set by the World Bank as a condition to have the right and access to the grants and assistance, which in most cases does not result in the desired goals of the main reason for funding. This dependency can go back whether it a causes or consequences of the external indebtedness as the third world countries are in need to a funding sources for the development plans.

The need for the capital led the underdeveloped countries with their limited financial resources to borrow from the World Bank and rely on grants and foreign loans. As a result these countries suffered from financial dependency which led to the integration of the underdevelopment's financial institutions in the capitalist international system. By this the financial system of the underdeveloped countries are subjected to any changes and fluctuation occurring on the global financial system.

Political Dependency

Not only did the loans and grants that are obtained by the developing countries of the third world deepen the financial and economic dependency to the World Bank, but also this assistance led to political dependency and subordination to the developed countries and the World Bank. Loans are not only having economic and financial restriction, also states must adopt certain political positions and situations to obtain the loans and grants and to have access to the funds. This can be done through embracing and supporting the politics of the donor (developed) countries. Moreover, third world countries should adopt the same political system and apply the same financial system of developed countries, regardless of the nature of their political system (Ozoigbo & Chukuezi, 2011).

In many cases the financial system used in western countries don’t fit with the nature and the composition of the social system in the third world countries, this system also expose the freedom of the decision maker to more pressure and foreign intervention in a world that is characterized by the domination of developed countries and their international financial institutions, thus they are trying to control over the underdeveloped and the third world countries through their fiscal policy and their homogony over international financial institutions. The developed countries aim to attain their objectives through the use of loans and assistance as an

instrument of pressure on the third world countries to achieve their goals and ambitions by imposing the idea of dependency on the third world.

Social Dependency

The social and cultural values of less developed countries have been disturbed and largely eroded by MNCs in recent times. They are partly agents and carriers of foreign social and cultural norms in form of product and services rendered, and management style; some of which may run counter to the social cultural setting of the host country. One of the greatest culprits in recent times is the cable Television (TV) companies. A large proportion of people who have these facilities in their homes in these less developed countries hardly watch local TV. Most of these TV cable companies have over fifty different channels or stations to choose from, all of these stations offer only foreign programmes which greatly affects people's way of life especially children.

In sum, dependency theory describes the interaction between developing and developed nations, with a primary focus on the exploitative and unequal relationships fostered between these two worlds, mostly due to post and neo colonialism (Onimode, 1982).

Relevance of the Theory

The relevance of dependency theory lies in the fact that the degree of dependency increases as time goes on. The theory argues that the activities of MNCs and their practice in CSR further bring about poverty, dependent economy and lack of development, as against the advocate of the activities of MNCS (neo-liberal) who believes that MNCs brings a lot of benefits to the communities which they operate, which is the main thrust of the work. This is why it is necessary to look at the Nigeria situation, in terms of the activities of CSR of BATC and how this CSR has impacted in development of Sabon-Gari LGA that is why majority of the citizens

are employed on casual basis, while the managerial positions are given to people outside Muchia community. The environment has also been negatively affected by the activities of BATC and the company is doing nothing about it. The capital meant for the improvement of this CSR practice continues to migrate from the nation to the developed nations, causing the country to experience a lack of wealth, development and making them highly dependent, which forces them to take out larger loans from the developed nations, further indebting them.

The theory however, analyzes the rate of exploitation of labour power by MNCs.

The Critique of Dependency Theory

While the dependency theory provides a useful starting point for analyzing the structural changes, particularly the changing class structure, created within an underdeveloping nation or region, its difficulties become apparent once one moves beyond these historical observable consequences of dependency relation within individual satellites or dependencies.

However, another flaw of the 'dependency theory' is that every problem in the South cannot be wholly blamed on the North. There are many fundamental development problems in the South that are internally generated as a result of lack of viable leadership, corruption, and groups' differences. But as it relates to the question of trade liberalization and development challenge, the stark reality is that it was one externally foisted to further perpetuate 'gross dependence' and 'underdevelopment' in Nigeria.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter analyzed the types and sources of data, and the data were gathered from various sources so as to make the finding thereafter reliable.

3.2 Description of Study Area Location

This study is located in Sabon-Gari LGA of Kaduna State. According to Dalhatu, (2001:94)

> The colonialist demonstrated the fact that Sabon Gari was the house of a class of people vital to the survival of colonialism. The colonial government and European firms who trade in Zaria as the headquarters heavily depended on the labourers whose home was considered to be in Sabon Gari.

The Local Government Area is unique among the 23 Local Governments of the state. The Local Government is multi-ethnic, multi-cultural and multi-religious with Hausa-Fulani sub-cultural group seems to be more dominant given their size, mainly due to polygamous marriage practices.

Sabon Gari being one of the towns in Kaduna state has economic activities which is dominated by commercial, agricultural, industrial and civil service.

The Local Government is well blessed with so many numbers of industrial settings, commercial activities and educational institutions.

In terms of the institutions of higher learning, the Local Government hosts a number of institutions, such as the prestigious and famous Ahmadu Bello University (ABU, main campus), among other Institutions.

However, the British American Tobacco Company (BATC) is located in Muchia area of Sabon-Gari Local Government Area. The BATC Zaria is a MNC. The company developed from a simple trading post in 1912 when it established a depot and sales of British Cigarette in the country which was for long time thought of being an indigenous company which was later incorporated to substitute the Nigerian Tobacco Company (BATN, 2014).

In 1932, the company began operation in Nigeria with the establishment of cigarette from imported tobacco leaves. Later that year (1932), a specialist in growing tobacco leaf was brought to the country. It was from this small beginning that the present organization has developed. A pilot factory was built in Ibadan in 1937. This company set up the first experimentation bans in Nigeria in 1941 at Ago-Are near Oyo in the then Oyo province. A full scale cigarette factory was built in Ibadan in 1948, incorporating the most modern machinery and methods as it were. In 1954, another cigarette producing factory was built in Zaria and started manufacturing in 1959. However, in 1982 the number of the company's factories was reduced to two with the closure of Port Harcourt factory (BATN, 2014).

The aim of BATC is to make positive contribution to Nigeria's society and economy while achieving the goal of sustaining the leadership of the Nigerian Tobacco Industries, which can be found under "Appendix H".

Like any other organization, the company is governed by a board of Directors headed by a chairman. In addition, the company has departments (e.g. leaf department, production department, marketing department, accounting department and personnel department), charged with specific objectives within which to function in order to achieve the general objectives of the company.

3.2.1 Nigerian Tobacco Company (NTC) and the Study Area Location

Muchia is the area where BATC is located. In the last two to three decades, before the emergence of BATC, NTC was a public operating company in Muchia and Chikaji area. NTC was one of the few quoted Nigerian Company recognized by the Nigerian Stock Exchange. NTC pioneered the tobacco growing on commercial quantity, and this expansion extended to Muchia area for the growth of tobacco crops for a large market.

However, many argued that NTC was the best thing that had ever happened to Muchia in terms of aiding and supporting the community in farming by providing tools and encouraging the growth of tobacco leaf and other food crops, equipping the clinics, supporting football club and matches, holding musical concerts by bringing both Hausa and other musicians to play around the community (Polo Field to be precise), basic social amenities and many other facilities which they employed or provided. They also argued that the welfare of workers and the people of the environment was a top most priority of NTC.

On the other hand, another group of people argued that BATC performed excellently well, looking at one of the best roads under Sabon Gari Local Government was constructed by BATC (Tobacco Road), starting from Muchia area which passes through Chikaji and connect to MTD and Sokoto Road, that there was no accessible road like that when NTC was in operation. Again, the provision of solar borehole which provides water to Muchia community and that most of the citizens are considered for employment in the company.

Having said that, it was observed that majority of people agreed that Muchia community was better off before the period or the scope of study when NTC was in operation than what has happened during the past ten to fifteen years of BATC's operation.

3.2.2 BATC and its Developmental Programmes

The focus of BATC over the past few years has been on strengthening contributions to the country's development in responsible and tangible ways, while delivering the obligations under the 2001 Memorandum of Understanding (MoU) with the Nigerian government – to regularize the tobacco sector, build potential for regional exports, increase the quantity and quality of locally grown tobacco leaf and establish a charitable organization to support socio-economic development. Also the company aims at improving the skills of small-holder farmers and migrate them from subsistence to commercial farming, to support the reduction of water-borne diseases and water scarcity, to provide communities with the skills to operate small businesses and be self-employed, to assist the government in addressing desert encroachment and they have worked with communities to develop model tree plantations in states under threat of desertification.

However, these are some of the contents of the programmes contain in the company's developmental drive to the host community in which more can be seen under the appendixes "F" to "L". The process at which to achieve or deliver these programmes is by advocating for more private sector participation in adopting MDGs and their project implementation and assessment methodology as part of their social investment projects.

The company also aimed at developing collaborations with technical experts on projects aimed at poverty alleviation, working on technical partnerships with IITA, an international food development agency, to support the development of commercially viable food crops, including maize, cassava etc.

BATC as a MNC on taking over NTC in year 2000, did not employ staff till 2002 after signing a Memorandum of Understanding (MoU) with the Federal Government in September, 2001 to invest 150 million dollars to build a state-of-the-art factory in Ibadan, Oyo State. The investment

started a process that has impacted all aspects of tobacco industry, from leaf growing, through to the manufacture and distribution of tobacco products. In 2002, BATC employed over 90 staff in Nigeria with about 20% in Zaria factory. However, no employment was made afterward until 2006, although through these years (2003-2005), people were employed indirectly through supply chain. The tobacco industry only employed 129 workers between 2006 – 2014, with about 25% in Zaria factory constituting 29 personnel. In 2006, (7) personnel were employed, in 2007; (5), 2008; (4), 2009; (4), 2010; (3), 2011; (3), 2012; (2), 2013; (1), while 2014 marked the year BACT downsized in Zaria factory.

BATC's business contributed to almost ₦100 billion in taxes to Nigerian government between year 2000 to 2014, with about 30% to Oyo State, 20% to Kaduna, 20% to Rivers State and 30% to other states like Lagos, Akwa Ibom, Cross River etc. over 300,000 people derive some form of income from legal tobacco businesses.

Through growing tobacco, employment is created for tobacco leaf farmers, farm workers and Nigerian graduates. However, between 2000 – 2014 about 976 billion cigarettes were made in Nigeria with almost 50% from Ibadan factory, 30% in Zaria and 20% in Portharcourt. In Ibadan, Oyo State, South West Nigeria tobacco is the most widely cultivated cash crop, having about 850 registered independent farmers with whom BATC has a contract. This is why the volume of tobacco produced has increased from 2,080 tons in year 2000 to over 2,500 tons in 2014.

3.3 Research Design

Research Design, provide information of whom to study, what to observe, when to make observation and how data will be collected. In other words, the research design is the blueprint of a research that enables the researcher to collect, analyse and interpret data (Izah, 2010). The research design or strategy for conducting this study is based on survey research, using the exploratory method. Survey Research can be seen as a systematic collection of data from

population or samples of population through interviews or questionnaire techniques (Ngu, 2005). This method the researcher believes reveals useful information within a short period of time. The purpose of this method is to discover meaning in the data collected so that facts and events could be better understood, interpreted and explained. In-depth Interview and Focus Group Discussion formed the Bases for this research work.

3.3.1 Sources of Data

Data for this work was gathered from two major sources. These were Secondary and Primary sources. The Secondary data was sourced from the existing literature documented in academic books, journals, periodical, published articles, magazines, newspapers and internet materials. These materials were assessed and collected from the Kashim Ibrahim Library (KIL) ABU Zaria, Postgraduate Library of the Department of Political Science, Faculty of Social Sciences, ABU Zaria, Faculty of Social Sciences Library, Reports and Documents of the British America Tobacco Company (BATC) among others were also utilized. Under the Primary source of data; the research employed the use of interview as well as Focus Group Discussion (FGD).

3.3.2 Methods of Data Collection

The instruments devised and used in this research were the interview, both unstructured and semi structured, and Focus Group Discussion (FGD).

The choice of interview and FGD as the methods of data collection was due to the fact that the research focused on the wards heads and community leaders, group leaders, heads of clinics both in Chikaji and Muchia who are believed to know BATC and its activities in the LG for a very long time, while the focus group discussion was organized among people from all works of life who in one way or the other may also be aware or affected by the activities of the company. Furthermore, Experts on Enviroment and Health were also interviewed to further probe and

understand whether or not the operation of BATC has affected the environment as well as the health of the people in the area. In the entire interview conducted, most of the respondents permitted that their response be tape-recorded. The few others permitted note-taking. These responses were then synthesized and analysed.

However, the survey instruments are:

a) In-depth Interview

Under this method of data collection, the interviewer has the opportunity to come face to face with some of the respondents who may be reluctant in answering questions, but when being motivated by the interviewer they can develop interest in the exercise which will enhance cooperation.The In-Depth Interview was conducted among the principal officers of British America Tobacco Company (BATC), Wards Heads, youth and political leaders, heads of clinics in Chikaji and Badugu area of Muchia, Members of the community and some officials of Sabon Gari LGA as well as experts on the field of health and environment. The rationale for the choice of this category of officials and organizations was predicated on the fact that the activities of BATC affect them in one way or the other. However, experts on health and environment were interviewed from the university community in Ahmadu Bello University Samaru-Zaria which is under the local government under study.

The interview was also conducted across five wards of the Local Government, i.e. Chikaji, Jema'a, Samaru, Dogarawa and Muchia. Chikaji, Jema'a, Samaru, were picked using Systematic sampling method, and the third subjects are picked after arranging the wards in an alphabetical order, while Dogarawa and Muchia being the wards where the Local Government headquarters and BATC are located respectively. Those interviewed were the wards heads, community leaders, leaders of PHC in Muchia and Chikaji, youth in the three wards of Chikaji, Jema'a,

Samaru, were all interviewed, one youth from each ward. In Dogarawa where Sabon Gari Local Government headquarters is located, an interview was also conducted with the Assistant Information Officer in the department of Community Development of the Local Government, as well as the staffs of BATC; both retired and those in active service. This is because, like mention above, the researcher believed that these categories of respondents know BATC and its activities in the LGA for a very long time and that they are being affected by the activities of this company in one way or the other.

The interview was divided into two sections; the first is the bio-data of respondent e.g. name, age, phone number, religious affiliation, educational level, occupation etc. and the second is the questions on the objectives of the study.

b) Focus Group Discussion (FGD)

Under this method, just like the interview method, the researcher comes face to face with the respondents and obtains answers from their different views which are considered quite relevant to the verification of hypotheses. FGD was conducted in the three wards selected (Chikaji, Jema'a and Samaru), however, in Muchia and Dogarawa wards are also picked for FGD. This is because Muchia is where the BATC is located and its activities felt by most people, while Dogarawa is where the Local Government Area's headquarters is located.

In Dogarawa, six people from different background and works-of-life were gathered for focus group discussion. This was done through the help of a research assistant who is a staff of Sabon Gari Local Government. In Muchia seven people from different background and works-of-life were also gathered through the help of another research assistant, who is a son to Sarkin Muchia (Head of Muchia ward). While in Chikaji, eight people were also gathered who are of different

background. Furthermore, Six people from Jema'a and Five people from Samaru were also gathered from FGD, all from different background and works-of-life.

c) Sampling Method

This is the statistical process of selecting a subset (called a "sample") of a population of interest for purposes of making observations and statistical inferences about that population. The sampling process comprises of several stage. The first stage is defining the target population.

The second step in the sampling process is to choose a sampling frame. The last step in sampling is choosing a sample from the sampling frame using a well defined sampling technique. Sampling techniques can be grouped into two broad categories: probability (random) sampling and non-probability sampling. Probability sampling is ideal if generalizability of results is important for the study, but there may be unique circumstances where non-probability sampling can also be justified.

For this research work, **Multi-staged Sampling Technique** was used in drawing the population of the Local Government for interview and focus group discussion. This technique involves sampling in successive stages such that at each stage, selection is made by using any of the well-known probability sampling methods (Biereenu-Nnabugwu, 2006). While **Systematic Sampling Technique** was used in selecting three wards after arranging the wards in an alphabetical order and the third subject picked.

Table 1.1: Wards in Sabon Gari LGA Alphabetically arranged

S/N	WARDS
1	Basawa
2.	Bomo
3.	Chikaji
4.	Dogarawa
5.	Hanwa
6.	Jama'a
7.	Jushi
8.	Muchia
9.	Samaru
10.	Unguwar Gabas
11.	Zabi

3.3.3 Population and Sampling Procedure

Sabon-Gari, being the study area has a total population of 291,358 going by the 2006 population census (National Bureau for Statistics, 2007) and by 2015, it was updated to 374,301. (Ministry of Health, Government Health Office GRA, Sabon-Gari Local Government Area, 2015).The study area is Sabon-Gari Local Government, which is divided into Districts and political wards. Like many other local governments in the State, Sabon-Gari is populated by different ethnic groups, and according to the 2006 census, the population of the Local Government was estimated to be 291, 358 people (National Bureau for Statistics, 2007). By 2015, the population rose to 374,301 (Ministry of Health, Government Health Office GRA Sabon-Gari Local Government Area, 2015). The study's sample population was drawn from the current figure as updated by the health Department of the Local Government. **Multi-staged Sampling Technique** was used in drawing the population of the Local Government for interview and focus group discussion. This technique involves sampling in successive stages such that at each stage, selection is made by using any of the well-known probability sampling methods.

Systematic sampling method was used, and the third subjects are picked after arranging the wards in an alphabetical order as shown on the table above, three wards out of the total, which

their ward heads/community leaders and unemployed youth are interviewed. The wards picked are **Chikaji, Jama'a** and **Samaru**.

However, wards like **Dogarawa** and **Muchia** as stated earlier under focus group discussion, were also picked for interview and focus group discussion. This is because Dogarawa is where the Local Government Headquarters is located, and Muchia is where British America Tobacco Company (BATC) is sited.

Table 1.2: Distribution of the Total Population of the Wards in the Local Government

S/N	No of Wards of the LGA	Total Population Per Ward of theLGA
1	Basawa	32,301
2	Bomo	39,726
3	Chikaji	30,060
4	Dogarawa	34,712
5	Hanwa	33,003
6	Jama'a	25,139
7	Jushi	43,682
8	Muchia	41,181
9	Samaru	27,940
10	Unguwan Gabas	28,957
11	Zabi	37,600
Total	**11**	**374,301**

Source: Ministry of Health Kaduna State, Government Health Office GRA Sabon-Gari Local Government Area, 2015.

Table 1.3: Statistics on Jobs for Indigenes (Muchia/Chikaji), Agriculture Intervention, Poverty Reduction, Environment, Health and Safety, Water Supply, Vocation and Skill Acquisitions by BATC.

S/N	Activities	% (100%)
1	Managerial Postion	10
2	Casual/Other Positions	20
3	Agriculture Intervention	
4	Poverty Reduction	10
5	Environmental Degradation	10
6	Health & Safety	10
7	Water Supply	30
8	Vocation and Skill Acqui.	10
9	Scholarship Schemes	10
	Total	**100%**

Source: Interview with BATC Staff (16th May, 2016**).**

The above table (Table 1.3) shown that the job provided for the indigenes of the community (Muchia/Chikaji), the managerial position is just 10%, while the casual and other positions for indigenes falls at 20%. This is because, according to him, most of the indigenes highest level of qualification is the secondary education. While the intervention on Agriculture activities falls at zero percent simply because tobacco leaf is grown out of Zaria, in Maigana of Soba LGA. Poverty reduction falls at 10% because, according to the respondent, during the period of BATC's operation, there was a commercial activity at the community, many people were encouraged to produce food stuff and other items that are bought and consumed by the staffs of the company. The environmental degradation, he believed (BATC Staff), was at 10% because, although there were environmental effect, but the company was able to provide a solar borehole to aid the suffering of the people, and that the culvert were constructed to channel the toxic waste from the company which goes outside the community. Health and safety is also at 10% because the company was equipped with sophisticated machines to reduce the smoke emission in the air, so as to reduce the effect of air pollution. Water supply which is the highest with 30% is the most

efficient CSR activities engaged by BATC. Some of the respondents and residencies agreed to the fact that BATC had done fairly well in providing potable water to the community. According to him, the borehole supplies water to almost 10% of the people in Muchia/Chikaji area. While in the area of vocation and skill acquisitions, he believed that BATC deserves 10% because the company recently helped and equipped the LG in Business Apprenticeship Training (BAT) in PZ Sabon-Gari, which he said, they are the recent beneficiary of skill acquisition in the LG.

The statistics on poverty reduction, environmental degradation, health and safety, scholarship schemes, vocation and skill acquisition can be faulted because having observed and study the environment, there was no record of beneficiaries on this regard. Many indigenes and members of the community also faulted and criticized the statistics, that most of these activities were not felt by the community as claimed. That even the borehole is only beneficial to people around the company since the borehole is located in front of the company. That people from the inside of Muchia/Chikaji community like Badugu and other areas suffer from lack of potable water.

3.3.4 Target Population

The survey was conducted across different groups and individuals in the local government. These are occupational groups, unemployed youths, traders, ward heads, community leaders, heads of clinics in Chikaji and Muchia area, members of the community, local government officials, and officials and Staff of BATC. This is because these groups are the ones involved and likely affected by the activities of BATC in the Local Government Area of study.

3.3.5 Data Analysis

The data was analyzed through the use of qualitative descriptive methods of analysis to summarize the results of the subject under investigation. The data take the form of words rather than numbers and tables. The interviews and FGDs were tape-recorded, transcribed and the data was triangulated and analyzed through the use of qualitative method of analysis.

Mertter and Charles, (2008) defined analysis as "making sense of data after they have been collected". They added that for qualitative research data, analysis involves "applying logical statement" to the data. Analysis is a careful scrutiny to discover traits, procedures, meanings and relationships. However, like mentioned above, we adopted qualitative method of analysis in this research work.

Qualitative research examines motif, themes, distractions and ideas instead of variables, adopts inductive approach of grounded theory. It involves documenting events, recording what people say (with words, gestures and tone), observing specific behaviors studying written documents or examining visual images (Neuman, 2006).

3.3.6 Problems Encountered

There are many problems and challenges encountered in the course of this research, however, most of these problems and challenges were handled with the help of some community leaders and other individuals. Some of these problems and challenges centered on the unwillingness of some individuals to supply the researcher with relevant and required data, because the researcher may be expected to give a token amount and if the researcher didn't, some relevant data may be withheld from him. There is the issue of security, like the fear of the unknown etc. eventually, with the help of the community leaders, these issues were overcome.

CHAPTER FOUR

4.0 ANALYSIS AND RESULTS OF THE IMPACT OF BATC ON CORPORATE SOCIAL RESPONSIBILITY (CSR) IN SABON GARI LGA

4.1 Introduction

This chapter is primarily concerned with the presentation and analysis of data obtained from oral interview and focus group discussion conducted among different community based leaders, staff in the Local Government Headquarters, PHC staff in Muchia and Chikaji, staff of BATC and youth of the selected wards in the Local Government, which is Sabon Gari, among others. This will be followed by an appraisal of BATC in the development of their host community (corporate social status).

4.2 Data Presentation and Analysis

BATC (2014) on its CSR added that:

> We acknowledge the fact that organizations need to contribute to the society and also be conscious of the environmental implication of their businesses, but we know that private organizations cannot support the need of the society alone and also that it is easier to impact society when there is a partnership (Appendix 'H').

CSR is an important part of business; it is believed that CSR is instrumental to the sustainability of any business. British America Tobacco Nigeria (BATN) has a Foundation in collaboration with other NGO's like IITA believed that this is an initiative through which the company can contribute to the society.

British American Tobacco Nigeria, on its Business for Social Responsibility (BSR) believes that Corporate Social Responsibility (CSR) is seen as "achieving commercial success in ways that honour ethical values and respect people, and their natural environment" (BATN, 2012).

4.2.1 The Nature of BATC's CSR in Sabon-Gari LGA

Under the nature of BATC's CSR, the study looked at both the positive and negative impact made in Sabon Gari Local Government Area. Under the positive impact, however, most of the respondents believe that BATC has not made much positive impact on the development of the local government area. Most of the respondents said the only feasible impact BATC made through its CSR included; 1) the provision of boreholes, 2) constructing culvert for drainage and 3) giving employment to few citizens. On the provision of boreholes, only two were provided, one in Muchia where the company is sited, while the other one is located at Bayan Gidan Iya in Kings Road, Sabon Gari. On the aspect of employment, only few citizens were given employment, and mostly on casual basis. According to Sarkin Muchia (Head of Muchia ward) and most of the respondents of FGD in that ward believe that BATC has not done enough or has done close to nothing in the area of provision of scholarship scheme for citizens, primary healthcare, construction of roads, encouraging farmers by providing tools or fertilizers for the growing of tobacco leaves and other crops in the local government area.

Under the negative impact of the nature of CSR by BATC, majority of the respondents, most especially those living within Muchia, Chikaji and Dogarawa area agreed that BATC has done more harm than good. This is because their soil and well have been polluted by the activities of the company as a result of the waste water released to the environment after production, to the extent that whenever they draw water from the well all they could see is contaminated water rendering it useless for domestic activities. This became evident when Sarkin Muchia brought some water fetched from the well in his house which was contaminated. Also, the smoke that pollutes the air whenever production is taking place has caused a lot of hazards to individuals more than even the smoker. During one of the focus group discussions, one of the respondents gave instance where a family friend had his lung affected, and when he was receiving medical

attention, the doctor told him to stop smoking or else the consequences will be terrible on the contrary, it was gathered that the victim never smoke in his life, rather, it was because of the activities of BATC that put him in that condition. It was also gathered from the respondents that whenever the youth threaten to take action, the response from BATC management is always that they (BATC) have settled their community leaders or the government, and that they have paid their tax and ground rent to the Local Government.

Most of the respondents, especially those in FGD in Muchia (FGD, 12th August, 2015), however, conclude that; "instead of BATC around their community, which has not made meaningful impact, it is better for company or organizations like Schools or Food Processing Company like INDOMIE NODDLES to be there in their stead".

4.2.2 The Benefit from BATC in the Area of CSR

The British American Tobacco Nigeria (BATN) believes that CSR is an important part of business in any organization, and that CSR is instrumental to the sustainability of any business. Under the CSR by BATC in the area of study, the researcher realizes that most of the respondents said "NO", that BATC has done or performed below average in the area of CSR; that BATC was silent in the areas like provision of scholarship scheme, encouraging farmers by providing good or modern equipment especially in growing Tobacco leaves, empowering citizens to become entrepreneurs, healthcare facilities (even with the hazard they produce in the environment), basic social amenities etc. most of the respondents who said they grew in the local government to see BATC in operation, cannot point out anything feasible in the aspect of CSR that BATC has done to encourage development. In addition Sarkin Muchia (Interview, 12th August, 2015) responded that as far as he is concerned, BATC has not made any positive impact,

only negative impact. Although, most of the respondents agreed that BATC has contributed in the aspect of job for the community during the period of study.

4.2.3 British American Tobacco Company's (BATC's) Corporate Social Responsibility (CSR) to the Developmental Needs of the Host Community

There are several programmes outlined by BATC on CSR which is contained in their policy document for the development of its host community. Some of the these programmes are; 1) availability of potable water supply, 2) vocational skill development, 3) agricultural development, 4) environmental protection etc. However, most of the respondents argued that BATC did not meet up to 50% of what is contained in this policy document in order to address the developmental needs of the host community. Although, one of the community leaders in Muchia, when interviewed (Interview, 3rd May, 2016), argued that "BATC has actually tried in terms of its CSR activities in the community, but the fact that the company is the only one in the community, it cannot fully meet-up with the developmental needs of the host community".

Looking at BATC's developmental programme under section 3.2.2, even the MoU with the Nigerian government and in their quest to partner with private sectors, and collaborate with technical experts to meet up these developmental programmes has not been achieved. This could partly be because BATC blame the government for collecting ground rent and neglecting their duty of developing the community.

4.2.4 The Challenges and Possible Solutions to the Corporate Social Responsibility (CSR) of British American Tobacco Company (BATC) in Sabon-Gari LGA

Looking at the roles of BATC in CSR of its host community, efforts have been made by the company, but not good enough to be reckoned with by the host community. Most of the respondents believe that the only benefits derived from the activities of BATC are the construction of two boreholes and a culvert for drainage. One of the boreholes is located in front

of the company in Muchia, while the other one is located at Bayan Gidan Iya, Kings Road, Sabon Gari. When visited the boreholes, only the one located in front of the company that is still functional, while the other one in Bayan Gidan Iya is in bad shape, not functioning like that of Muchia. The respondents in Muchia FGD (FGD, 12th August, 2015) however, argued that why the one functioning is still functioning is because is located in front of the company. The only culvert constructed, it was evident, started from the company, which is the channel used by the company to pass out the waste that goes through Muchia where the company is sited to other parts of the community which has posed a serious danger to the health of the community.

Effort was also made to equip the clinic, and when visited, the only equipment was the painting of the clinic and provision of patients' beds, and this was done more than 8 years ago. Most of the respondents argued that the painting and the provision of beds is as good as nothing without the provision of drugs for the patients. While in the aspect of employment, the respondents during the FGD in Muchia said that citizens are only employed on the casual bases or status. That the other positions like permanent staff and managerial positions are reserved for people that are not the citizens of that area or the local government. We are made to understand that there are no scholarships, no schools, no equipments, tools or fertilizers to encourage local farmers by the company. Even the tobacco leafs are grown far away from the community, out of the LG, somewhere around Maigana to be precise. This was confirmed by Sarkin Muchia who is also a retired staff of BATC.

However, the major challenge faced by BATC is that they do not understand or realize the basic and fundamental needs of its host environment in order to address them, and as stated in 4.4, BATC has neglected its duties in the aspect of CSR of its host communities. For BATC to be appreciated there is the need for the company to understand the relevant and fundamental needs

of its host community. This can be done through adopting the 'bottom-up approach' in their community development drive, which will ensure proper investigation into the relevant and fundamental needs of the community.

4.3 Discussion of Findings

Interview was conducted with local government staff, wards heads/community leaders of **Chikaji**, **Jema'a** and **Samaru**. As mentioned above, the criteria for the selection of these wards is that, using the Systematic Sampling method, the eleven wards in Sabon Gari Local Government were arranged in an alphabetical order (Table 1.1), and the third subjects were picked for interview, while purposive sampling method was used to select the respondents. However, wards like Dogarawa and Muchia were also included in the interview. This is because Dogarawa is where the Local Government Headquarters is located while Muchia is where BATC is sited. FGDs were also organized in Muchia, Chikaji and Dogarawa among people from different background in order to ascertain the impact of BATC's CSR on the community they operate.

4.3.1 Interview Session with Sarkin (Ward/Village Head) Chikaji

Alhaji Sani Danbaba (aged 65) is the ward/village head of Chikaji. He has been the head for like 14 years (since 2001). He was a retired civil servant who during his service, was with the Nigerian Railway Corporation. Alhaji Sani Danbaba who had HND as his qualification, when asked if he knows BATC, what they produce, the nature of their CSR in Chikaji, the benefit derives by the people, the challenges and possible solution to the challenges, his response was:

> Yes, I know them for many years, since from childhood and as far as I am concerned they have not made any positive impact, only negative impact. They have not made any provision of scholarship, equipping citizens to be self-employed or entrepreneurs etc. and the only benefit from BATC is the casual employment for some citizens and the two boreholes they constructed. They

> performed badly as far as I am concerned, because they have not done anything meaningful in the community.

Looking at the second research objective which is "to find out if the host community has benefitted from the activities of BATC in the area of CSR", the above response indicates that the host community has not benefitted from BATC in the area of CSR, which is also against their policy document in 'Appendix G' which says "our company is committed to the principles of sustainable development". Looking at this response and as observed by the researcher however, the company did not show much commitment to their CSR policy.

Although, as rightly said above, most of the respondents agreed to the fact that the host community benefited in the area of job. According to one of the respondents who is a community leader in Muchia, when interviewed, he strongly believed that BATC has brought tremendous contribution to the growth and development of the community before the downsizing. He gave an instance of someone who was able to cater for himself and his family while working with the company (BATC) before the downsizing which, according to him, about 89% of the people working were affected. This same person hardly could he feed himself now not to talk of his family.

4.3.2 Interview Session with Wazirin (Next-to Ward/Village Head) Jema'a

Alhaji Aliyu M. Muhammed (aged 62) is the next-to ward/village head of Jema'a. He has been the Waziri since 2001, without a formal education, but with vast knowledge on the activities of BATC that is the reason he was recommended by the village head to provide necessary information. Alh. A.M. Muhammed who also knows BATC and what they produce, when enquired on the same questions asked above; his response was:

> I know them since when they started operating. They have never made any impact in Jema'a. There was only an attempt before to help farmers, talking about more

> than 15 years ago, but now; nothing. They have not, and are doing nothing to help my community. And as far as I am concerned, they performed very poor.

In order to corroborate the second assumption (which says that 'BATC has not made any meaningful impact in the development of its host community'), with the above response; this confirms that the BATC has not made any meaningful impact in the community (Jema'a). Although the impact of BATC was not much felt outside the community they operate, the community leader of Muchia believed that BATC has impacted in the community before they downsized, that the downsizing was as a result of politics, and lack of foresight by the elites in the community. This could partly be correct, because the head of Muchia ward agreed that politics contributed to the downsizing of the company.

4.3.3 Interview Session with Sarkin (Ward/Village Head) Samaru

Alhaji Dauda Abubakar (aged 44) is the ward/village head of Samaru. He has been the head since 2010, a university degree holder, and a Lecturer with Nigerian Institute of Leather and Science Technology (NILEST) Samaru, Zaria. Alh. D. Abubakar who also knows BATC and what they produced, said he knew them since when he was growing up. When enquired how long you know BATC, what they produce, their impact in Samaru, the benefit derived by the people, the challenges and possible solution to the challenges, his response was:

> No any positive impact seen, but the negative impact is that I am a smoker and consume more than one packet of their product in a day, health-wise, this is very dangerous. Samaru has never witnessed any CSR activity of BATC, but maybe in Muchia where the company is located. To some extent, Samaru has gained from BATC through employment of few people, and not in any other area. I can say BATC are 'fair', in terms of employment, even if it is on 'casual basis' we can score them 'fair' although the disadvantages are more than the advantages.

The nature of BATC's corporate social responsibility has more negative impact than the positive impact in the community which they operate considering the above response. This could further be buttressed as the youth leader of Chikaji development association believed that BATC has

impacted more negatively in the community which they operate both health-wise and environmental wise. This could be seen as against their policy document under 'Appendix H' which says that "BATC is committed to environmental protection project". This could partly be true because the researcher observed the negative effect of BATC's activities on the environment when one of the household members fetched water from the well in Muchia. Also, on health related issue, the heads of PHC in Muchia and Chikaji agreed to some cases in time past, which is not common now.

Theoretically, however, this is why the dependency theory believed that the operations of MNCs in their host country or community has more cost or disadvantage more than the benefit or advantage.

4.3.4 Interview Session with Sarkin (Ward/Village Head) Dogarawa

Alhaji Ahmed Husseini Tsoho (aged 43) is the ward/village head of Dogarawa. He has been the head since 2003, also a farmer and his level of education is secondary certificate. Alh. A.H. Tsoho also knows BATC very well right from childhood, and also knows what they produce. When enquired; how long do you know BATC, what they produced, their impact in Dogarawa, the benefit derived by the people, the challenges and possible solution to the challenges, his response was:

> They have not made any positive impact, only negative impact because whenever they are producing the smoke affects us, because we are close to Muchia. As for me they have never contribute anything in my community and they have also never been of any help to us, they only tried to provide job for our friends and brothers in other parts of Sabon Gari, like Sarkin Muchia was their former staff, I can say they are fair.

This has also confirmed the first assumption which says that "BATC has impacted positively on the people of its immediate environment if they benefitted from its activities". Sarkin Samaru, Sarkin Dogarawa, and the staff of the LG believed that BATC is 'fair' in terms of employment

for the people of its host environment, although the employment is on a casual basis. The community leader in Muchia argued that the employment of workers before the downsizing was not only done on casual basis, that there are managerial staffs that were from their community; it was after the downsizing that employment became seasonal, as such, only casual workers were needed, this was also verified to be true by chatting with one of managers who is the supply chain executive from Muchia.

4.3.5 Interview Session with Sarkin (Ward/Village Head) Muchia

Alhaji Umar Muhammed (aged 56) is the ward/village head of Muchia. He has been the head for since 2001, and his level of education is university degree and was a staff of BATC until 2014 when they stopped production and laid-off most of their staff. Alh. Muhammed who knows BATC, what they produce and was part of them before, said he knows them for over 40 years. When enquired about their impact in Muchia, the benefit derived by the people, the challenges and possible solution to the challenges, his response was:

> The only impact is in the aspect of provision of job, most of which are casual, for citizens. They have not engaged in CSR for a very long time (more than 8 years now). The only help they rendered is the provision of boreholes and casual employment given to citizens. I can say they are not completely bad, although their activities have affected our land, they are not totally bad.

This goes to say that although there are challenges faced by BATC in the development drive of their host communities looking at the third objective, it can be concluded that BATC has, to some extent created pollution halos in Sabon-Gari community where they operate. This could further be buttressed by the argument of Muchia community leader who said that BATC does not entirely pollute the environment as believed by many. That the company has a detoxification machine which boils the toxic water to make it detoxificated before releasing into the gutter. This argument however, could not be verified, as effort was made to reach the operating plant in order

to ascertain the reality on ground proves abortive. However, going by what the researcher observed; there is environmental toxic which has affected negatively the condition of well water since the well water cannot be used for any domestic work, which is the reason why the solar borehole was sunk in the community.

4.3.6 Interview Session with the Assistant Information Officer, Community Development Department Sabon Gari Local Government

Mallam Kasimu Lawal (aged 49) is a civil servant and the Assistant Information Officer in the Department of Community Development, Sabon Gari Local Government, and has been in the Local Government for more than 13 years and has obtained a university degree. He also knows BATC and what they produce for more than 20 years. When enquired by the researcher on what impact has BATC made in Sabon-Gari LG, the benefit derived by the people, the challenges and possible solution to the challenges, his response was:

> No any meaningful impact made. But their activities have produced negative impacts. The negative impacts are the air pollution whenever their production is on, and the spillage which can be seen in drainages far away from their plant. "Since I have been working in the LG for almost 13 years, I can't point out to any CSR activities they engage on, and the LG has never benefitted from them in any way. We can only say that they have tried because of the casual employment and the boreholes they constructed".

Considering the content contained under 'Appendix H' in the policy document where BATC made claim to their "achievement in poverty reduction and economic empowerment" in Zaria and other environs in Kaduna State, this has been debunked by the above response of an officer in the local government headquarters who believes that the company has not done enough to worth the claim.

4.3.7 Interview with an Unemployed Youth in Samaru

Katuka Micah (aged 31) who hails from Kaduna State said he grew up in Samaru. His level of education is university degree and unemployed at the moment of the interview. He knows BATC and what they produce, when asked for how long do you know BATC, their impact in Samaru, the benefit derived by the people, the challenges and possible solution to the challenges, his response was:

> I know BATC for more than 15 years. Not sure if they make any positive impact in Samaru, because I have not seen any. Maybe negative impact because a lot of people smoke their cigarette. For CSR, nothing to my knowledge. I am also not sure of any benefit in Samaru, because if there is any, we will definitely see. It happens that people don't know them that much maybe because they have not been able to make any meaningful impact, to me they have not live up to expectation as a MNC.

This can be the reason why most MNCs are accused of being a curse and not a blessing because they are not meeting up to their developmental obligations in the communities they operate, as such; the host community hardly acknowledges their effort. BATC foundation said in its policy document under 'Appendix H' that the foundation is committed to "empowerment through sustainable poverty alleviation, agricultural development, potable water, environmental protection", etc. This is however, not the case as majority of interviewees disagree with such claim. Although in sustainable potable water, majority believed that the community benefited in that regard, this has also been verified, although the location of borehole is only beneficial to the people around company knowing fully that the borehole is located in front of the company.

4.3.8 Interview with an Unemployed Youth in Chikaji

Zayyad Abubakar Musa Madaki (aged 25) is from Muchia, in Sabaon Gari Local Government of Kaduna State, is an unemployed youth and possesses secondary certificate as his highest educational qualification. He also knows BATC and what they produce for a very long time.

When enquired about what impact has BATC Made in Chikaji, the benefit derives by the people, the challenges and possible solution to the challenges, his response was;

> No positive impact, only negative impact, the smoke that is everywhere when they are doing production. Since I grew up, I never see them engaged in any CSR activities, the only benefits are the borehole and employment of casual workers. Personally I don't need them here, because I never benefitted from them in any way. The possible solution is for school to be sited here instead of them.

This also buttressed the view of most of the respondents in the FGD conducted in Muchia. Most of the respondents agreed that since there is no meaningful contribution by BATC to the community they operate, it is better for organizations like school, or food processing company to be located there. This is also contrary to what BATC's policy document, under "Appendix H", claimed that "our company is committed to the principles of sustainable development".

Onimode, (2004) is of the view that considering the adverse effects of spillages, pollution, gas flaring, lack of social amenities, lack of employment, granting of contracts to indigene of the communities and other related issues determined the peaceful operations and coexistence of the MNCs in their host communities.

4.3.9 Interview with an Unemployed Youth in Jema'a

Umar Yunusa (aged 35) has a university degree and unemployed, who also based in Jema'a. He also knows BATC and what they produce right from when he came to Zaria (since year 2005). When enquired about BATC and their activities of CSR in Jema'a, his response was;

> Since I came to Zaria, I've never heard of them doing anything in Jema'a, but maybe before I came, since they have been in existence for a very long time. I don't know of any CSR activities or the nature of their CSR activities most especially here in Jema'a. I have never benefitted personally, and have not seen anybody who benefitted from them. I think they have tried a little, since they are providing employment to others, most especially those at the host community. If they are still operating, they need to do more to the people of the LG, this will make the company to be loved by the people.

The interview conducted with the head of Primary Healthcare Centre (PHC) in Chikaji, in which we were made to understand that Nigerian Tobacco Company (NTC) provided assistance in form of beds, cupboards and other facilities to the clinic, but did not contribute anything to the health centre since when they assumed as BATC. Andabai, (2010) was not wrong when he observed that, every MNC focuses on profit making; they should also be ready to handle societal environmental problems like spillages, pollutions, degradation and essential needs/demands of their host communities. This is the only way they will be appreciated by the people.

4.3.10 Interview Session with the Staff of BATC

In contrast to the interviews conducted with other members of the LG that BATC has done nothing to bring about the development of the LG, an interview with the employee of the company emphasized that BATC Zaria has done a lot to bring about development most especially in the host community. He went further to identify some of these development roles stated in the BATN (Appendix "G") by providing scholarship to students and assistants rendered by BATC in other aspect. The researcher made effort to see if there are people who benefitted from these schemes, there were no records showing the beneficiaries of these schemes as claimed. That is why the people of the host community insist that whatever has been accrued to them from BATC is, but a crumb from the master's table.

Mallam Hashimu Shehu is a University Graduate and has been employed with BATC since year 2000, is from Muchia and is the 'Supply Chain Executive' of the company. Hashimu Shehu who is a permanent staff of BATC said the company is only processing tobacco leaves in their plant in Zaria as at the time of interview, only in Ibadan that the production of cigarette is taking place. When enquired by the researcher the activities of CSR in Sabon Gari LG, his response was;

> The company has made impact in terms of provision of job opportunities to both citizens of Muchia and other people in the LG through Sabon Gari Community Development. They sink bore holes for potable drinking water in the community, and also the health centre located close to the company in Muchia were also equipped with some facilities sometimes back. These are some of the impact the company has made. Yes I agree that there is negative impact which is the pollution emitting to the environment and the company is not really doing anything, because is the responsibility of Kaduna State Environmental Protection Agencies (KEPA) to protect the environment. The company has helped to equip citizens, most especially the one they did recently on Business Apprenticeship Training (BAT) in PZ Sabon Gari, they are the recent beneficiary by BATC. BATC has also helped the community through job provision, construction of bore holes for potable water and facilities provided to the health centre in Muchia. The activities of MNC most especially that of BATC, has been a blessing to the community. This is because when BATC was producing, many petty sellers from the community come around to sell their items to the staff during break and closing hours, ranging from food, snacks, soft drinks, etc. that alone is a blessing to the community.

The community leader of Muchia argued that anyone who says that BATC did not contribute to the development of the community is lying. He further argued that before the downsizing in which almost 89% of the workers were affected, the company was engaged in assisting the community in which the elites of the community were the ones benefitted the most. Like in the aspect of job provision, most of the elites will go as far as their villages to bring unemployed youth to be employed in the company, and in most cases their requests are met by BATC. He believed that politics is not about ethnicity or religion, but a fora to contribute to the development of any society or organization. He blamed the elites for lack of foresight in their politics which affected the community, which is why BATC has scaled down and is engaged only in leaf processing and not production of cigarette. This argument could partly be correct in the sense that some of the interviewed respondents agreed that BATC cannot be blamed wholly to some of the problems of the community, and believed that the elites are to also take a part of the blame.

4.3.11 Focus Group Discussions (FGDs)

The focus group discussion that took place had in attendance 8 people in Chikaji, 6 people in Dogarawa, 6 people in Jema'a, 7 people in Muchia, and 5 people in Samaru. These groups of people are from different background and orientation (students, unemployed, traders etc.), and these category of people said they know BATC and what it engaged in doing, also said they know the company for a long time. The researcher enquired about the CSR activities of BATC in the LG, Most of them responded that;

> The only positive impact is the provision of boreholes and casual employment for few of our brothers and friend, no any other meaningful development. On the aspect of negative impact, there are lots of negative impacts and the company is not doing anything about it. To the best of our knowledge 'no' any CSR rendered in the LG, only outside the LG where farmers are encouraged to grow tobacco leaves; in Maigana, Zaria LGA. As such, we don't need them in this community, rather, we prefer organizations like schools, even if not for us but our younger ones will benefit from it or food processing company like INDOMIE NODDLES which believe will not have effects like the BATC.

Majority of the respondents under the FGDs had in these three areas believe that "the nature of BATC's CSR has not added anything to the development of the communities, that the benefits are very minimal in area of CSR". Of course the major challenge they face is that "BATC does not understand the fundamental needs of the people of the community". This can be done by way of adopting a 'participatory research appraisal' in their developmental drive; this will ensure proper investigation into the relevant needs of the community. Another reason could be that; since CSR is voluntary and not compulsory, BATC did not feel obligated to engage in it.

However, looking at BATC's policy documents under the appendixes where they talked about their projects, strategy, partnership, advocacy etc. as a way of contributing to CSR of the host community they operate, it can be concluded that BATC has not fulfill its promises.

4.3.12 Interview Session with Heads of Primary Healthcare Centre (PHC)

In the course of this research, two PHC were visited, one in Badugu area of Muchia, while the other in Chikaji community. Interview was conducted with the heads of these clinics to ascertain how tobacco smoking and other related smoke had affected negatively the lives of people around the community which is caused as a result of smoking or through the activities of BATC. The clinics however, agreed to cases of smoking related diseases in the time past (like 10 – 15 years ago), which was a common thing in the community clinics and a serious thing of concern. Some of this likely smoking related diseases, as understood by these PHC heads are; Lung Cancer, Emphysema, Pneumonia, Stroke etc. These heads of PHC agreed that once in a while they have to battle with such cases of these likely diseases which is actually not common again like last 15 years ago. In a case of a serious and chronic one, they refer the patient to ABU Teaching Hospital Zaria.

The head of PHC in Badugu, Muchia believed that why the diseases are not common now is because of so much awareness campaign created against tobacco smoking and the danger involved by the Nigerian Federal Ministry of Health.

In addition to what the head of PHC in Muchia said, the head of PHC in Chikaji added that people are becoming more religious conscious, knowing fully that the two religions (that is Islam and Christianity) are against the smoking habit.

Furthermore, these diseases, according to the respondents, are not necessarily or likely caused by the activities of BATC, this is because many people with such diseases may not be smoking and many other people who are smoking for many years don't even have or contact the diseases.

4.3.13 Interview Session with an Environmental Expert

Environmental issues, Health and Safety are the priorities for any responsible company, and BATC is not excluded (Appendix J). Due to this above reason however, an environmental expert was interviewed in order to ascertain how far BATC has gone in improving the Muchia/Chikaji environment where they operate.

An environmental expert, C.A Okuofu, a Professor of water resources and environmental engineering, from the Department of Water Resources and Environmental Engineering, Faculty of Environmental Design, in ABU was interviewed; he believed that there are two major hazards in Muchia industrial area; and these hazards are Health and Environmental Hazards. Under the Environmental Hazard, which is his area of concern, there are two issues to environmental menace. 1). The environmental in-house problem, and 2). The external environmental problem.

The in-house environmental problem is a case of were human beings are engaged in an operation or production of a product in a Menthol Room which is volatile and can easily be infected with a skin diseases. In many cases, according to Okuofu, Nigerians who find themselves in this Menthol Room like the one in BATC Zaria do not wear protective devices even when the protective devices are made available to them. They give reasons like; the protective devices being cumbersome to wear, there is no problem, nothing will happen etc. and as such, exposing themselves to so many long term diseases and dangers. According to Okuofu, although they make available these protective device, but that these protective devices are sub-standard without complete protection and don't last.

The external environmental problem, according to Okuofu, is the case of an environment where companies like BATC operate, contaminates the environment with solid waste and fumes which

contains particles in the air through chimney, and when rain falls, it washes the waste away contaminating well water around the environment.

Muchia/Chikaji industrial estate is one community battling with the external environmental problem due to the operation of BATC. According to Okuofu, Muchia/Chikaji community is originally an industrial area whereby companies like John Holt, Mobil Gas Plant etc. are located there, as such, residences are expected to be built 500 metres away from the area. He (Okuofu) also said that Muchia residence met NTC (now BATC), because the area is originally an industrial estate with many companies located around the area. He blamed the government for allowing the proximity of residential houses to the industries that is why the people were negatively affected environmentally and health wise by the operation of BATC and the company being the only largest industry in Muchia now is doing nothing to help the people.

4.3.14 Interview Session with Health Personnel

Health personnel, from the Department of Community Medicine, an anonymous, with a PhD in Community Medicine, ABU-Zaria was interviewed. The interviewee argued that although there are cases of smoke health related diseases in Muchia like any other place in Sabon Gari local government; he cannot relate the cause to BATC. He believed that many have disease of cancer as a result of smoking in the LG which BATC is a producer of such Cigarettes because Smoking poses real risks of serious diseases, but not as a result of living in Muchia area. The interviewee who carried a research on health hazard in the LG argued that BATC has not really done enough to help the Health Care Centres in the LG and even in Muchia area where the industry is located. He argued that after visiting these Health Centres during the process of the research, although the government is not doing enough, that BATC has a role also to play, considering their activities most especially in Muchia area.

4.4 BATC and its Host Community; an Appraisal

The developmental change rendered or carried out by MNC to their host communities through CSR has continued to call for criticisms as it fails to conform in any way with the level of profit the company makes in terms of its business operations. It is widely argued that this CSR effort of MNCs is seen to be very low to bring about any significant development in their host community, which has consistently been hampered by crisis of trust by members of most of the communities within which the company's product is considered as high risk to human health.

The company was faced with accusations and controversial lawsuits related to its product consumption. In one of the dailies (The Nation) of 14th July 2014, there was an increasing aggressive propaganda against the tobacco industries (BATC) by certain non-governmental organizations lobbying stakeholders within the country to exclude the company from making inputs into the development and implementation of policies which will affect the industry, and to stop the industry from engaging on pertinent issues that are likely to affect the legal entities operating within the country.

In October 2008, it was reported on Channels TV News that the Federal Government of Nigeria through its Ministry of Health sued BATC to court for smoking related diseases. Moving beyond the Nigerian shore, BATC (New Zealand) faced a law suit from a dying smoker in that country on the grounds of negligence.

In another development, the Business Prospect of 17th July, 2007, issue no. 111, carried a report titled "British American Tobacco faces Accusation of Targeting the Young". As stated in the report, BATC and other tobacco companies were sued by some states in Nigeria over allegations that they target young and underage smokers in Nigeria to increase their smoking rates, particularly the Kano State House of Representatives claimed that BATC sponsored concerts and

sporting events, and in some cases gave away free cigarettes to entice minors to start smoking. These states claimed some damages almost to the tune of 40 billion naira to treat those involved. That is why a "National Tobacco Control Bill" was passed for public hearing by the House of Representatives committee on health (sited in Daily Trust of 24th July 2014) which says; "the tobacco industry continues to demonstrate beyond conviction that it is not to be trusted when issues of public health are on the table". However, the company (BATC) discarded all the allegations as unfounded.

According to the Nigeria Export Promotion Council (NEPC), in spite of its purported effort in investments in capital assets and infrastructure development between 2006 and 2013, the tobacco industry (BATC) in Nigeria only employs a total of 1,237 employees as against 1,108 employees in 2006. The question that begs for an answer is: how adding a mere 129 jobs in six years justifies the number of lives that have been lost to tobacco-related death and disease within the same period? The implication is that knowing fully the dangers their products and activities cause to the environment which they operate, they should not hesitate or relent in their effort to bring about the development of their host community.

In Muchia and Chikaji area of Sabon Gari LG is where the impact of the activities of BATC felt the most. Although, many have argued that the activities of BATC did not bring any meaningful development to the community, some still believe that BATC has contributed a lot to the communities. However, some argued that when it was known as NTC was when the communities benefitted. This could further be buttressed by the interview conducted with the heads of PHC in Madugu area of Muchia and Gidado Road Chikaji (Interview, 4th May, 2016), who said that beds, cupboards, chairs, tables and other facilities were last provided to the clinic when the company was known as NTC, that they have not received anything under the name

'BATC'. Although, BATC is not to blame for low level of development of their host community because the government has a major role to play in the development of its nation or society, and CSR is not a legal requirement for MNCs, BATC has a share or a role to play because their activities could be destructive to the environment which they operate. BATC provided jobs for the community in order to reduce poverty, unemployment and to assist the community. However, many argue that the job is mainly casual in nature, and that the managerial positions go to outside indigenes. It was observed that why the indigenes mostly occupy the casual or other low positions is because their level of education is secondary level. It is true that majority of workers are employed on a casual basis, which was also agreed by the staff of BATC, (especially now that the company is only engaged in tobacco leaf processing), there are managerial positions which according to BATC staff is at 40%.

The impact of BATC's activities is seen on the environment as well as health. During the interview and interaction with some households and members of the community it was discovered that the borehole was constructed as a result of the environmental damage which affected and contaminated their wells by rendering them useless. The borehole is an alternative means of water supply to the damaged wells and environment of the community. As a witness to this, one of the members of the household fetched water from the well and showed it as evidence of the damage done to the environment.

On the aspect of health and safety, many respondents argued that the activities of BATC had caused a lot of health hazard, most especially during production and processing of tobacco leaf. During the FGD in Muchia one of the respondents told of his experience, where one of his brothers had his lungs affected due to the activities of BATC, and that his brother never smokes. When he got to the hospital the doctor advised him to stop smoking and he told them he never

did, but because of the activities of BATC that puts him in that condition. Although BATC has acted responsibly on the aspect of workers health and safety, the company has been criticized on its role in the environment and safety of its members, looking at the policy document under "Appendix J" which they promised to take care of the issues of environment, health and safety.

4.5 Research Finding and Verification of Assumptions

Having developed three assumptions to guide the progress of this research, this section reflects on the validity or otherwise of these assumptions against the findings made. From the data presented and analysed above, the following findings are made:

i. On the Impact of BATC's

BATC as a Multinational Corporation operating in Sabon-Gari Local Government Area has not made any meaningful impact to ensure economic growth and development in the area under study. This is because majority of the respondents believed that the negative impact of BATC in Sabon Gari, most especially the communities close to them, is overwhelming and outweighs the positive impact. Theoretically, looking at the postulation of the dependency theory; Turner and Brownhill, (2004) believed that the operation of MNCs in Nigeria today has been described as a curse rather than a blessing. That is why the dependency theorists conclude that "the social cost of the operations of MNCs outweighs the social benefit. Since the negative impact of BATC in its immediate environment has overwhelmingly outweighed the positive impact; it means that the first assumption did not stand or cannot be verified.

ii. **On BATC and Development of its Host Community**

Majority of the respondents indicate that BATC performed inadequately, considering the fact that its activities have caused more harm than good to the Local Government and the environment which it operates. Theoretically, however, this is why the dependency theorists and the environmentalists are generally pessimistic about the contributions of MNCs to the protection of the natural environment, particularly in the host developing countries, and they are often being accused of destructive activities, such as damaging the environment, complicity in human rights abuses etc. This means that MNCs and BATC in particular has not contributed to any meaningful development programme in the host community. However, this verifies the second assumption.

iii. **On the Contribution of BATC to CSR**

Some of the respondents believed that the Local Government has benefitted from BATC in terms of employment, most especially the community at which the company is sited (Muchia/Chikaji). Although, the employment is on casual bases, up to 40% of the respondents believed that BATC is fair in this regard. On the aspect of CSR like provision of scholarship, citizens' empowerment, provision of basic social amenities etc., BATC has done almost nothing in that regard. From the data gathered, it has shown that most of the projects embarked-on by BATC do not contribute to the CSR of Sabon-Gari. Rather, it is just an impression that they have the interests of the community at heart and nothing more. As such, this can be argued that the LG, most especially the host community, is undeveloped or underdeveloped because it lacks adequate facilities that will bring about its development. In this regard, Hassan, (2013) observed that "despite the efforts of the international organizations or the economic activities of MNCs, developing countries have remained poor and the progress in development is marginal". This is because these MNCs on their own part failed to tackle the relevant and fundamental needs of their host communities. This

means BATC did not contribute to development of its host community. The third assumption is not verified.

iv. **On the General Findings and Assessment of BATC's Performance**

The research confirmed that the people as well as the LG are generally not satisfied with the performance of BATC in the provision of basic social amenities in the community going by its policy document. Also, both government and the companies in the host community do not work with the consent and interest of the people of the community. Like in the case of BATC Zaria, there was a disconnection between government, the company and the people. This is because the people expect BATC, BATC is pointing accusing finger on the government because the company is paying its ground rent, while the government is blaming the company for not doing what it ought to do, it was discovered from the interview conducted with these groups of people. These issues informed the people to feel that they have been neglected which resulted to disturbance many times in order to fight for their rights.

The research also indicated that BATC has impacted more negatively than positively both in lives of the people and its host environment because of its activities. This is evident even from the interview and focus group discussion conducted where majority of the respondents believed that BATC did not contribute to the development of the community as the community still lacks basic social amenities.

Through the instrumentality of In-depth Interview, Focus Group Discussion, observation and Examination of official documents, the study however, shows that overwhelming majority of respondents indicated that BATC has performed below expectation and below average. They also believe that the company poses a serious danger to, most especially, the host community during the period of their operations. This range of dangers or hazards posed by BATC are

environmental, as well as health-wise; from waste disposal, to noise from the company's machines, consumption of the company's product etc. this can be said that despite effort by BATC to contribute to the CSR in Sabon-Gari LGA, this is not the case. We conclude that BATC is rather causing or posing more harm than good to the host community which is inhibiting development and they are doing next to nothing about this menace.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study set out to examine the role played by MNCs in CSR, looking at BATC in Sabon-Gari LG Zaria. In-depth Interview and Focus Group Discussion were conducted, data was obtained, analysed and findings made.

In summary, MNCs activities are sometimes beneficial for host country economic development, and at other times they are detrimental to such development. They (MNCs) are often accused of destructive activities such as damaging the environment, complicity in human rights abuses, involvement in corruption etc. whether these accusations are fair or not, many MNCs are now attempting to manage these complex set of issues in the host countries by implementing CSR strategies, because such issues may risk the success of their operations. MNCs have been projected by western economists as the lasting solution to the problem of development in LDCs. However, this informed us to assess the role of BATC Zaria in CSR from 2000-2014.

BATC as a MNC developed from trading in 1912 under the NTC, when the BATC established a sales depot responsible for the sales of British Cigarette in Nigeria. In 1032, the company began operation in Nigeria; in 1954 a Cigarette producing factory was built in Zaria and started manufacturing in 1959.

Historical study of Sabon Gari being the study area and a LG was also considered. It was clear that Sabon Gari LG was removed and carved out from Soba LG in August, 1991 under the then military regime of Gen. IBB. The LG host a number of institutions of higher learning, among

them is the famous A.B.U., which makes the LG top most in terms of higher institution among the 23 LG in Kaduna State.

The research confirmed that despite effort by BATC to contribute positively in the area of CSR, the people are not satisfied. They felt neglected that they have not been carried along, because they are not getting what is due for them either from the side of the company or government. As such, many of them conclude that "instead of BATC as a MNC to be sited there, we prefer organizations like schools or food processing company (like INDOMIE NODDLES) to be sited. This is because even if they are not developing our community, we or our children will benefit from them".

5.2 Conclusion

To what extent should MNCs contribute to improving social conditions in the economies in which they operate? Many multinational corporations operate in countries characterized by extreme poverty and inequality, inadequate or dysfunctional institutions, and undemocratic political systems. At the same time, MNCs are in a powerful position to promote change in developing countries, individually and/or collectively. The implication for corporations like BATC is that, if a corporation cannot operate without contributing to CSR, most especially provision of basic social amenities in the host community, it should stay out.

This study has empirically investigated the benefit and cost of the operation of MNC in Nigeria with special focus on CSR of BATC in Sabon-Gari LGA. Despite effort by BATC to contribute to the economic growth of Sabon-Gari LGA; poverty, underdevelopment and unemployment feature prominently in the area under study. They (BATC) did not address the fundamental and relevant needs of their host community.

Both government and the company did not work closely to the interest of the people. Due to this disconnection, the people were left with no choice than to feel neglected, as such; the overwhelming majority does not have trust and confidence on BATC and their activities.

In the light of the foregoing, the study however, can conclude that even though the data generated and analysed has indicated that BATC has not performed their duty and responsibility as a MNC in the host community between the year 2000-2014 when they stopped production and downsized, the company was able to contribute to the host community by providing jobs to the citizens.

Taken this study by its own merit, it would not be difficult to draw a specific conclusion that even though our study does reveal that there are benefits as well as costs. The benefits are minimal compare to the costs.

5.3 Recommendations

In light of the research findings from the data obtained in the course of the study, the following recommendations are hereby proffered:

i. Government should find a way to compel firms to do more for the society in which they operate, it will help reduce conflict and give the firm a better image.
ii. Government should develop policies and mechanism to scrutinize the activities of MNCs to ensure strict compliance with such policies.
iii. In every area where MNC is located, a policy should be put in place, either by Federal, State, or LG or the community at which they operate, whereby a specific number of graduate from that host community be employed provided they meet the basic requirement.

iv. Government should strive to make the country a lot more politically stable than it is. Incessant strike and civil unrest does not augur well for the unstable economy of the country. Severe fuel scarcity and electric outage make it impossible for firms to operate

v. There is the need for government to develop a policy to compensate for such hazards like that of Muchia in several other host communities where these MNCs operate.

REFERENCES

Abdul-Gafaru, A. (2006). *Are Multinational Corporations Compatible with Sustainable Development? The Experience of Developing Countries.* Georgia Tech Center for International Business Education and Research. http://www.ciber.gatech.edu

Ahiakpor, J. (2011). MNCs in the Third World: Predators or Allies in Economic Development. *International Journal of Economics.*

Aja, E. (2009). The evil consequences of trans-national corporations. *International Journal of Politics, Vol. 4(4) 45-50.*

Ake, C. (2001). *Democracy and Development in Africa.* Ibadan; Spectrum Books Ltd.

Akinola, S.R. (2007). *Alternative Planning Models for Development in Africa.* Commissioned Paper by the Development Bank of SA (DBSA), Johannesburg, SA

Alabi, O.F. & Ntukekpo, S.S. (2012). Oil Companies and Corporate Social Responsibility in Nigeria: An Empirical Assessment of Chevron's Community Development Project in the Niger-Delta. *British Journal of Arts and Social Sciences, Vol. 4, No. 2.*

Al-Bashir, J. (2011). *A History of Sabon-Gari, 1903-1960,* An Undergraduate Project, Department of History, ABU Zaria (Unpublished).

Albert, O. H. (2007). *The Strategy of Economic Development Studies in Economics*. Chapter One.

Amodu, L.O. (2008). *Multinational Corporations and Sustainable Environmental Development*: *An Assessment of the Niger Delta and Texas: International Conference on the Nigeria State, Oil Industries and the Niger-Delta.* Port Harcourt; Harey Pub. Co.

Andabai, P. W. (2010). The Role of Corporate Social Responsibility in an organization: A Survey of some selected banks in Bayelsa State. *International Journal of Social and Policy issues, 7(1&2), 143-149.*

Angalia, D. (2010). *Goals of a Multinational Corporations and the Role of a Financial Manager.* Kampala; M/s Madiinah & Co. Advovate

Ango, N. A. (2012). Business Ethics and Practice in Multinational companies: Evidence from Nigeria. *European Journal of Humanities and Social Sciences,14 (1), 650 – 665.*

Anikpo, M. (2006). *Hegemonic Legacies: Issues in the Sociology of Nigeria's underdevelopment*. University of Port Harcourt Inaugural Lectures Series No. 16 Constitution of the Federal Republic of Nigeria (1999).

Asogwa, B. (2009). The Evils Consequences of Trans-national corporations. International *International Journal of Political Science and International Relations, 2(3) 34-40.*

Audu, J. (2009). Politics of Development and Underdevelopment. *Pols 311Lecture Series, Zaria: Department of Political Science and International Studies, ABU.*

Balaam, D.N. Veseth, M. (2004) *Introduction to international political economy,* Upper Saddle River, N.J : Pearson/Prentice Hall.

Barlz, A. (1976). *Basic statistical Concepts in Education and the Behavioural Sciences*. Minneapolis: Burgess Quoted in Mertler A. Craig and C.M Charles (2008) Introduction to Educational Research. New York: Pearson Education Inc. Sixth Edition.

Baron, D .P. (2001). Private Politics, Corporate Social Responsibility and Integrated Strategy. *Journal of Economics and Management Strategy 10 (1).*

BATC, 2014. Yearly Reports of BATC's Activities in Nigeria. Yaliam Press

Bateman, T.S. & Snell, S.A. (1999). *Management: Building Competitive Advantage (4th ed.),* Boston: Irwin McGraw-Hill.

BATN, (2014). Summary Report to our Stakeholders – 2010-2011.

Best, J. & Kahn, J. (2006). *Research in Education*. Boston: Allyn and Bacon. 10th Edition LOCCIT.

British American Tobacco Nigeria (BATN), (2012). BATN on Corporate Social Responsibility. www.batnigeria.com/group/sites.

Benjamin, O. (2008). *Petrodollar the Nigerian State and the Crisis of Development in the Niger Delta Region: Trends, Challenges and the Way Forward: International Conference on the Nigeria State, Oil Industries and the Niger-Delta*. Port Harcourt; Harey Pub. Co.

Bennett, J. (2002). Multinational Corporations, Social Responsibility and Conflict. *Journal of International Affairs,Vol.55, No.2.*

Bhattacherjee, A. (2012). *Social Science Research; Principles, Methods, and Practices.* (2nd ed.) Florida; Open Access Textbooks.

Biereenu-Nnabugwu, M. (2006). *Methodology of Political Inquiry: Issues and Techniques of Research Methods in Political Science,* Enugu Nigeria: Quintagon Publishers.

Boris, P. (1982): *ABC Political Terms: A Short Guide.* Moscow; Novasti Press Agency Publishing.

Borofice, R.A. (2008). *The Role of Space Technology in Conflict Management: International Conference on the Nigeria State, Oil Industries and the Niger-Delta*. Port Harcourt; Harey Pub. Co.

Bryant, C. & White, L. (1982) *Managing Development in the Third World*. Westview; Boulier Co.

Bulus, H. & Ango, N.A. (2012). Multinational Companies and Corporate Social Responsibility Performance in Lagos State, Nigeria: A Quantitative Analysis. *European Journal of Globalization and Development Research. Vol. 5, No.1*

Cardoso, F.H. (1977). "The Consumption of Dependency Theory," *Latin American Research Review, vol. XII, no 3.*

Calvano, L. (2008). Multinational corporations and local communities: a critical analysis of conflict. *Journal of Business Ethics, vol. 82, 729-805.*

Carlo, A. & Laura, R. (2001). Multinational Corporations as Catalyst for Industrial Development: the Case of Poland. *Working Paper No. 368.*

Caves, R. E. (1996). *Multinational Enterprise and Economic Analysis.* Cambridge: Cambridge University Press.

Caves, R. E. (1982). *Multinational Enterprise and Economic Analysis*. Cambridge: Cambridge University Press.

Charles, W.K. & Eugene, R.W. (2004). *World Politics*: Trend and Transformation. (9th ed.) CA. Thomas Wadsworth.

Chinedu, U. (2008). *Oil, Poverty and Insecurity in Nigeria: the Case of the Niger Delta: International Conference on the Nigeria State, Oil Industries and the Niger-Delta*. Port Harcourt; Harey Pub. Co.

Choucri, N. (1991). The Global Environnment & MNCs. *Issues of Technology Review; Japan*

Chukwuemeka, E. et al (2011). African Underdevelopment and the Multinationals - A Political commentary. *Journal of Sustainable Development; Vol. 4, No. 4; August, 2011*.

Chulai, Z. (1991). MNCs & Technology Transfres in Developing Countries: Evidence from China. *School International Trade & Economics, Beijing.*

Cole, P.D. (2006). *Politics of Oil in the Niger-Delta.* London: McMillan

Crusher, S. (2010). The Primary Goal of Multinational Corporations. Retrieved from: http://www.ehow.com/info_8484825_primary-goal-multinational-corporation.html. July, 2014.

Daily Trust Newspaper Thursday 24th July, 2014; pp.56

Dalhatu, U. (2001). Mallam Jafaru dan Isiaka the Great Emir of Zazzau. Zaria; ABU Press

Dandaura, E.S. (1999). *Theatre and Sustainable Development in Nigeria: An Evaluation of the Dobi and Giri Community.* The Performer

Dhiliwayo, A. V. (1986). A History of Sabon Gari Zaria 1911-1950: A Study of Colonial Administration. Ph.D. Dissertation Submitted to the Department of History, Ahmadu Bello University, Zaria (Unpublished).

DiConti, A. (1992). Multinational Enterprises and their Activities in Less Develop Nations. *International Political Development Journal.*

Dicken, P. (2004). *Geographers and Globalization; Another Missed Boat?* Manchester. Manchester University Press (M13 9PL).

Dine, J. (2005). *Companies, International Trade and Human Rights*. UK; Cambridge University Press.

Dos Santos, T. (1970) The Structure of Dependence, A*merican Economic Review*, vol. 60, issue 2, pages 231-36

Doucouliagos, H. & Paldam, M. (2009). Conditional Aid Effectiveness: a meta-analysis. *Journal of International Development, vol. 21, no. 7, p.1582-1601*

Dudley, S. (1970).*The Meaning of Development, Agricultural Development Council*. NY.

Dunning, J.H. (2008).*Multinational Enterprises and the Global Economy*, UK, Edward Elgar Publishing Limited.

Dunning, J. H. (1979). Explaining changing patterns of international production : a search for the eclectic theory. *Oxford Bulletin of Economics and Statistics*, 161:269-295.

Dunning, J.H. & Narula, R. (2004). *Multinational and Industrial Competitiveness: A New Agenda.* Cheltenham; Edward Elgar.

Efemini, A.O. (2002). A Critical Reflection on Development Rights in the Niger Delta. In Wokocha, R. A. (Eds.), *Challenges of the Niger Delta*, Schalesworths. Port Harcourt: Centre for Democracy and Development.

Ejumudo, K. et al. (2011). Environmental Issues and CSR in Nigerian Niger-Delta Region: the Need for a Pragmatic Approach. *Journal of Social Science and Public Policy, Vol. 4.*

Elemi, G. E. (2003): *Multinational Corporations and the Economic Development of Nigeria*: A Study of United Africa Company of Nigeria (UACN). A Project submitted to Department of Political Science ABU- Zaria.

Eric, R. & Michael, H. (2011). *Multinational Corporations and Local Firms in Emerging Economies: An Introduction.* (ed.). Forthcoming; Amsterdam University Press.

Ero, A. (2008). Oil Companies Don't Care about the Government; in 50 years of Oil in Nigeria. *TELL, 18th February, 2008.* Pp 62-5.

Eze, B. (2011).The Role of Ethnic Politics in African Democratization. *African Development Review 1(2) 12-19.*

Fagerlind, I. & Saha, L. (1989). *Education and National Development: A Comparative Perspective* (2nd ed.), Australia; Pergamon Press Ltd.

Federal Republic of Nigeria (2004). *National Policy on Education;* (4th ed.) Lagos; NERDC

Fletcha, R. (1976). *Evolution and Developmental Sociology;* in John Rex (ed.), Approaches to Sociology. London; Routledge.

Frances, W. (2008). Philosophy and Ethics. *Journal of Philosophy and Law, 20(3), 342-353*.

Frynas, E. (2001). MNCs & Local Firms in Emerging Economies. *The European Association of Development Research & Training Institutes (EADI)*

Gagnon, G. et al. (2003). Deconstructing Engagement - Corporate Self-Regulation in Conflict Zones - Implications for Human Rights and Canadian Public Policy. *Project Paper, Social Sciences and Humanities Research Council and the Law Commission of Canada.*

Garriga, E. & Mele, D. (2004). Practice and Management of Ethics in Modern Business. *Journal of Business Ethics*, 53(2), 51-57.

Gilpin, R. (1975). *United States Power and Multinational Corporation: The Political Economy of Foreign Direct Investment.* New York: Basic Books.

Goerzen, A. & Makino, S. (2007). "Multinational corporation internationalization in the service sector: a study of Japanese trading companies". *Journal of International Business Studies (2007) 38, 1149–1169*

Goldstein, J.S. & Pevehouse, J.C. (2010). *International Relations.* (9th ed.). New York; Longman.

Gorg, H. & Greenaway, D. (2003). *Do Domestic Firms Really Benefit from FDI?* London; Nottingham University Press.

Griffiths, M. (2005). *Encyclopedia of international Relation and Global Politics*. New York, Routledge

Hassan, U. I. (2009). Corporate Code of Ethics: Purpose, Process and Content Issues. *Business and Society, 34(3), 431-449.*

Hassan, O. M. (2013). *The Inevitability of MNCs Towards Achieving Sustainable Development in Developing Economies.* Dept. of Business Admin. Kogi State University.

Heidenreich, W. (2012). *Dependency Theory: an Introduction.* (ed). London: Routledge.

Hennart, J.F. (2008). The Future of Multinational Enterprise. *Netherland Academy of Management Annual Meetings.*

Hennart, J. F. (1982). *A Theory of Multinational Enterprise*. Ann Arbor (Michigan): Michigan University Press.

Human Rights Watch, (1999). *The price of Oil: Corporate Responsibility and Human.* Rights Violations in Nigeria's Oil-producing Communities. New York, HRW,

Huntinton, S.P. (1973). Political Order in Changing Society. London; Yale University Press.

Hymer, S. (1979). *The Multinational Corporation: A Radical Approach*. Cambridge: Cambridge University Press.

Ibaba, S. I. (2005). *Understanding the Niger-Delta Crisis*. Port Harcourt; Amethyst and Colleagues Publishers.

Ibaba, S. I. (2008). *Promoting Peace in the Niger Delta: Some Critical Issues:International Conference on the Nigeria State, Oil Industries and the Niger-Delta*. Port Harcourt; Harey Pub. Co.

Ikelegbe, A. (2008). *Interrogating a Crisis of Corporate Governance and the Interface with Conflict: the Case of Multinational Oil Companies and the Conflicts in the Niger Delta: International Conference on the Nigeria State, Oil Industries and the Niger-Delta*. Port Harcourt; Harey Pub. Co.

Ikuli, W. O. (2006). *Youth Digest: Practical Solutions to Youth Restiveness and Social Vices in the Niger Delta.* Port Harcourt: Orus Press Limited.

International Labour Organization, (2010). *International institute for labour studies.* Available from: http//www.ilo.org/inst (accessed 06 Jan 2012)

Iruonagbe, T. C. (2008). *The Niger Delta Crisis: Challenges and Prospects for Peace and Stability: InternationalConferenceontheNigeriaState*, Oil Industries and the Niger-Delta. Port Harcourt; Harey Pub. Co.

Ismaeel, M. Y. (2007). Business Ethics and Social Responsibility in Transnational Economy. *Journal of Development, 17(1), 15-28.*

Iyola, M. (2005). *The Environmental Effects of Oil Industry Activities.* Warri; Joyco Press.

Izah, P.P. Empirical Research Methods in Political Science. *Pols 303 & 306 Lecture Series, Zaria, ABU. Unpublished.*

Jagers, N. (2002). *Corporate Human Rights Obligations*: In Search of Accountability. (Intersentia, 2002).

Jain, S. & Yain, P. (1981): The Role of Multinational Corporations in Developing Countries: Policy Makers Views. *Management International Review; Vol. 21, No. 2.* Pringer Publication.

James, P. (2000). *Business, Eco-Efficiency and Sustainable Development*, (University of Bradford).

Jhinga, M.L. (2005). *The Economics of Development Planning.* New Delhi; Vrinda Pub.

Jike, V. (2004). *Environmental Degradation and the Dilemma of Sustainable Development in the Niger-Delta.* J. Black Stud.

Jude, C. (2008). *Stagnating Human Resource Development in a Changing Delta: International Conference on the Nigeria State, Oil Industries and the Niger-Delta*. Port Harcourt; Harey Pub. Co.

Kamminga, M.T. (1999). *Holding Multinational Corporations Accountable for Human Rights Abuses: A Challenge for the EC*; in Alston, P. (ed). The EU and Human Right (1999, Oxford University Press).

Ka'oje, U. (2009). *Politics of Development and Underdevelopment*. Lecture Note.

Karnani A. (2011). Doing Well by Doing Good: The Grand Illusion. *California Management Review, 53(2): 69-83.*

Kim, W. C. (2000). The Changing Nature of Multinational Business. *Strategic Management Journal, 18(3), 145-152.*

Kirkpatrick, C. & Nixson, F. (1981). Transnational Corporations and Economic Development. *The Journal of Modern African Studies; Vol. 19, No. 3. p 367-399.*

Kogut, B. & Zander, U. (2003). A Memoir and Reflection: Knowledge and an Evolutionary Theory of the Multinational Firm 10 years later. *Journal of International Business Studies, pp.505-515*

Kosemani, J.M. (1995). *Comparative Education; Emergent National Systems.* Port Harcourt; Abe Publishers.

Lodge G. & Wilson C. (2006). Multinational Corporations and Global Poverty Reduction. *Challenge; Vol. 49, No. 3.* M.E. Sharpe, Inc.

Maternal, Newborn and Child Health Week Plan (2013). Sabon-Gari Local Government Area of Kaduna State

Mertler, C. A & Charles, C.M. (2008). *Introduction to Educational Research*. New York:Pearson education Inc.

Meyer, W.H. (2003). *Activism and Research on TNCs and Human Rights: Building a New International Normative Regime;* in Pegg, S., Frynas, J.G.: *Transnational corporations and human rights.* New York, Plagrave MacMillan.

Morgan, D.W. and Kreiche, R.V. (1970). *Determining Sample Size for Research Activities*. In Educational and Psychological Measurement, Texas: A. & M. University Press.

Moran, H.T (1978). Multinational Corporations and Dependency: A Dialogue for Dependentistas and Non-dependentistas. *Journal of International Organization; Vol. 23, No. 1. Dependence and Dependency in the Global System.* University of Wisconsin Press.

Moran, H.T. (1999). *Foreign Direct Investment and Development: The New Policy Agenda for Developing Countries and Economies in Transition*. Washington D.C.: Institute for International Economics.

Moran, H.T. (1974). *Multinational corporations and the politics of dependence: Copper in Chile.* Princeton, N.J., Princeton University Press.

Morimoto, S. (2005). Multinational Corporations and their Activities. *Asian Journal of Development*

Nachimias C. & Nachimias D. (1992). *Research Method in Social Science.* Bristol, J.W. Arrow Smith Ltd.

National Bureau for Statistics (2007). Federal Republic of Nigeria and 2006 Population Census.

National Bureau for Statistics (2009). Federal Republic of Nigeria.

National Bureau for Statistics (2010). Federal Republic of Nigeria.

Neuman, L. W. (2006). *Social Research Methods: Qualitative and Quantitative Approaches*, New York: Pearson Education Inc.

Newfarmer, C. (2001). *Theories and Practices of Development*. London, New York, Routledge.

Ngu, S.M. (2005). *Research Methodology. Department of Public Admin*. ABU-Zaria.

Ngu, S.M. (2006). *Policy Analysis & Policy Issues*, Kaduna

Nkong, C. N. (2002). *Multinational Corporations and Corporate Responsilities to Host Communities: A Case of Shell Petroleum Development Company Rivers State Nigeria.* A thesis Submitted to Political Science Department, ABU.

Nkruma, K. (1965). *Neo-Colonialism, the Last Stage of Imperialism.* London. Thomson Nelson & Sons Ltd.

Nwankwo, A. (2011). After oil what next? *Journal of Africa in a new world order 3 (2) 20-30*

Nwanna, N. O. (2008). *Niger Delta Crisis Yesterday and Today.*Owerri: Springfield publishers Ltd.

Nyamache, T. & Nyambura, R. (2013). Globalization, Development and Multinational Corporations: the Kenyan Scenario. *Research Journal of Finance and Accounting. ISSN 2222-1697 (Paper) ISSN 2222-2847, Vol. 4, No. 10.*

Nzimiro M. (2010). *Trends in Political Science: A Comparative Approach* Germany: Lambart Acade Onwuka, et.al. (2001). *The Future of Regionalism in Africa,* London: Macmillan Publishers.

Obinezie, R.O. (1999). *Rural Development in Nigeria: Strategies and Challenges*; in OkechukwuO. (eds). Development Administration in Nigeria. Owerri; Concave Publishers.

Offiong, A. D. (1980). *Imperialism and Dependency; Obstacles to African Development.* Enugu, Fourth Dimension Pub.

Ogai, J.O. (2003). *Sustainable Development and Communication: A Contemporary Perspective* in O. Uwakwe (ed.) Communication and National Development. Onitsha; African Link Books

Ogunjimi, S.O. (1997). Public Finance for Polytechnics and ICAN Students; *Niger-Link Productions*

Okereke, O. (1999). *Development Administration in Nigeria: Issues and Strategies*. (2nd ed). Owerri, Concave Publications.

Okereke, O. & Ekpe, A. (2002). *Development and Underdevelopment; Politics of the North-South Divide.* Enugu. John Jacob's Classic Publications.

Oko, N. & Agbonifoh, B. (2014). Corporate Social Responsibility in Nigeria: A Study of the Petroleum Industries and the Niger-Delta Area. *Journal of International Review of Social Sciences and Humanities. Vol. 6, No. 2.*

Okorosaye-Orubite, A.K. (2005). The Role of the Teacher in the Development of Nigeria; *National Journal of Research in Education.*

Okowa, W.J. (2008). *Oil, the Nigerian State and the Development Possibilities of the Niger Delta*: *International Conference on the Nigeria State, Oil Industries and the Niger-Delta.* Port Harcourt; Harey Pub. Co.

Onimode, B. (2004). The Role of Indigenous MNCs in Economics Development in Ideas in Development: A multi-disciplinary overview (ed.) by Okeke et al. *Creative Education Management Consultant p. 77.*

Onuoha, B.C. (1999). *The Third World Nations and Underdevelopment*: The Role of Sambo Personality. Port Harcourt; Education Books and Investments Ltd.

Osuagwu, G.O. & Ezie, U. (2013). Multinational Corporations and the Nigerian Economy. *International Journal of Academic Research in Business and Social Sciences. April, 2013; vol. 3, no. 4.*

Ozoigbo, B.I & Chukuezi, C.O. (2011). The Impact of Multinational Corporations on the Nigerian Economy. *European Journal of Social Sciences – Volume 19, Number3.*

Paul B. & Paul S. (1968). *Monopoly Capital.* Harmondsworth, p. 39.

Pennings, P. et al. (2006). *Doing Research in Political Science.* (2nd ed.). London; SAGE Publications.

Persons, T. (1951). *The Social System*. London; Routledge and Kegan Paul Ltd.

Prebisch, R. (1950). *The Economic Development of Latin America and Its Principal Problems* (New York: United Nations,)

R.A. Ismeal & L. Daulatran, (1994). The influence of personal value and organizational value on marketing professionals ethical behavior, *Journal of Business Ethics*, 13, 417-430.

Rawlings, S. ((2007). The Multinational Companies, Instrument for World growth. *Journal of Commerce,* 5(2)25-33.

Rawls, J. (2001). *A Theory of Justice*. Cambridge: Belknap Press of Harvard University Press.

Rodney, W. (2009). *How Europe Underdeveloped Africa*: An Introduction by Vincent Harding (2009 ed.) Abuja, Panaf Press.

Rostow, W.W. (2011). *The Stages of Economic growth Vs. Self-Sufficiency*. Lewis Historical Society, (4th January, 2011. Retrieved 2014-07-31.

Rugman, A.M. (1985). *International Business*. New York; McGraw-Hill Pub. Co.

Ryckenghem, V. (1994). *MNCs & Development in the Light of Dependency.* New York: Cornell University Press.

Sabon Gari Local Government Gazette (2001). Historical Background of Sabon-Gari Local Government Area of Kaduna State, Dogarawa, Local Government Headquarters.

Samuelson, P. A. & Nordhauses, W. D. (1989). *Economics*. New York : McGraw-Hill.

Seitel, F.P (2007). *The Practice of Public Relations*. (10th ed.). USA; Prentice Hall

Shah, A. (2002). *Corporations and the Environment.* Retrieved online at: http://www.globalissues.org/TradeRelated/Corporations/Environment.asp Accesses 28 June, 2006.

Shapiro, A.C. (1986). *Multinational Finance Management.* (2nd ed). Allin and Baeon Inc.

Shell Annual Report, (2006). People and the Environment. Available at: hppt//www.shell.com/home/content/ Nigeria news_and_library

Smith, A. (2005). An Inquiry into the Causes of the Wealth of Nations. In Eamon, J. (ed.). Pennsylvanian, Pennsylvanian State University Press.

Spero, J. & Hart, J. (2010). *The Politics of International Economic Relations.* (7th Edition); USA. Wadsworth Cengage Learning.

Stopford, J. (1998). *Multinational corporations, Foreign Policy,* Winter 1998,113 p12(1)

Tatum, M. (2010). *The Activities of Multinational*. Retrieved from: www.wisegeek.com/what-is-a-multinational corporation.htm

Thomas, A. N. & Johnnie D.P. (2008). *Development Crisis in the Niger Delta: the Resource Control Option: International Conference on the Nigeria State*, Oil Industries and the Niger-Delta. Port Harcourt; Harey Pub. Co.

The Nation Newspaper; Monday 14th July, 2014: pp.17

The South Commission Report (1993). *The Challenges of the South.* Enugu; Forth Dimension Publishers.

Todaro, M.P. (1977). *Economic Development,* (11th Ed.). with Stephen C. Smith (Pearson Education and Addison-Wesley, April 2011).

Todaro, M.P. (1981). *Economic Development in the Third World*. (2nd ed), London; Longman.

Trevino, L. K. (2000). Managing Ethics and Legal Compliance. *California management Review*, 14 (Winter), 131- 152

Turner, T. & Brownhill, L. (2004). *African Women, Oil and Resistance*. ACAS Bulleting, No. 68.

Tunde, O. (2011). *The European Community in perspective*, Lagos: Mangroove Publishers

Ugwu, M. (2011). *Fundamentals of International Politics*. Onitsha: BTC Press

Ugwu, B. (2010). Can African survive? *International Journal of Sustainable Development, 5(5) 40-48.*

Ulmer, J. M. (1980). Multinational Corporation and Third World Capitalism. *Journal of Economics Issues; Vol. 14, No. 2.*

U.N. (1973). Multinational Corporations in World Development: *(Department of Economics and Social Affairs).* New York.

United Nations Commission on Transnational Corporations (UNCTC, 2007). From 1-12 March, and 17-28 March, 2007.

UNCTAD (1999). *FDI and the Challenges of Development:* World Investment Report. United Nations, New York.

(UNCTAD, 2006). Sustainable Development and Multinational Business. *World Investment Report. www.iosrjournals.org*

Uzor, J. (2009). Third World and Dependence – An assessment of African states. *African journal of Political Science 1(3) 50-58.*

Walzer, M. (1983). *Spheres of Justice: A Defense of Pluralism and Equality*. New York: Basic Books, Inc.

Winston, M. (2003). *Corporate Responsibility for Preventing Human Rights Abuses in Conflict Areas*, in Pegg, S. and Frynas, J.G.: *Transnational corporations and human rights.* New York, Plagrave MacMillan.

Worgu, S. (2005). *Hydrocarbon Exploitation and Environmental Degradation in the Niger-Delta.* Sweden, Lund University.

Yahaya, A.D. (1980). *Native Authority System in Northern Nigeria.* Zaria; ABU Press.

APPENDIX

Appendix "A" Unstructured Interview

Department of Political Science and International Studies,
Faculty of Social Sciences,
Ahmadu Bello University
Zaria – Nigeria.

Dear Respondent,

This Interview Guide is part of a research work being carried out in partial fulfillment of the requirement for the award of M. Sc. Degree in Political Science. The research is strictly for academy purposes.

It is title "**An Impact Assessment of British-American Tobacco Company's (BATC's) Corporate Social Responsibility in Sabon-Gari Local Government Area of Kaduna State 2000-2014**", please, kindly answer the questions below, you are to be rest assured that your responses will be treated with high level of confidentiality and used only for the purpose of this research.

NATSA YORKS JAMES MSC/SOC-SCI/20061/2012-2013

IN-DEPTH INTERVIEW (IDI) GUIDE

BATC Management

1. General Characteristics of Informants

- Age
- Religious Affiliation
- Educational Level
- Years of Experience
- Nationality

2. How long have you been working/employed by BATC?

- What does BATC produce?

3. What impact has BATC made in Sabon Gari LGA?

- What about the community, has the activities of BATC impacted negatively?
- If yes, what type of negative impact – spillage, pollution, others, and how is the BATC responding to them?

4. Has Sabon Gari LGA or the host community benefitted from the activities of BATC in terms of CSR?

- If yes, to what extent do you think Sabon Gari LGA has benefitted, and in which areas has the LG benefitted?
- What can you say about BATC in regards to empowerment?
- What can you say about BATC in regards to employment?

5. Is there any social responsibility rendered by BATC in Sabon Gari LGA?

- In what ways have BATC contributed to the social conditions of the people in Sabon Gari Local Government Area?
- How much finances has BATC committed in regards to empowerment, and Corporate Social Responsibility?

6. Some Scholars believed that MNCs like BATC are 'a curse' to host community, while others don't. What is your 'take' on that?

Appendix "B" In-Depth Interview (IDI) Guide

Local Government Staff, Wards Leaders and Community Heads

1. General Characteristics of Informants

- Age
- Religious Affiliation
- Educational Level
- Occupation
- Years of Experience
- Nationality

2. Do you know about BATC (formally Nigerian Tobacco Company, NTC)?

- What do you know about BATC?
- How long do you know them?

3. What is the impact of BATC on Sabon Gari LGA?

- Do you know any project BATC embarked or they are embarking on in the LGA?
- Has the activities of BATC produced any negative impact in the LGA?
- If yes, what type of negative impact; Spillage, Pollution, others?
- How is the company's response to the negative impact; Immediately, Slow, or they don't respond?

4. How helpful has the BATC being to the host community or the LGA?

- How many people do you know that benefitted in terms of employment?
- Are they engage in providing scholarship scheme for citizens of the LGA?
- Do BATC provides or encourage farmers by providing fertilizers, tools for farming tobacco leaves, etc.?
- What has the LG benefitted from the activities of BATC?

5. Is there any social responsibility being rendered by BATC in Sabon Gari LGA?

- Has the operation of BATC brought any meaningful development in your community?
- How will you assess in general the performance of BATC in the provision of development projects in the LGA?

Appendix "C" Focus Group Discussion (FGD) Guide

1. Do you know the BATC (formerly Nigerian Tobacco Company, NTC)?

Probe:

- Where is BATC located?
- What does BATC Produce

2. Do you think BATC has contributed to the economic development of the LG?

Probe:

- Has BATC contributed in the area of employment?
- Has BATC contributed in the area of Corporate Social Responsibilities (CSR)?
- In which other areas has BATC contributed in the LGA?
- What areas has BATC contributed in your community?
- How will you access in general the performance of BATC in the provision of development projects in the LGA?

3. Has the activities of BATC Zaria produced negative impact in the LG

Probe:

- What about your community, has BATC impacted negatively?
- What type of negative impact – spillage, pollution, others?
- Is the company responding to the negative impact?
- How is the company's response to the negative impacts – Immediately, Slow or they don't respond?

4. To what extent should BATC contribute to improving social conditions in Sabon Gari LGA?

Appendix "D" Interviewees

S/No	NAME	DATE/TIME	OCCUPATION	PHONE NO.
1.	Alhaji Sani Danbaba	11/08/15: 2:27pm	Sarkin Chikaji	07038673530
2.	Alhaji A.M. Muhammed	05/07/15: 5:15pm	Warizin Jema'a	08131282479
3.	Alhaji Dauda Abubakar	04/07/15: 5:00pm	Sarkin Samaru	08037030421
4.	Alhaji A.H. Tsoho	08/07/15: 1:15pm	Sarkin Dogarawa	08054564418
5.	Alhaji Umar Muhammed	12/08/15:10:31am	Sarkin Muchia	08030807792
6.	Mallam Kasimu Lawal	07/07/15: 9:10am	LG Headquarters	07035868528
7.	Hashimu Shehu	27/08/15: 1:13pm	BATC Staff	08032829661
8.	Katuka Micah	15/08/15: 9:55am	Unemployed Youth	08148854196
9.	Omar Yunusa	25/08/15: 1:08pm	Unemployed Youth	08036845311
10.	Zayyad Abubakar	11/08/15:11:25am	Unemployed Youth	07031051342
11.	Alhaji Umar Muh'd	12/08/15:10:31am	BATC Retired Staff	08030807792
12.	Abubakar Ibrahim	29/04/16:12:30pm	Youth Leader Chikaji	Anonymous
13.	Sani Rilwan	3/05/16:10:45am	Comm. Leader Muchia	08038138168
14.	Maryam Mamman	4/05/16:11:45am	Head PHC Muchia	07035321425
15.	Ramatu Abdu	4/05/16:12:20pm	Head PHC Chikaji	Anonymous
16.	Prof. C.A. Okuofu	9/08/17:11:30am	Environmental Expert	
17.	Dr. Abdullahi	10/08/17:2:20pm	Health Expert	

Appendix "E": Research Assistants

S/NO.	NAMES	QUALIFICATION	AGE	PHONE NO.
1.	Zayyad Abubakar	Secondary School	25 yrs.	07031051342
2.	Alex Danlami	National Diploma	35 yrs.	08134605415
3.	Paul Henry	National Diploma	28 yrs.	08033505519

Appendix "F": BATC's Focus

Our strategic focus

Our vision and mission is to significantly reduce poverty and make a positive impact on rural communities.

The poorest communities in Nigeria can be found in the rural areas. Within these communities are subsistence small holder farmers who, because of a lack of knowledge and resources, inadvertently exploit natural resources in ways that are damaging and unsustainable.

In our view, the Foundation's vision and mission will be better fulfilled by concentrating our efforts on supporting these farmers to improve their productivity and incomes through new agricultural techniques and technologies, while implementing environmentally-friendly practices along the way. The country will also benefit from more organizations focusing on agriculture while poor rural farmers stand to gain the increased support they need to set up their own small and medium scale agricultural enterprises.

Sustainable agriculture has the potential to reduce poverty in rural areas, dramatically increasing the incomes and improving the livelihoods of millions of small scale farmers across the country.

For more on our strategic focus please see our strategy.

Our projects

Our projects are aimed at assisting farmers to improve their productivity from farm to market, building the capacity of small agro businesses so that they can eventually grow into medium to large scale commercial enterprises.

Our practice is to work with beneficiaries at the project design stage, to encourage a sense of ownership and commitment.

The elements we seek to integrate in our projects include capacity building, improved harvesting, access to market opportunities, and innovative approaches to farming and environmental protection.

Ad hoc projects

Although sustainable agriculture remains a priority area of focus for the BATN Foundation, we are still open to unsolicited proposals for interventions in BATN's host communities, particularly communities with the greatest need as determined by their human development indicators and the incidence of extreme poverty.

Our partnerships

We have built partnerships with other corporate philanthropic organisations, government and non-government agencies and international donor agencies, whom we actively engage and collaborate with.

Our partners include third-party organisations with the capacity to provide technical training to farming communities, while our involvement extends to policy advocacy networks and policy forums focused on agriculture and food security, poverty reduction and sustainable livelihoods.

Some of these organisations, forums and partners include:

- International Institute of Tropical Agriculture (IITA)
- Lagos State Ministry of Agriculture
- Ebonyi State Ministry of Agriculture
- FADAMA III Programme for Benue, Ebonyi, Kwara, Oyo and Rivers States
- Nigerian Horticultural Research Institute (NIHORT)

Where it is necessary and feasible to do so, BATNF representatives will regularly attend or engage with these forums alongside relevant partners or grant recipients.

Appendix "G": BATC Scholarship Scheme

2013/2014 BATN Scholarship Scheme

The Scholarship Scheme is one of our Corporate Social Responsibility initiatives to promote skilled manpower development in Nigeria's Agricultural sector.

In 2005, the scope of the Scholarship Scheme was expanded to include eligible students from across the country. This expansion was based on stakeholder expectations raised at a stakeholder dialogue session. Ten eligible students are awarded scholarships every year for the duration of their study, with five slots reserved for eligible children of BAT registered tobacco farmers.

In the event that the farmers' children do not meet the eligibility requirements, those five slots are opened up to candidates from tobacco leaf growing communities (not farmers' children). In the event that they also do not meet the eligibility requirements, the five slots are opened up to candidates from other parts of Oyo State.

However, students who are children of BAT registered tobacco farmers are now being given the opportunity to apply for other courses asides from Agriculture.

The Scheme is open to:

- Qualified candidates who are children of BAT registered tobacco farmers
- Other qualified candidates from across Nigeria

The BATN Scholarship Scheme was established in 2004 to encourage the higher educational ambitions of children (aged 18 and above) of BATIA's registered tobacco farmers.

Appendix "H": BATC and CSR

CSR is an important part of the business; we believe it is instrumental to the sustainability of our business.

Our stance

Our product though controversial is legal, and millions of adult Consumers around the globe choose to smoke and expect to buy quality products at fair prices.

In British American Tobacco Nigeria, we know there is a need to engage our stakeholders constructively, listening to their concerns and expectations, this we do regularly. We believe that there is much to be gained when parties engage in dialogue, understand diverse view points on issues and identify common grounds for continuous improvement.

We acknowledge the fact that organizations need to contribute to the society and also be conscious of the environmental implication of their businesses, but we know that private organizations cannot support the need of society alone and also that it is easier to impact society when there is a partnership.

Sustainable development

Our company is committed to the principles of sustainable development.

We believe that the business has a key role to play in helping societies to achieve a sustainable balance of economic growth, environmental protection and social progress which recognizes the needs of everyone to be actively engaged in not only self, but also community development.

The British American Tobacco Nigeria Foundation is an initiative through which we make our contributions to the society.

Appendix "I": BATC Foundation

The BATN Foundation is an independent charitable organisation incorporated in Nigeria in November 2002 as a Company Limited by Guarantee. Its vision is to improve the quality of life of citizens in rural and urban areas of Nigeria.

The Foundation commenced field operations in June 2003. It operates throughout Nigeria on a series of local initiatives. In order to achieve its Mission in Nigeria, the BATN Foundation focuses on:

- Empowerment through sustainable poverty alleviation
- Empowerment through sustainable agricultural development
- Empowerment through sustainable potable water
- Empowerment through sustainable environmental protection
- Empowerment through vocational skills acquisition

Within seven years of its establishment, the BATN Foundation has made giant strides in the implementation of its initiatives in support of the Millennium Development Goals (MDGs) and is confident that these activities will not only improve the quality of life of citizens in rural and urban areas of Nigeria but Africa as a whole. It has completed 80 projects to date in 36 states of Nigeria exclusive of the Federal Capital Territory (FCT).

Achievements

The Foundation was nominated twice for the Africa Investors Award in 2005 and 2006 respectively. It was also nominated for the finals of the Consultative Group on the International Agricultural Research's Innovation Marketplace competition Civil Society Organisation in December 2006.

Governance

The Foundation is given policy direction and supervision by a board of trustees chaired by Chief Christopher Kolade a notable industrialist and a Technical Committee. At the executive level, there is an Executive Director and two Project Managers.

Poverty reduction and economic empowerment: The BATN Foundation believes that the acquisition of useful skills is a veritable tool for poverty reduction

It has set out to achieve this objective through the establishment of vocational centers in the Zaria and Jere communities in Kaduna State. Another vocational training centre located in Idi Ayunre near Ibadan in Oyo State was commissioned in 2010.

Trades taught include tailoring, cookery, hairdressing, plumbing and IT.

Sustainable agricultural development: Entrenching modern farming techniques among farmers.

Having recognized the role that agriculture plays in the development of the nation, the BATN Foundation has developed agricultural programmes to support the empowerment of traditional subsistence farmers in adopt modern farming techniques.

This program called the Agricultural Development Initiative (ADI) establishment model farms for the cultivation of cassava, maize, watermelon and rice. In order to enhance farmers' income from their agricultural produce, the Foundation built cassava and palm oil processing cottage industries in Nigeria.

Since its pilot scheme in Ago-Are, the ADI has been rolled out to a number of communities in Nigeria. Some of these communities are Tede and Ago-Are in Oyo State, Jima in Niger State, Amaokwe-item in Abia State, Afia-Nsit Uda-Nko in Akwa Ibom State, Odosimadegun in Ogun State, Akpap-Otoyong in Cross Rivers State and Ndikelonwu in Anambra State.

In addition the BATN Foundation has embarked on direct empowerment of farmers through establishment of dynamic and cohesive co-operative groups. This enables the groups with a financial take-off to serve as resolving loans.

Sustainable water project: Potable water for communities in need.

The BATN Foundation is committed to supporting the campaign for the eradication of water borne diseases in Nigeria through the provision of safe potable water to communities in critical need. This is because safe drinking water plays a vital and significant role in the health, sanitation, welfare and productivity of communities.

The Foundation has commissioned many boreholes around the country equipped with 20,000 litre water tanks, solar panels, water management buildings and other accessories.

Beneficiaries include Bagauda and Nassarawa communities in Kano State, two communities in Adamawa State, Barkin Kusu and Tangaza communities in Sokoto State and Odo-Ere community in Kogi State.

Sustainable environment project: Protecting the environment through afforestation and reforestation.

The BATN Foundation appreciates the fact that a healthy environment is the basis of healthy living as well as the enhancement of our eco-system.

The Foundation supports the Federal Government of Nigeria in its efforts to combat desert encroachment through establishment of tree plantations in Nasarawa, Jigawa, Katsina and Zamfara states.

In Oyo State the Foundation partners with the Community Link Advancement Program (CLAP), an NGO sponsored by the state's first lady, for an annual tree planting campaign and the

establishment of tree plantations. Ten hectares of teak trees were donated in 2009 to Jabata, a village near Ogbomosho in Oyo State, in conjunction with CLAP

Poverty reduction and economic empowerment

The BATN Foundation believes that the acquisition of useful skills is a veritable tool for poverty reduction

It has set out to achieve this objective through the establishment of vocational centers in the Zaria and Jere communities in Kaduna State. Another vocational training centre located in Idi Ayunre near Ibadan in Oyo State was commissioned in 2010.

Trades taught include tailoring, cookery, hairdressing, plumbing and IT.

Appendix "J": BATC and Environment, Health and Safety

Our comprehensive Environment, Health & Safety (EHS) management system has been in place for many years and is based on international standards, including ISO 14001.

Environmental issues and Health & Safety are high priorities for responsible companies – and we have demonstrated this by working in partnership with relevant organizations such as the Federal Fire Service, Federal Road Safety Commission (FRSC) amongst others to impart additional knowledge on environment, health and safety measures to all our employees.

Every year we aim to improve our Environment, Health & Safety (EHS) performance, systems, programmes, data-gathering and target-setting, and develop new ways of reporting on progress.

Our environmental management systems conform to international standards such as ISO 14001; in safety management, we have a zero target for accidents across our operations.

We are strongly committed to the conservation of the environment and the sustainability of natural resources. Apart from our involvement with the Federal Government of Nigeria in its afforestation programme, we have taken the initiative of nurturing our own conservation area located beside the new Ibadan factory.

Our Occupational Health Management (OHM) Programme ensures that none of our staff is exposed to any of the major cause of Occupational Health hazards. We seek to proactively prevent work related illness by recognizing hazards, assessing the risks and applying appropriate controls. We have two on site clinics that provide health services for factory workers in Ibadan and Zaria.

We have an onsite clinic that provides health services for factory workers in Ibadan and Zaria. There is a comprehensive Medical service for all our staff and their immediate family all over Nigeria. We are also providing workplace health education programme basically to serve as a means of teaching our staff on how to protect themselves from contracting major diseases such as HIV/AIDS, tuberculosis, malaria and many other diseases.

We are working in partnership with the Federal Fire Service to ensure that workers are exposed to the best practices in safety at work place. Already regular fire drills as well as first aid instructions are provided throughout our offices and operational areas in the Country.

Our Target is Zero accident(s) in all area of our operations. This Zero accident target is achieved through:

- Proper machine guarding,
- Use of personal protective equipment where necessary,
- Regular training on the use and operating principles of all plants and equipment,
- Employment of the best technical staff to man all our operations.

Appendix "K": BATC's Corporate Governance

The Foundation's Board of Directors meets a minimum of three times a year and comprises a mix of external members and British American Tobacco employees. Governance is assured through a balance of internal and external expertise and regular audits.



Technical Committee

The Technical Committee comprises six members, including two external experts with broad professional experience in agriculture and development planning. The other four members are drawn from the BATN Foundation, BAT and BAT Iseyin Agronomy.

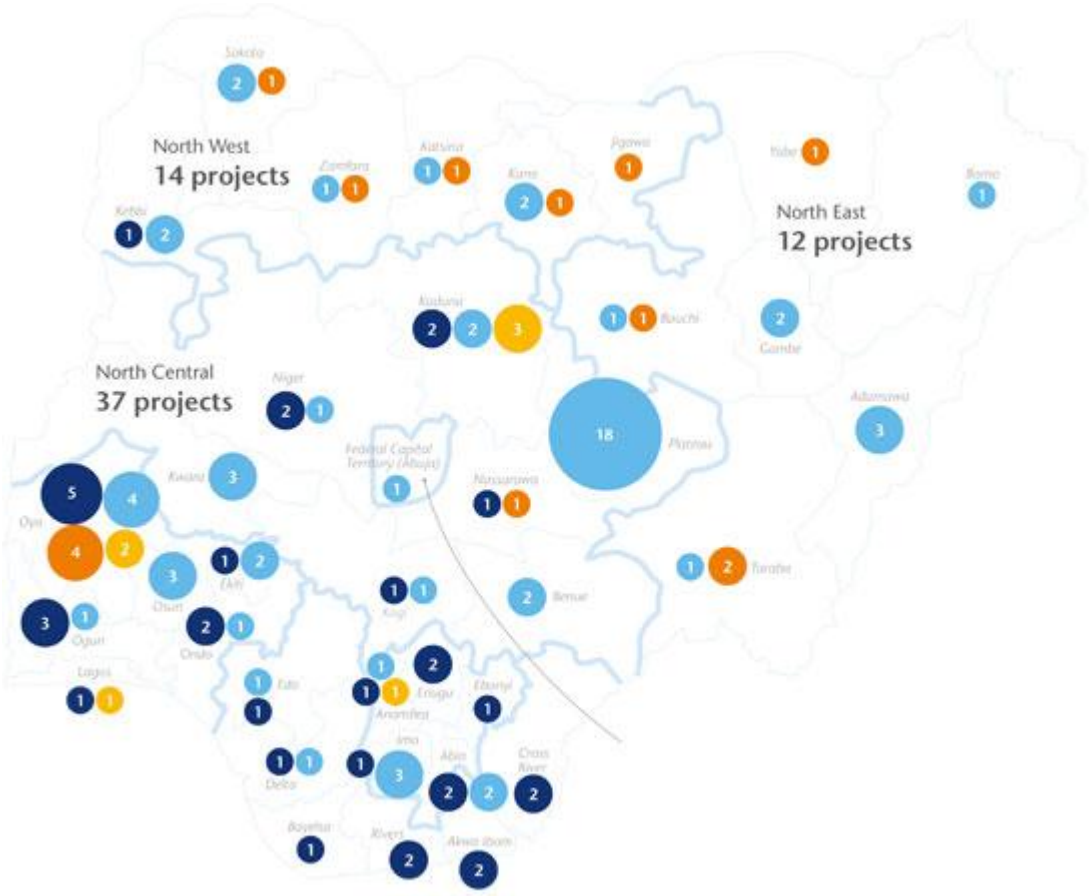
Meeting at least four times a year, the Committee members are, among other things, responsible for defining the Foundation's technical strategy and implementation as well as developing and monitoring standards, processes, new technologies and methods of measurement that are designed to improve the Foundation's performance.

In terms of the Technical Committee's relationship with the Board, it reviews and submits technical proposals to the Directors, responding to their technical requests and keeping them informed on technical developments.

The Technical Committee's scope of responsibility includes but is not limited to:

- Providing advice on market access (distribution, marketing) and expansion projects aimed at improving links between small farmers in rural communities and the urban markets.
- Supporting the testing and scaling up of projects aimed at developing small businesses around reforestation and agro-forestry.
- Validating research and proposing projects for improving harvest, storage and processing with a focus on recycling waste, increasing the use of by-products and preventing pre- and post-harvest losses.
- Reviewing materials developed to facilitate training in natural resource management, livestock management and productivity improvement.

Appendix "L": BATC's Past Focus Areas



During the decade since the Foundation was established, we implemented 142 community development projects spread across the 36 states and the Federal Capital Territory (FCT.)

Between 2002 and 2012 we maintained focus on four aspects of **community development; potable water supply, vocational skills development, agricultural development and environmental protection**. These areas were closely aligned to three of the eight Millennium Development Goals (MDGs); global goals that United Nations member states and international organisations agreed to achieve by 2015.

Potable water supply

Our water projects were aimed at reducing the incidence of water-borne diseases and water scarcity. By enabling more people to access improved water sources, we supported small-scale commercial enterprises such as food processors. In some communities, these small enterprises relied on the availability of potable water to keep their businesses going.

Vocational skills development

Our work in this area revolved around helping people acquire the vocational skills required to run small businesses and generate regular income.

Agricultural development

Over the past decade the BATNF has built several cottage food-processing industries in farming communities across the country. Through the transfer of techniques and technology, communities were supported to improve their agricultural yield and take their farming occupation a step further into food processing, thereby increasing their incomes.

Environmental protection

The Foundation's work in environmental protection was historically geared at reducing soil degradation and addressing desert encroachment.

Appendix "M": BATC's Awards and Recognition

Our work in community development has been consistently recognised and celebrated, and has led to the BATN Foundation receiving thirteen awards and nominations in nine years, some of them won over consecutive years.

The awards we have received range from recognition for our activities in agricultural development to recognition of our contribution to wealth and income generation. The list of our awards, in reverse chronological order, can be found below:

2013

- Best Company in Wealth and Income Generation (for rural farmers in Nigeria): awarded by SERA (Social Enterprise Report & Awards) for the BATNF's rice enterprise development project in Izzi LGA, Ebonyi State.
- Best Company in CSR (for the past decade): received from LEAD Award (Lagos State Enterprise Award) in recognition of the Foundation's CSR activities since 2003.

2012

- Best Company in Agricultural Development: awarded by SERA (Social Enterprise Report & Awards) for the BATNF's cassava processing cottage industries in Ogun and Oyo States, and fish enterprise development project in Epe LGA, Lagos State.

2011

- Best Company in CSR: received from LEAD Award (Lagos State Enterprise Award) in recognition of the Foundation's CSR activities.

2010

- Best Company in CSR: received from LEAD Award (Lagos State Enterprise Award) in recognition of the Foundation's CSR activities.

2008

- Certificate of Excellence: received from Ahmadu Bello University in recognition of the Foundation's contributions to academic excellence.

2007

- First runner up, Agricultural Development and Support for the Millennium Development Goals (MDGs) award: received from the Africa Investor Awards for 'the uniqueness' of the Ago-Are agricultural development initiative.
- Award of Excellence in Community Development: awarded by the Nigerian Union of Journalists in recognition of the Foundation's contribution to sustainable agricultural and community development in Nigeria.

2006

- First runner up, Agricultural Development and Support for the Millennium Development Goals (MDGs) award: received from the Africa Investor Awards.
- Finalist, Global Award on Agricultural Development: received from the World Bank/Consultative Group on International Agricultural Research.

2005

- First runner up, Agricultural Development and Support for the Millennium Development Goals (MDGs) award: received from the Africa Investor Awards.

Appendix "N": BATC's Board of Directors

The BATN Foundation is guided by a Board of Directors, comprising people of good repute in their careers and in society, united in their wish to make tangible contributions to community development in Nigeria. The BATNF is registered as a company limited under guarantee.

Our Directors are responsible for general control and management of the Foundation, including setting strategies, establishing policies, ensuring accountability and compliance with regulations, maintaining fiscal oversight and promoting the activities of the Foundation. The day-to-day management of the Foundation is the responsibility of the Executive Director.

The current Chairman of the BATNF is Dr Christopher Kolade (CON), who took up the position in 2011. His predecessors were Chief Kola Daisi (CON), and Chief Olu Akinkugbe, pioneer chairman of the BATNF.

Our Directors

Dr Christopher Kolade (CON)

Chairman, British American Tobacco Nigeria Foundation

Educated at Government College Ibadan and Fourah Bay College in Sierra Leone, Dr Kolade is a renowned broadcaster and industrialist who has served as Director General of the Nigerian Broadcasting Corporation, Chairman of Cadbury Nigeria plc and as the former High Commissioner of Nigeria to the United Kingdom. A former education officer during the colonial era, Dr Kolade currently lectures on corporate governance and human resources management at the Lagos Business School, as well as leadership and conflict management at the School of Media and Communication; both are schools of the Pan-African University in Lagos. Formerly a member of the University's Governing Council, Dr Kolade is now the Pro-Chancellor and Chairman of the Governing Council of the Pan-African University. Dr Kolade was awarded the national honour of Commander of the Order of the Niger (CON) in 2000.

Dr. Joseph Sanusi (CON)

Dr. Joseph Oladele Sanusi, CON attended South-West London College and Kingston College of Technology, England from 1962 to 1965 and also qualified as a Chartered Accountant in England. In 1969, he became a member of the Institute of Chartered Accountants of Nigeria (ICAN) and became a fellow of the Nigerian Institute of Bankers in 1987. He has served as Managing Director and Chief Executive of United Bank of Africa, as Deputy Manager of CBN, after which he served as first Chief Executive of the Securities and Exchange Commission. He served as Executive Director of Monetary and Banking Policy, CBN and for First Bank of Nigeria until 1998. Dr. Sanusi also served as an Accountant in England and with the Board of Customs and Excise in Nigeria. He has also held top-level management and directorship positions in the financial services sector including First Bank of Nigeria Plc, United Bank for Africa Plc, FBN (Merchant Bankers) Limited, Kakawa Discount House.

Keith Gretton, Managing Director

British American Tobacco West Africa Area

Mr Keith Gretton joined British American Tobacco in 1988 and has been, at various times, Scientific Communications Manager, Area Corporate and Regulatory Affairs Manager for East Africa and Southern Africa, and Regional Manager Africa and the Middle East. He worked in Malawi and Zambia before moving on to be the General Manager for Egypt, Libya and Sudan and has also held the position of General Manager East Africa markets. He was appointed Managing Director of British American Tobacco West Africa in 2012 and was appointed to the board of the BATNF in 2013.

Beverley Spencer-Obatoyinbo

Regional Head of Human Resources, Eastern Europe, Middle East & Africa

Mrs Spencer-Obatoyinbo joined Rothmans in 1997 from the pharmaceutical industry, and moved to British American Tobacco after the merger of the two companies. Since then she has held various marketing and general management roles across Africa including Head of Trade Marketing and Distribution and later Marketing Director, in Nigeria. In 2007 she moved to British American Tobacco Egypt as General Manager, was appointed Area Director of British American Tobacco West Africa in April 2010, and moved to her current role in 2012. Mrs Spencer-Obatoyinbo was appointed to the board of the BATNF in September 2010.

Chris McAllister

Finance Director, British American Tobacco West Africa Area

Chris McAllister joined BAT/Rothmans in 1994 as Financial Controller in Zaire (now the DRC) after which he became the Africa Middle East Regional Strategy Director from 2005 to 2006 based in South Africa. In 2006 he was appointed as the Area Finance Director for sub-Saharan Africa based in Kenya, a position he held until 2008. He was based at the BAT Group headquarters in the UK for five years, during which he held the position of Group Head of Treasury. In 2013 Mr McAllister was appointed Finance Director of the BAT West Africa Area. He was appointed to the BATN Foundation in September 2013.

Mr Freddy Messanvi

Corporate and Regulatory Affairs Director, British American Tobacco West Africa Area

Mr Messanvi's career with British American Tobacco began in 2001 when he joined the company as a management trainee. Since then he has held various roles, including Head of Corporate and Regulatory Affairs and Legal at BAT Congo. In April 2008 he joined the West Africa markets, was based in Dakar, and was responsible for 24 countries as Head of CORA. In January 2013 Mr Messanvi took on his current role as Corporate and Regulatory Affairs Director responsible for the West Africa Area. He holds a master's degree in public law and marketing from the Protestant University of Congo and the Bordeaux Management School.

Mrs Flora Okereke

Head of Regulatory Policy, British American Tobacco

Mrs Okereke studied law in the UK and was called to the Bar of England and Wales (Middle Temple) in 1996. She re-qualified as a solicitor and was admitted to the Law Society of England and Wales in 2000. She was called to the Bar of the Supreme Court of Nigeria in 1988. Mrs Okereke worked as a commercial litigation solicitor at a firm in the City of London, before joining British American Tobacco in 2001 as Legal Director. In 2005 she took on additional responsibility as Corporate and Regulatory Affairs Director, where she drove BAT Nigeria's social responsibility programme and initiated the charitable projects of the BATNF. She was appointed to the board of the BATNF in February 2003 and is currently the Head of Regulatory Policy for Africa, based at the British American Tobacco headquarters in the UK.

Oluwasoromidayo George

Executive Director, British American Tobacco Foundation (Head, Corporate Affairs, British American Tobacco West Africa Area)

Mrs. 'Dayo George joined British American Tobacco Nigeria in June 2006 as the Corporate Social Responsibility Manager. She has over 20 years' experience in various sectors including banking, not-for-profit, consulting and FMCG companies. She has a Master's degree in Sociology, a certificate in Corporate Social Responsibility from the World Bank Institute and a post-graduate diploma in Management from the University of Lagos.

General management

Abimbola Okoya

General Manager, British American Tobacco Nigeria Foundation

Abimbola was recently appointed the General Manger, British American Tobacco Nigeria Foundation. She oversees the daily operations of the Foundation. She has over 10 years' experience in Development, Business Management and Consumer Marketing. She has two Masters Degrees in Marketing Management and Corporate Governance and Corporate Social Responsibility. She has also obtained certifications for her participation in Growing Enterprise Leaders at Pan Atlantic University and Community Development Service by the World Bank Institute.