

Reflecting Stakeholders' Perspective in Compensation Assessment

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Abstract: *Compensation assessments have usually been carried out without due consideration of stakeholders' perspective, a situation which have contributed significantly to the many problems associated with compensation payments. It is the aim of this paper to determine the stakeholders in compensation assessment, examine the process of compensation assessment and the roles of the key actors in the determination of compensation payable. Literature and decided cases were reviewed, after which a questionnaire survey was conducted. It is concluded that stakeholders perspectives if taken into consideration may help reduce, if not eliminate the usual negative outcome of compensation payment. It is therefore recommended that for compensation payment to achieve its objective of recompense, the major stakeholders perspective need to be considered in the process of assessment for compensation payment.*

Keywords: Stakeholders, compensation, damage-assessment, landed-property, and Niger Delta

1. Introduction

Compensation payment for due to damage on landed properties commenced in Nigeria with the discovery in commercial quantity of crude oil in the Niger Delta region. The activities of the multi-national oil and gas companies in the Niger Delta area of the country which have to do with exploration, drilling and transportation of oil and gas products is associated with sporadic spillages, causing damage on the environment. Consequent upon the identified damage of landed properties by the action and in-action of the oil and gas multi-national companies, the government enacted some laws to regulate their activities

These laws also provide for the assessment and payment of compensation to the owners of properties so polluted or damaged. In the event of land contamination by oil/gas spill, the property owners demand for compensation from the company concerned. These two parties, the claimant and the company are stakeholders. Another prominent stakeholder is the professional estate surveyor and valuer. Under normal circumstances, the claimants should estimate damages with the services of professional valuers and present it to the polluter for payment. But the polluter-companies prefer paying compensation determined by their own valuers based on predetermined rates without consideration on opinions of claimants and general loss in environmental values. Here lies the bane of compensation assessment. For compensation to be a recompense, all stakeholders' viewpoints should be reflected in the assessment of the amount payable. The courts are seen to apply this approach in determining compensation amount, therefore, the regulating laws should be reviewed accordingly.

2. Literature Review

Compensation Assessment

The idea of compensation is simply restitution to the victim of loss or damage (Babatunde, 2003). It is a way of placing in the hands of the owner whose property is damaged or expropriated the full money worth or equivalent of what he/she has been deprived. Compensation is one form of statutory valuation with the basis and techniques stipulated

by laid down regulations. The principle of compensation lies on justice and equity, which can only be achieved with legal backing. In Nigeria there are several statutes that gives impetus to the demand and payment of compensation. They include: the Constitution of the Federal Republic of Nigeria, 1999, (as amended), Land Use Act Cap L5 2004, Oil Pipelines Act, Nigerian Mineral Act and Petroleum Act. It is worthy of note that compensation is paid when landed properties are compulsorily acquired as in the eminent domain principle and when properties are damaged as in oil spills or other chemical contamination. The Land Use Act, among others statutes provides for compensation assessment and payment on compulsory acquisition. And, the oil Pipeline Act 1956, now Cap. 07 (LFN 2004), Petroleum Act, 1969 (new Cap P10 LFN 2004) and the Nigerian Minerals and Mining Act. Cap 07 (now Cap M12 LFN 2004) provide for compensation assessment and payment on damaged properties.

The principle of equivalence is critical in the determination of compensation, whether it is on acquisition or damage: holders of interests in the affected properties shall neither be worse off nor better than they were before the damage or expropriation. (Fekumo, 2001).

The Land Use Act basically provides for compensation on compulsory acquisition based on replacement cost technique. Issues of damage due to land contamination are not provided for in the Act, though its provisions apply in all compensation assessment cases. However the statutes dealing with the issues of damage due to environmental impairment like the Oil Pipelines Act, Petroleum Act and the Nigerian Mineral and Mining Act did not specify the valuation technique for compensation but rather refer to the provision of the Land Use Act (Kakulu et al, 2014). Compensation assessment on trees and crops are based on rates provided by some relevant agencies. There is no uniformity in the application of these rates as different parts of the country apply the rates that seem best to them. These rates are; the NTDF rates established in 2008 by the conference of Directors of Lands in Nigeria, the Department of Petroleum Resources Compensation Rates (DPR) of 1998 and the Oil Producers Trade Section (OPTS) rates of 1997.

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In determining the amount of compensation, the estate surveyor and valuer may adopt either any of the conventional valuation methods or the unit rates method. With the investment method, the income derived from the property over a period of time is ascertained. The net income is derived by deducting all outgoings from the gross income, which is then capitalized at a given interest rate for the period of loss of income. In the case of crops/trees which may be lost permanently, the rates established for various crops as mentioned earlier are used to determine the amount of compensation payable.

Stakeholders and Assessment of Contaminated Land

When there is an occurrence of property damage due to land contamination, either the property right holders or the multinational oil companies or both engage their respective valuers to advise on the amount of damage. Depending on the magnitude and circumstances of contamination, groups or interests involved may increase or decrease.

Kakulu I.I. (2014) stated that the process of contaminated land valuation is multi-disciplinary as it involves various professionals from environmental experts through a host of others, like land surveyors, engineers, lawyers, etc. and ultimately down to the professional valuer. The process of compensation assessment itself is quite broad, having to do with the oil/gas company, the property right holder, the government, the required professional experts including the valuer, hence, there are several categories of stakeholders concerned.

3. Who is a Stakeholder?

Definition

The identification of who is a stakeholder is explained by a stakeholder theory. This theory explains who the stakeholders are and how they are related. Stakeholders had been defined by different authors and researchers. The Advance Learner's English Dictionary (2008) defines stakeholder as

"a person or business that has invested money in something (such as a company) corporate stakeholder".

According to Freeman (2004): stakeholders are:

"those groups who are vital to the survival and success of the corporation"..... and went further to say that stakeholders may take an action against the directors for failure to perform the required duty of their care."

In his own contribution, Friedman (2006) stated that:

"A very common way of differentiating the different classes of stakeholders is to consider the groups of people who have classifiable relationship with the organization."

It is observed that who becomes a stakeholder depends on the circumstance or nature of event or activity that has taken place and their views and opinions need to be considered and treated jointly based on their various levels of interest for mutual and progressive well-being.

Identification of Stakeholders

In the Niger Delta region of Nigeria, the use of land involves different stakeholders for different purposes. It therefore becomes necessary to identify and specify the various stakeholders and the purpose for wanting and using the land. Stakeholders as defined earlier refer to the various groups and individuals that are affected or likely to be affected by the activities taking place on any land in the region. They include individuals, families and communities having interest in the land, the oil and gas prospecting companies who use the land for their business operations, the state government in whose territory the land situates, the Federal Government who exercises right of ownership over all minerals underneath the land, the professional valuer who advises on value matters, other professionals involved in land matters like land surveyors, lawyers, engineers, environmental experts, etc., the society at large and the society itself as illustrate in figure 1.

Akujuru (2014) stated that the major stakeholders in the valuation of contaminated land in the Niger Delta are the oil /gas companies, the Federal Government who partners with the companies in the oil/gas production ventures, land owners on whose land the oil/ gas operations take place, and the professional valuer who advises on the value of landed property damage.

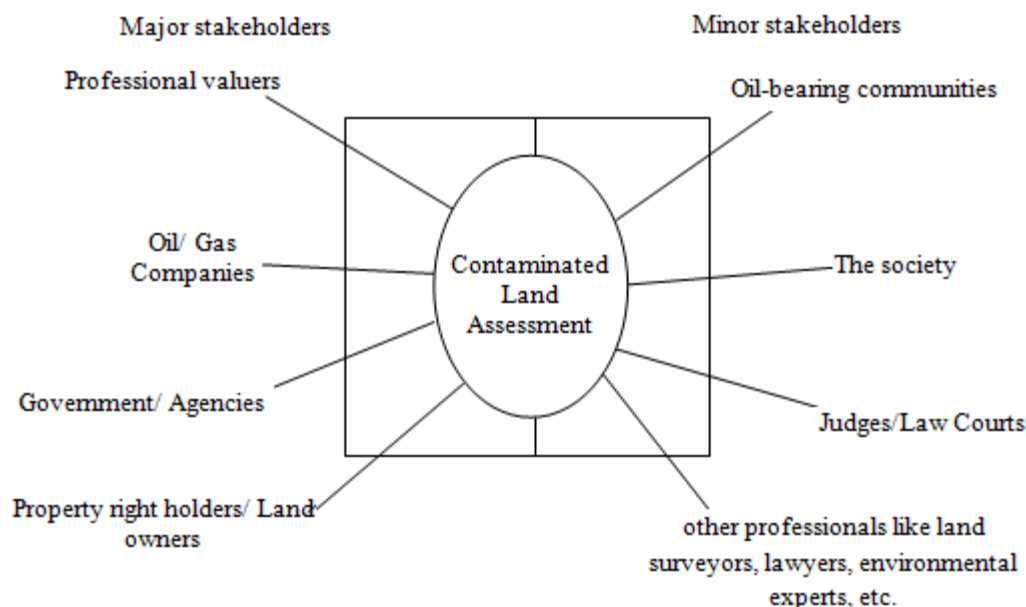


Figure 1: Stakeholders Theory Chart

Source: Adapted from Freeman (1984)

Akujuru (2014) citing Mitchell (1997) stated that different groups of stakeholders can be identified on the basis of the different attributes each possesses.

In figure I above, there are the major and minor stakeholders. In the major category, stakeholders are classified as professional valuers, oil/gas companies, government/ agencies and property right holders/ landowners. They are the major stakeholders because as far as contaminated land assessment is concerned, the four categories must be involved. In the minor category, there are the oil bearing communities, the society, judges/ law courts and the other professionals like the land surveyors, lawyers, environmental experts, etc. This category become involved depending on the circumstance and intensity of the contamination. All the categories possess the different characteristics depending on the class they belong, each group is characterized by possessing one, two or the three attributes- power, legitimacy and urgency.

- 1) Power: The stakeholders' ability to influence the establishment. Power has to do with the ability to cause the outcome of a desired need or objective. For instance, the oil/gas companies have decision making powers and carryout actions necessary for the welfare and growth of the companies. Security agencies are other stakeholders who have the power to impose their will but have no legitimate relationship with the company and no urgent claim.
- 2) Legitimacy: The legitimate relationship of the stakeholders and the establishment. This is relationship that is accepted legally, culturally and socially as reasonable or fair. The property right holders fall under this category. This is because they are the legitimate owner of the land on which multi-national companies are doing the business of drilling and transportation of crude oil and the bye-products.
- 3) Urgency: Urgency exist in the stakeholders' claim on the establishment. This relationship hinges on time and is critical to the stakeholders. Example of stakeholders characterized by urgency attribute are the host

communities (oil/gas bearing communities). This group constantly disturb the companies seeking for attention. These communities consistently demand for projects to be sited in the communities on the ground that they are the owners of the land upon which oil/gas is being exploited.

There are stakeholders that are characterized by power and legitimacy attributes. Example is the Nigerian National Petroleum Corporation (NNPC) which possesses power conferred by the government and has legitimacy in the companies' operations due to the joint- venture partnership with them.

Another class of stakeholders with two attributes are the landowners characterized by legitimacy and urgency but do not have power to enforce their will. They merely rely on other stakeholders for the power necessary to effect their will. The group suffer damages due to contamination and do not have the power to enforce their will to be reinstated to the positions they were before the spill but depend on lawyers, the courts and the companies' management to enforce their will on compensation.

Another class of stakeholders possessing power and urgency attributes but no legitimacy are the militants, for example the Niger Delta Militants and the host communities. This group is violent and agitating in approach to enforce their will. Host communities most times barricade the operational base of the companies to enforce their demand for development projects for the communities.

The group of stakeholders characterized by possessing the three attributes- power, legitimacy and urgency are the professional valuers. The valuer is consulted to determine the amount of damage due to contamination as he is empowered by law to place value of any description on any property in Nigeria. He has legitimacy as the professional qualified by training to practice as a valuer, and also has the

urgency attribute based on his need for professional fee payment. It is this need for payment that necessitates prompt delivery of the right professional value opinion to warrant payment by the clients. The power, legitimacy and urgency attributes of stakeholders need not be considered in isolation but have to be treated jointly to determine their influence.

It is worth reckoning that when there is no incidence of land contamination occasioning damage of adjoining land to pipeline right of way, the owners of such land or properties may have no relationship with the oil/gas companies transporting crude oil or gas through the pipeline. But when the pipe ruptures and spills crude oil on the surrounding land contaminating adjoining properties, the owners become stakeholders whose interests have to be considered. In the absence of crude oil spills, owners of the land through which pipelines transverses will be latent stakeholders, they automatically become active stakeholders when it occurs. Furthermore, the lawyers, and judges (law courts) may have nothing to do in compensation assessment process if the company that caused the damages and the land owner who owns the damaged properties amicably settle their difference based on the professional valuer's advice on the value of damage. The law courts only become stakeholder when the company and the land owner cannot settle compensation issue by themselves.

Reflecting Stakeholders' Views

Compensation assessment for damage due to contamination usually take place when there is the incidence of landed property damage as a result of oil spill or gas flaring. Those who cause the damage are the oil and gas prospecting and drilling companies duly licenced by the Federal Government of Nigeria. The damaged properties belong to the landowners in the oil/gas bearing communities. In such situations the oil/gas companies concerned usually engage professional valuers to advise them on the value of damages caused to the landowners. This means that there are various parties involved as stakeholders in the assessment of compensation due to land contamination as stated earlier.

By the provisions of the Land Use Act, land is held in trust for the people of Nigeria at the Federal level by the President, at the State level by the Governor and at the Local Government level by the chairman. Also from the definition of land all minerals beneath the earth within the territorial boundaries of Nigeria belongs to the government. It is by virtue of this ownership that the Federal Government may compulsorily take over land and authorize its occupation and used by oil companies.

The provisions of the Oil Pipelines Act, the Petroleum Act and the Nigerian Minerals and Mining Act provide for compensation payment in the event of any damage of properties on the land in course of the activities of these companies. This requires the companies to deal and pay compensation to owners/ users of properties adversely impacted by their business operations.

The Nigerian Minerals Law does not provide for effective consultation with host communities before issuance of prospecting licences. Host communities may only become

aware of the Government action when prospecting companies are criss-crossing their lands with survey lines. This approach does not encourage cordial relation between the oil companies and host communities. Hence, host communities view the actions of oil companies as imposition and tend to resist them. Fraser Institute (2012), cited by Kumi (2004) observed that local communities may oppose oil prospecting and drilling operations if they perceive that without consultation, it is being imposed on them. This presupposes that timely and effective consultation and agreement with host communities would help to create mutual co-existence. The companies rely on the amount of compensation presented by valuers hired by them, the valuer being under their dictates, from data collection to computation, up to report submission. The amount of compensation payable are only presented for negotiation with the host community, creating doubt on the adequacy.

Aghalino (2005) observed that owners of impaired properties are not consulted in the scientific evaluation to determine how much had been invested on the property like farm, pond or land. Valuers representing the oil companies carryout assessment for compensation without taking into consideration market and farm gate prices of the impaired properties. In most instances, these oil companies' valuers do the assessment in collaboration with local elites who choose to cheat on the actual property owners.

Kuye (2009) stated that contamination from oil spill causes destruction of marine and aquatic lives in the affected area due to pollution of creeks, streams, channels and swamps. It also destroys terrestrial lives and properties when dry land area is impacted. When this happens, the host communities, the polluter- company and the government have their respective impact as follows;

- (a) Host community /land owner – the effect is on the destruction of properties such as plants, animals, fishes, reduction in soil fertility, and loss of fishing, hunting and farming rights for the duration of pollution.
- (b) Polluter – Company – the effect is on the disruption of successful business operation atmosphere, the risk of company workers' lives, destruction of installations, equipments, tools, and loss of man and machine hours and revenue.
- (c) Government – the effect is in the reduction of revenue accruing to the government, and government incurs additional cost by providing relief materials and rehabilitating the affected environment.

Ascertaining the Need for Reflecting Stakeholders' Views

Having identified who stakeholders are in the assessment of compensation payable for damage due to land contamination, it is needful to ascertain the necessity for reflecting their perspectives in the process of assessment.

When properties are damaged due to land contamination from oil spill or gas flaring, the first step by the appropriate department of the oil firms is to initiate evaluation of the degree of damage. Land officers, estate surveyors and land surveyors from the department concerned undertake this process. This is aimed at identifying the area affected, degree of damage- permanent or temporary, duration of

damage and the effect on water and air and consequently the impact on human life. The principle of 'before' and 'after' valuation of the impacted properties is adopted. This must be quantified by estate surveyors and valuers, deducting the value of the property after the damage from value before damage (Aghalino, 2005 citing Uduehi, 1986:51).

Kuye (2009) stated that when properties are damaged as a result of land contamination, the owners of the impacted properties usually forward complaints to the oil company whose facilities caused the damage. An investigation team of experts from different professions is assigned to ascertain the magnitude of the incidence. Based on reports from the expert consultants, a clean-up and other containment actions may be undertaken to forestall further damage to the environment. This is followed by valuation to establish the amount of compensation payable. From the foregoing, there is the property owner who requires to be compensated, the company which caused the damage and need to pay for it, and the valuer who determines the amount of compensation.

In Shell Petroleum Development Co. Ltd V. Chief G.B.A. Tiebo & Ors. case cited as (2005) LPELR – SC. 9/1999, the plaintiffs sued the defendants on 6th June, 1988 at the Yenagoa High Court claiming the sum of N64,146,000.00 only being special and general damages for the negligence of allowing crude oil spill into their lands, swamps, creeks, ponds, lakes and shrines. The plaintiffs sued for themselves and as the representatives of Peremabiri Community. At the conclusion of hearing, the court awarded the sum of N6,000,000.00 as general damages in favour of the plaintiffs (Kuye, 2009).

In Exxon Valdez Oil Spill of 1989, about 10.8 million gallons of oil covered Prince William Sound and the Gulf of Alaska covering about 1,300 miles of Alaska coastline (Roddewig, 1997). A number of lawsuits were filed in State and Federal law courts, with some in Alaska State courts involving claims made by individual property owners. The total amount of compensation demanded in all the Litigations was about \$93.5 Million. Exxon's appraisal experts estimated about \$5.95 Million. At the end of trial, the courts granted a total amount of \$6.7 Million in favour of all the claimants (Brennan Katelyn, 2013).

The professional valuers in carrying out their functions rely on their clients' briefs, and the courts in passing judgement depended on the positions and submissions by the plaintiffs/respondents and the defendants, and the evidence (the environment – real property) as presented by the valuers in making decisions. Like actors in a play, all the stakeholders and their roles are clear, identifiable and quite relevant requiring joint consideration.

4. Study Methodology

Data for this study were sourced from several research works on compensation for damage due to land contamination, court case reports and from the field by the use of structured and semi-structured questionnaire. Reports on court cases, were examined to establish the significance of stakeholders in compensation assessment and payment.

The purposive (non-probability) sampling technique was applied in choosing three categories of the target population in this study – practicing professional estate surveyors and valuers in private and public service, legal practitioners and people who had one time or the other benefitted from compensation payment (claimants). Twenty questionnaires were issued to respondents, out of which 50% were retrieved from estate surveyors and valuers in public and private practice, and legal practitioners in Port Harcourt due to time available for the study. 40% were responses from claimants obtained by interview using semi-structured and unstructured questionnaires. The 40% responses were from respondents interviewed in Ejamah- Ebubu in Eleme Local Government Area and Bodo in Gokana Local Government Area in Rivers State. These are communities that had experienced property damage by land contamination and had been paid compensation one time or the other.

5. Data Analysis

Simple statistical methods – frequency and percentage ratings, were used in analyzing the data. However, calculations were made by the use of statistical package for social sciences, version 20 (SPSS).

Research Question 1: If all stakeholders' views are reflected in compensation assessment will it eliminate or reduce frictions and resentment in compensation payment?

Table 1: Compensation Frictions

	Frequency	Percentage (%)
Yes	90	90
No	10	10
Total	100	100

Source: Field survey (2016)

Table 1 indicates frequency and percentage distribution of yes (F =90, P =90) and no (F = 10. P =10) which shows that most respondents were in agreement with the fact that if all stakeholders' views are reflected in compensation assessment, it will eliminate or reduce frictions and resentment in compensation payment.

Research Question 2: Which items are to be assessed for compensation payment on a contaminated site that will bring about satisfaction to all stakeholders?

Table 2: Statistics on Stakeholders' Satisfaction

S/N	Statements	Mean	SD	Decision
1.	Only those in the relevant laws	1.44	0.78	Disagreed
2.	All items of value	5.0	0.02	Agreed
3.	All property items	5.0	0.02	Agreed
4.	Wild animals, birds, fishes, etc	3.84	0.02	Agreed
5.	Se a foods	3.84	0.02	Agreed
	Grand Mean and Standard Deviation	19.12	2.86	

Source: Field survey (2016)

Table 2 shows the mean and standard deviation on the items to be assessed for compensation payment on a contaminated site that will bring about satisfaction to all stakeholders and indicates that the respondents were in agreement with items

2, 3, 4 and 5 but in discord with item 1 - "only those in the relevant laws" (M1.44, SD = 0.78). However, item 2 - "all items of value" and item 3 - "all property items with (M=5.0, SD = 0.02) were rated the highest, item 4 - animals, birds, fishes, etc. "and item 5-sea foods" with (M3.84, SD = 1.02) were rated the least.

Question 3: Do you agree that when the views of all concerned (the receiver, payer, government, valuer, etc) are considered in the process of determining the amount of compensation payable it will reflect the heads of claim as expected?

Table 3: Stakeholders' views on Heads of Claim

	Frequency	Percentage (%)
Yes	18	100
No	0	0
Total	18	100

Source: Field survey (2016)

Table 3 shows frequency and percentage distribution of Yes (F=18, P=100) and No (F=0, P=0) which indicates that all the respondents are of the opinion that when the views of all stakeholders are considered in the process of determining the amount of compensation payable it will reflect the heads of claim as expected.

Figure 3 shows the percentage rating of respondents on when the views of all stakeholders are considered in the process of determining the amount of compensation payable it will reflect the lands of claim as expected in the issue of land contamination.

Question 4: Why are the views of claimants not reflected in compensation assessment on damage due to and contamination?

Table 4: Reason for Non-Reflection of Claimants' Views

S/N	Statements	Frequency	Percentage (%)
1.	The relevant laws do not provide for it.	9	50
2.	Valuers do not care to reflect their views.	3	16.7
3.	Judges do not ask for the views of claimants.	4	22.2
4.	Claimants' views are not relevant in compensation assessment.	2	11.1
5.	Any other	0	0
	Total	18	100

Source: Field survey (2016)

Table 4 shows the frequency and percentage distribution of the responses on why the views of claimants are not reflected in compensation assessment on damage due to land contamination? 9 respondents accepted statement 1 as the reason for claimants' views not being reflected in the process of determining the amount of compensation on damage due to and contamination, representing 50% of the total responses. three (3) respondents accepted statement No.2 representing 16.7% of total responses, 4 respondents accepted statement No. 3 representing 22.2% of total responses, 2 respondents representing 11.1% of responses

accepted statement No.4 while non accepted No.5 - any other.

6. Findings and Discussion

The outcome of this study is discussed based on both literature review and the research questions which were formulated to guide the study and invariably constituted the aim and objectives of the study.

It was observed from the literature review that stakeholders' perspectives are quite critical in compensation assessment and payment. As noted in the court cases, the professional valuers in carrying out their functions relied on their clients' briefs, the courts in delivering judgment depended on the positions and submissions by the plaintiffs/respondents and the defendants, and the evidence (the environment- real property) as presented by the valuers in making decisions. It is the various stakeholders' perspectives that made it possible for the professional experts to determine the degree of property damage and the amount of compensation payable respectively based on which the courts made decisions.

Research question one: if all stakeholders' views are reflected in compensation assessment, will it eliminate or reduce friction and resentment in compensation payment?

Ninety (90) percent responses were in agreement with the fact that there will be considerable reduction of frictions and resentment in compensation payment if all stakeholders' views are to be fully considered in compensation assessment. Also, a bar chart was used to illustrate percentage of the responses which was rated up to 90%.

Research question two: which items are to be assessed for compensation payment on a contaminated site that will bring about satisfaction to all stakeholders?

Table 2 indicates items to be assessed for compensation payment on a contaminated site that will bring satisfaction to all stakeholders. The respondents were in accord with items 2, 3, 4 and 5, item 2 which stated that all items of value" and item 3 -- "all property items" with (M= 5.0, SD = 0.02) were rated the most important items to be considered and assessed for compensation payment on a contaminated site that could satisfy all stakeholders, and the least rated were item 4 which states "wild animals, birds, fishes, etc" and item 5- "sea food" with a collective (M=3.83, SP = 1.02). Nevertheless, the respondents were not in agreement with item 1 which states - "only those in the relevant laws" with a (M=1.44, SD=0.78) which implies that items in the relevant laws alone should not be considered for assessment.

This implies that all the respondents agree with the view that stakeholders will be satisfied if all properties damaged on a contaminated land are assessed for compensation payment. That is, the reverse will be the case if only those properties provided for in the relevant laws are assessed. This opinion is confirmed by the level of the criterion points for items 2, 3, 4 and 5 being above and item 1 being below the cut-off point of 3.

Question Three: Do you agree that when the views of all concerned (the receiver, payer, government, valuer, etc) are considered in the process of determining the amount of compensation payable, it will reflect the heads of claim as expected?

Table 3 indicate respondents' agreement with the fact that if the views of all the stakeholders are considered in the assessment of the amount of compensation payable, it will reflect on the heads of claim liable for compensation on a contaminated site. 100% of the respondents all expressed the opinion that when stakeholders' perspective are dully considered in compensation assessment, it will invariably, touch on all areas of interest and thus, the appropriate heads of claim will be accounted for. Furthermore, a bar chart was used to illustrate the percentage of responses indicating total agreement with this view point.

Research Question Four: Why are the views of claimants not reflected in compensation assessment on damage due to land contamination?

Table 4 indicated statements on the reasons for not reflecting the views of claimants in compensation, assessment on damage due to land contamination. Out of the eighteen (18) claimants interviewed, 50% of the responses were of the opinion that the reason is that "the relevant laws do not provide for it" (statement No.1). 16.7% of the responses support statement No.2 which states that - estate surveyors and valuers do not care to reflect claimants' views in the process of assessment. 22.2% responses favored statement No.3 which states that court judges do not ask for the views of claimants, and 11.1% supported statement No.4 which states that "claimants' views on the items of claim are not relevant in compensation assessment and payment". There was zero support for No.5 - 'any other' reason. In summary, statement 1 is the major reason for not reflecting claimants' perspective in compensation assessment.

7. Conclusion and Recommendation

This research work focused on the necessity for stakeholders perspective in compensation assessment. This study undertook an indepth view of available published research studies and the court cases to ascertain stakeholder relevance in compensation assessment, Through the use of questionnaires it was observed that stakeholders' perspective dictates the determination of compensation payable on contaminated and. Thus it becomes pertinent to ascertain who are the stakeholders in the assessment of compensation on a contaminated site and to address their views /opinions.

7.1 Conclusion

The studies revealed stakeholders in compensation assessment and their impact. The research questions raised in this study have been studiously appraised through empirical analysis of the available qualitative and quantitative data by establishing the relevance of stakeholders' perspective in compensation assessment, who are the stakeholders in compensation assessment, their roles in compensation assessment, and what the result will be if their expectations / views are not addressed.

There is, therefore, the need for reflecting stakeholders' views in the determination of compensation payable so that issues arising therefrom can be resolved amicably.

7.2 Recommendations

Based on the findings from this study, the following recommendations are suggested to encourage the reflection of stakeholders' perspective in compensation assessment.

- a) Compensation assessment requires the identification of the stakeholders.
- b) It is necessary to avoid middle men/ go-betweens in dealing with compensation claims.
- c) Stakeholders' perspective in compensation assessment produces compensation figures acceptable to all interested parties and therefore should be considered in compensation assessment.
- d) Compensation payment is intended to appease the injured, it is therefore necessary to consider the views/interest of all concerned (stakeholders).
- e) The relevant laws should make provision for the reflection of stakeholders' perspective in assessing compensation payable.

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