

Public Relations, Corporate Social Responsibility and Oil Communities in Niger Delta Region, Nigeria.

Olaniyan Raman Abubakri, Gift Ogodo and Florence Iyadunni Adedowole.

Email of Corresponding Author: abubakrialhaji@gmail.com

Department of Mass Communication, Rufus Giwa Polytechnic, Owo, Ondo State, Nigeria.

Abstract

Globally, one sector of business that lays strong claims to public relations and corporate social responsibility-human rights, employee rights, stakeholder rights, environmental protection, community relations, transparency, product stewardship, principles and code of practice is the oil and gas sector (Frynas, 2005). The oil and gas transnational corporations are active and play leadership role in integrating social and environmental concerns in their business operations and in their interaction with their stakeholders. This paper examines the roles and oil communities in Niger Delta Region in relation to social responsibility and public relation.

Introduction

The involvement of Shell Petroleum Development Company [SPDC], Chevron, Texaco, Exxon Mobil Total, Final Elf, Agip, etc in the United States Global Impact [UNGI], the Global Reporting Initiative [GPI] the Sullivan Principle, the Voluntary Principle on security and Human Rights, the Millenium Development Goals [MDGs], Dow Jones Sustainability Index [DJSI], and the World Summits on Sustainable Development in Rio de Janeiro and the Johannesburg attested to this fact [Tuodolo, 2009].

Specifically, this oil and gas transnational corporations are contributing to the economic growth of Nigeria and to the development of communities in their area of operations. For example, they are contributing to the development of education: giving scholarship, building classrooms, providing equipment and sometimes paying allowance of teachers; health: building and renovating of health centres, providing equipment, providing drugs and paying allowances for health personnel; transportation: building jetties, donating speed-boats and vehicles; agriculture: granting micro-credit schemes to farmers, providing farm implement, providing high-breed planting and rearing stocks, training farmers: water: sinking boreholes, constructing water tanks; electricity: donating power plants, supplying diesel etc. The area called Niger Delta Region in Nigeria comprises of nine states namely, Bayelsa, Delta, Rivers, Imo, Akwa-Ibom, Edo, Abia, Cross River and Ondo States.

Therefore, as far as most of the transnational corporations are concerned, they are performing very well in terms of community development (Eweje 2006; cited in Idemudia, 2009). Their area of concern is how to effectively inform the outside world of their enormous contributions. Holding this view, Green Business Report [2007] has this to say: 'Many transnational corporations suffer, not from a negative perception, but from a lack of recognition of their corporate social responsibility activities'.

Conversely, some keen commentators, analysts and indigenes of Niger Delta, home of oil communities see these seemingly laudable contributions especially in terms of community development as mere 'tokenism' Niger Delta Development Commission [NDDC, 2004:11]. For Saro-Wiwa [1995:116], he sees the contributions as 'negligible and most insulting when quantified and placed side by side with what the company has taken out of the area or the harm it has caused the environment.'

Corroborating NDDC and Saro-Wiwa's views, Frynas, [2005] and Akpan, [2006]; cited in Idemudia,[2009]; Dafinone,[2000]; Onduka,[2003]; Onyadongha,[2003]; Irimisose,[2004] and Tosanwumi,[2004]; have all continued to argue that oil and gas transnational corporations efforts at community development are at best abysmal. Rather, the transnational corporations are accused of abusing public relations strategies. [All Africa.com, 2002].

Stretching the debate, Bala- Gbogbo,[2009] quoted the Nigerian Minister of Niger Delta Affairs, Ufot Ekaette thus :

'oil companies prefer to embark on minor programmes such as renovation of town halls, health centres,donation of buses,boats and fishing gears, instead of capital project like roads, bridges and training of people to be able to fit into the oil business.'

In a swift reaction Addax Okporbia, an oil company official asked; 'If like the Minister said, it is now the responsibility of the oil companies to build roads and bridges'. Then, the question is,

What will the responsibility of the federal government, state government, and the local governments?'. Emmanuel Etomeh, another official rejected the minister's call outrightly saying: 'it is not the responsibility of the oil companies to carry out development. It is the constitutional responsibility of governments to develop their states. Our responsibility is to pay our taxes which we do and through corporate social responsibility, which is supposed to be voluntary [Bala-Gbogbo, 2009]. Remarkably, for much of this debate, the criteria for the assessment of oil and gas transnational corporations' contribution to community development are unclear and neither are there any agreed criteria for such an assessment. As such, part of the problem is the divergent

perceptual corporations impact on community development and the often different scales within which analysis are undertaken [Hamann, 2006 cited in Idewuda, 2009]. Consequently, the focus of this paper is one, to x-ray arguments for and against corporate social responsibility. Two, to point out the extent to which oil and gas transnational corporations can be involved in corporate social responsibility in the face of global competition and economic meltdown. Three, to discuss the benefits that these corporations can enjoy from being socially responsible. Lastly, to analyse the role of public relation in effective corporate social responsibility.

Corporate Social Responsibility

Corporate social responsibility, also known as corporate responsibility, corporate citizenship, responsible business, sustainable responsible business or corporate social performance is a complex concept without a universal flavour which has resulted in these variants. What corporate social responsibility means to a manager in oil and gas transnational corporation is different from what it means to an indigene of an oil community, which may also be different from how the government or its agency and a researcher or scholar sees it. Also, between the civil society group and the private sector, and for the oil and gas transnational corporation in the foreign field and the home country, there is hardly a consensus over corporate social responsibility. That is not to say there are no lines of commonality.

According to Baker [2009], 'corporate social responsibility is about how companies manage the business process to produce an overall positive impact on society. 'Holmes and Watters,[2009], said 'corporate social responsibility 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 families as well as the local community and society at large', cited in Baker,[2009].

Social responsibility is a business' intention beyond its legal and economic obligation to do the right things and act in ways that are good for the society. A socially responsible organisation views things little differently, and goes beyond what it is obligated to do or chooses to do because of some popular social need, to do what it can to help improve society because it is the right thing to do [Robbins and Coulter, 2007:119]. Carrol [1996:35] states: 'Total corporate social responsibility, pragmatically and meaningfully stated, is the strive by a business to make profit, obey the law, be ethical and be a good corporate citizen.'

Given the problem encompassing different viewpoints in one inclusive definition of corporate social responsibility, Blowfield and Frynas [2005] cited by Frynas [2009], have proposed to think of corporate social responsibility as an umbrella term for variety of theories and practices that each recognises the following:

- i. That companies have a responsibility for their impact on society and the natural environment, sometimes beyond that of legal compliance and the liability of individuals;
- ii. That companies have a responsibility for the behaviour of others with who they do business, for example, within the supply chains; and
- iii. That business need to manage its relationship with wider society for reasons of commercial viability for the purpose of adding value to society.

Theoretical Framework

The theoretical framework of this paper is based on the social exchange theory. The social theory is based on a central premise that "the exchange of social and material resources is a fundamental form of human interaction," [Cook and Richard,1978:721 and Thibault and Harold, 1952]. This means that every human interaction involves an exchange; all relationship should be about give and take, although the balance of this exchange is not always equal. Individuals, groups or organisation have resources that they are willing to exchange. In doing this however, they strive to "minimise cost and maximise benefits" [Alkalay and Robert,2003:9], and based on the probability of developing a relationship or the perceived possible outcome. Social exchange theory explains how we feel about a relationship with another person, group or organisation as depending on our perception of:

- i. the balance between what we put into the relationship and what we get out of it;
- ii. the kind of relationship we deserve; and
- iii. the chances of having a better relationship with someone else.

Applying this theory in this setting, the people of the Niger Delta are in a form of relationship with the oil and gas transnational corporations. With exploration and exploitation of oil in the region, its inhabitants had expected improvement in living conditions but the "story of great expectations" has turned out to be the "story of non-expectation" [Aboribo,2000; cited in Sokoh,2006:333]. In addition, apart from the devastation to the environment and ecology, the activities of the oil and gas transnational corporations have affected the health of the human component of the Niger Delta. For instance, Ndifon [1998] cited in Sokoh, 2006:333 identified oil acne [a special skin eruption due to exposure to oil], incidence of cancer, decreased fertility, fever, cough, abdominal pain and diarrhea to be highly rampant. With all these, Niger Deltans expect worthy exchange which has hardly come into being.

Method of Data Collection

The data collection method used in this research work is mainly secondary data collection method include, library research.

Extent of Social Responsibility

Practical experience and survey have shown that all the oil and gas transnational corporations in the Niger Delta accept, and are willing to be socially involved. The only area of disagreement is the extent of social involvement. A lot of observers, commentators, researcher, scholars and even proponents of social responsibility avoid this area as a plague. It may be understandable since the answer to this issue do not lend itself to a simple “yes” or “no”.

Notwithstanding, we can confidently say without prejudice that transnational corporations should emphasise sustainable business practices that invest equally in three things: social, environmental and financial capital. That is, the oil gas transnational corporations should give social and environmental considerations at least as much weight in their decision making as shareholder value (Idemudia, 2009; Robbins and Coulter, 2007, 115 and Owen, 2002). After all, there is no clear evidence that corporations which have committed themselves most wholeheartedly to corporate social responsibility have been penalised by investors. Corporate social responsibility is a state of mind that must form part of the core ‘DNA’ of a corporation if it is going to be worthwhile. Ideally, any corporation’s commitment to corporate responsibility will be endorsed by those at the very top of its leadership (Standwick, 2004).

Also, the extent to which transnational corporations should go in corporate social responsibility should be the extent to which they go in their home countries. The transnational corporations have been accused of applying different standards in their operations in developing and developed countries. Given our global village, moving a dirty process to a less regulated country or applying vastly different standards in different parts of the world is common with oil and gas transnational corporations (Maguire, 2009; Tuodolo, 2009 and Soeze, 2004).

For instance, Shell is no longer involved in corruption in Italy nor polluting the environment in Denver; it may no longer dumping hazardous waste in Ireland or causing oil spills in San Francisco; it may no longer commit emissions violations in Illinois or California and has stopped gas flaring in the US. It is however, still actively involved, directly in corruption, pollution of the environment, dumping of hazardous waste, human rights abuse, causing community conflicts, gas flaring and negatively impacting the livelihood and survival of local communities in many developing countries (Tuodolo, 2009).

Furthermore, on the extent of social responsibility, oil and gas transnational corporations are expected to be fair, honest and open in what they do but should also contest undue criticisms which they believe to be false or exaggerated (Maguire, 2009 and Owen, 2002). However, claiming to promote and to be committed to sustainable development while simultaneously engaging in harmful business practices is most socially irresponsible. For instance, SPDC has a much publicised corporate social responsibility policy, but this did not prevent the dumping of poisonous substances in farmlands in Oyibo, River State in 2001 (Delta Today, 2001; 1). It must be clearly stated that corporate social responsibility is more than just window dressing to attract good reputation. While boosting business is indeed an intended consequence, it is the product of an integrated business strategy. Instead of focusing superficially on being a good corporate citizen, oil and gas transnational corporation should base its corporate social responsibility programme on the findings of a rigorous reputation management audit (Siater, 2009). An ideal corporate social responsibility policy should be integrated into the daily function of the transnational corporations. It should be a built-in, self-regulating mechanism that allows a business to address its impact at all levels in its community of operation, on the environment and other stakeholders.

Corporate social responsibility should be an integrated, sustainable and systematic approach to business. It should belong, as a core component, to the strategies and structures of the oil and gas transnational corporations. Corporate social responsibility is about being a good corporate citizen to all stakeholders-investors, employees, customers, communities, chain supply, environment, etc. It is about the sustainability of the business through integrity and smart business decisions that recognise and integrate the impact on and influence of all stakeholders. Good corporate social responsibility should be seen as: corporate sustainability and responsibility (Rochete, 2009).

Benefit of Corporate Social Responsibility

There is now a consensus based on both practical experience and formal studies that implementing effective corporate social responsibility strategies can deliver benefits not just to the reviewing community but to the corporation. Critics do not only see corporate social responsibility as a “subversive doctrine” and a “misguided virtue” [Post, 2009] but also as a costly venture. This led to the coinage of the “business case” which has increasingly become a formidable corner stone of securing business commitment to corporate social responsibility. The business case suggested that business acceptance of social responsibility invariably results in a win-win situation for both business and its stakeholders. As a result, “business case” has successfully moved corporate social responsibility from the realm of altruism or morality to the realm of rational economic decision-

making [Idemudia, 2009]. Although findings from empirical research have yet to support incontrovertibly the “business case”, [Griffin and Mohan, 1997; Margolis and Welsh, 2003 and Utting, 2005; all cited in Idemudia, 2009], the appeal of business case has remained enduring both in the business community and in academia.

Specifically, one of the strong points of the “business case” for corporate social responsibility is that it improves financial performance in the long-run. There is little evidence to say that corporation’s social actions hurt its long-term economic performance [Robbin and Coulter, 2007]. Interestingly, no corporation that has been doing corporate social responsibility properly for years disputes this fact, it is however, the excuse of choice for those lagging behind [Standwick, 2004].

Also, effective corporate social responsibility has the potentials of improving effective community relations. Part of the reasons for the crisis in the Niger Delta has been as a result of the social irresponsibility of the oil and gas transnational corporation [Eshagberi,2003; Ogoni Saga, 2003; NDDC, 2004; Tosanwumi, 2004; Torulagha, 2004; Shunu, 2004 and Ogodo,2005]. Effective, strategic and intergrated corporate social responsibility can improve relations between corporations and community leading to enduring peace especially in this post-amnesty era. Peace will mean goodbye to vandalisation of oil installations, and disruption of corporation’s activities which ultimately will save costs, time and other resources.

Furthermore, the “business case” for corporate social responsibility will likely rest on one or more of these arguments

- i. Reduce exposure to non-financial risks;
- ii. Help in identifying new products and new markets;
- iii. Enhance brand image and reputation;
- iv. Increase sales and customers loyalty;
- v. Improve recruitment and retention performance;
- vi. Create new business network;
- vii. Increase staff motivation, contribution and skills;
- viii. Improve trust in the company and its managers;
- ix. Improve government relations;
- x. Reduce regulatory interventions;
- xi. Reduce cost through lower staff turnover; and
- xii. Reduce cost through environmental best practices.

All these provide a compelling “business case” for corporate social responsibility. In turn, they can deliver win-win solution for the oil and gas transnational corporations and the communities in which they operate.

Public Relations and Corporate Social Responsibility.

To skeptics, public relations in corporate social responsibility is merely ‘green washing’ the ‘sin’ of oil and gas transnational corporations, spinning, self-glorification, the latest market fad or a trendy thing, [Rochete, 2009]. Some others see it as the presentation of the good side of transnational corporations, a means of brainwashing the masses, a euphemism for deceit or trickery, a substitute for floppy management, etc [Davis, 2004; Nwosu, 1997 and Jeffers, 1977]. All the above, and sometimes worse are what some people refer to as public relations, though they are not. It is pertinent and imperative to state that public relations play an important role in all oil and gas transnational corporations for none of them can survive the murky water of business without public acceptance.

According to Jefkins and Yadin [1998:6], “Public relations consist of all forms of planned communications, outwards and inwards, between an organisation and its publics for the purpose of achieving specific objectives concerning mutual understanding.” For Davis [2004:4], “Public relations is communication with people who matter to the communicator, in order to gain their attention and collaboration in ways that are advantageous to the furtherance of his or her interest or those of whoever is represented.”

The essence of professional public relations practice is to apply communications to help oil and gas transnational corporation to develop and maintain reciprocal relationships with stakeholders [publics] that can influence their business. Public relations is an interface between the transnational corporations and their publics. It is an important broker between these corporations and oil communities, the corporations and non-governmental, organisations [NGOs], corporations and governments, corporations and other stakeholders. Public relations seek goodwill, co-operation, mutual understanding, acceptance, friendship and loyalty. Public relations is based on the ethics of honesty, integrity, trust and fairness.

It must be clearly stated that public relations is not mere communications. Communications, no matter how constructively expressed are not enough to earn understanding and goodwill. To be effective, communications must be preceded by worthy actions. Public relations is said to be “Ninety percent doing good and ten percent saying it” [Black, 1989:15]. The great good work must come before the saying. No wonder Ogbodo [1999:9] said “organisations are judge by what they do and not by what they say. Sadly at times, the saying falls short of the doing. For instance, “ the same week that a spokesman for SPDC, Harriman Oyofe, made a statement in Warri, Delta State about his company’s commitment to the development of the communities in which it does

business” ridiculously, “ that same week, the company was caught illegally dumping poisonous substance in farmlands in Oyibo, River State” [Delta Today, 2001:1]

Irrespective of this negative use of public relations, public relations practitioners in oil and gas transnational organisations must never assume that the public knows or understands or appreciates the organisations’ corporate social responsibility initiatives. Rather, there must be effective communications about corporate social responsibility initiatives. If practitioners fail to communicate effectively, be sure that there will be no vacuum. Other sources will supply explanations especially through gossip and rumour and this could be dangerous. It may make the corporations to be misunderstood, misrepresented and criticised. However, communication here does not mean bragging or pompous self-glorification. The essence of communication is to reveal, explain or promote the actions of the transnational corporations to their various public to secure enduring goodwill and understanding [Ogbodo, 1999:9].

However, caution is needed in communication. In most cases, practical experience and empirical studies have shown that celebrating an ordinary or expected corporate social responsibility initiative is not good public relations on corporate social responsibility (Rochete, 2009). It is probably what skeptics call “greenwashing” or “self-glorification”. It is artificial and could cause more harm more than good. Public relations, if it must not be abused, it must trend carefully especially for new corporate social responsibility initiative. Until a corporate social responsibility programme has gained momentum and there is something to celebrate, public relations should just inform the public that a corporate social responsibility programme is on and progress report will be sent across from time to time.

For existing corporate social responsibility initiative, the strategy may be different. Communications may include corporate social responsibility value-added improvement year-on-year corporate social responsibility improvement, highlights on new areas of corporate social responsibility performances which can be used to benchmark for competitive valuation (Rochete,2009).

Another caution reports only on the activities but not out of proportion to the other activities of oil and gas translational corporations. Doing so has often been counterproductive, worsening relation between business and local communities (Pendleton, 2004, and Rochete,2009).

Combination of effective public relations and strategy integrated corporate social responsibility is about smart business practices. It is about consistent improvement and integrity. Public relations in corporate social responsibility is about the right corporate social responsibility message, the right amount of corporate social responsibility message delivered through the right vehicle. Public relations are about showcasing the good deeds of the oil and gas transnational corporations.

Conclusion

Despite the barrage of criticism against social responsibility, it has been established that corporate social responsibility has become an increasingly acceptable business strategy of oil and gas translational corporation in oil communities. However, the major concern is on where the boundaries lie. The paper has posited the extent of social involvement of the oil and gas translational corporations. It has also been established that strategy and integrated corporate social responsibility can deliver significance benefits to the oil and gas translational corporations and none of these translational corporations that have been committedly involved in worthy corporate social responsibility programmes, and this has not been disputed. As oil and gas translational corporations embark on well-deserved corporate social responsibility programmes, effective relations strategies must be applied not for self-glorification but to develop and maintain reciprocal relations with the oil communities.

References

- Alcalay, R. and Robert,B. “promoting nutrition and physical activity through social marketing .”Communication Initiative.29 July, 2003:9.
- All africa.Com.” Shell records 262 oil spills in 2002.” 6 May,2003.[http:// www.allafrica.Com/stories/20030360433.html](http://www.allafrica.Com/stories/20030360433.html).
- Baker,M. “What is corporate social responsibility.” 5 November 2009. <http://www.mallenbaker.net>.
- Bala-Gbogbo, E. “Stiff opposition to corporate social responsibility bill.” 28 October, 2009. www.234next.com/story CSR.
- Black, S. [1989] Introduction to Public Relations. London: Modino Press Limited.
- Broon, P.S. “Corporate mission as a driver of corporate social responsibility.” Paper presented at the International Seminar on political consumerism. Stockholm, Sweden. 31 May-3 June,2001.
- Carrol, B.A.[1996] Business and Society Ethics and Stakeholder Management 3rd ed. Cincinnati, Ohio: South-Western College Publishing.
- Cook, K. and Richard, E. “ Power, equity and commitment in exchange networks.” American Sociological Review 43,1979.

- Dafinone, D. O. "The Niger Delta: today, yesterday and tomorrow." A paper dedicated to Nigeria's socio-political issues. Herndon, USA. 23 November, 2000.
- Delta Today Online "Shell Nigeria caught over toxic dump" 8 April, 2001. www.deltatoday.com
- Eshagber, G.O. the Unwie people of the Niger Delta Sapele: sameday.2003
- Frynas, J. G. "Beyond corporate social responsibility, oil multinationals and social challenges." Middlesex University, London. 10 May 2009. www.cambridge.org/catalogue.asp.
- Green Business Report "Public relations must tout corporate social responsibility accomplishments." 21 March, 2007. www.environmentalleader.com/2008/09.
- Idemudia, U. "Corporate Partnerships and Community development in the Nigeria oil industry: strength and limitations." Lancaster University. 27 October, 2009. www.commdr.org/files/1061-file-7pdf
- Irimisose, O.M. "Agitation in Niger Delta will persist, unless....." Urhobo Voice 31 May, 2004:16
- Keeler, D. "Love and make it pay." Global Finance Online May 2002:36. <http://www.calbaptist.edu/dskubik/csrgf.html>.
- Keer, R. "The meaning of corporate social responsibility" Aiesec corporate social responsibility seminar. 3 December, 1996.
- Maguire, A. "Implementing Corporate Social responsibility 4 November, 2009. www.chinkintiPR.com
- NDDC "The Niger Delta: a brief history." Port Harcourt. May 2004.
- Ogbodo, T. N. "Principle of Public Relations." Lecture Note, University of Nigeria, Nsukka 1999.
- Oghene, J. "Business ethics: a Nigeria perspective." Lecture Note, postgraduate school, Delta State University, Abraka. 2004.
- Ogodo, E. G. "Corporate social responsibility to host communities an instrument for managing community-company crises. A case study of Unwie communities" an unpublished MCM thesis, Department of Mass communication, Delta State University, Abraka. February, 2005
- Ogoni Saga "Factsheets on the Ogoni struggle" 3 November, 2003:1
- Onduku, A. "Confronting the human security dilemma towards building sustainable peace in the Niger delta." A paper presented at the ceremony in honour of Mrs Ibiba Danpedro, the winner of the 2003 CNN African Journalist of the year Award, London, 18 October, 2003.
- Onyandongha, S. "Group urges oil companies to reveal terms of oil deals." Vanguard Online 12 August, 2003:3 <http://www.vanguardngr.com/articles>.
- Owen, G. "Corporate social responsibility: rethinking the role of corporations in a globalising world." Paper presented to Madingley Hall, Cambridge 3-11 October 2002.
- Palazzo, M. and Starcher, G. "Corporate social responsibility and business success." A paper presented to the European Baha' 1 Business Forum (EBBF), Chambéry, France. 17 June, 2004
- Peyton, K. "CSR: who needs it?" International Association of Business Communicators (IABC). Calgary Chapter Newsletter Online. Aug 2002. www.iabccalgary.com Post,
- Robbins, S. P. and Coulter Mary 'Management' New Jersey Pearson Prentice Hall.2007
- Rochete, M. "Public relations versus corporate social responsibility" 4 May, 2009 <http://www.opportunitiesustainability.com>
- Saro-Wiwa, K A month and a Day: A Detention Diary. Ibadan: Spectrum.1995
- Shadwick, W. "More than a gimmick: why corporate social responsibility matters." May 2004. www.webershadwick.co.uk/outcomes/i
- Shunu, J. "The way forward in Unwie" Peace Assurance Day. Effurun 23 July, 2004.
- Siater, E. "The economic benefits of corporate social responsibility" 17 August, 2009. www.scivee.tv/node/8488
- Soeze, C.I. "Oil pollution and the Public." Midwest Times 6 June, 2004:7
- Sokoh, G.C "Marginalisation and the crisis of development in the Niger Delta" in Omotor D.G. et al (ed). Readings in Conflict Management and Peace Building in Africa Vol II. Abraka: Delsu Investment Nigeria Limited.2008.
- Steiner, A. G. and Steiner J.F. Business, Government and Society: A Managerial Perspective, Text and cases 8th (ed) New York: McGraw.1990.
- Thibault, W.J. and Harold, H.K. The social Psychology of Group New York: Wiley.1952
- Torulagba, P.S. "The Niger Delta, oil and Western strategic interests the need for an understanding." 24 February, 2004. <http://www.nigerdeltacongress.com/articles>.
- Tosanwumi, R. "Whither Niger Delta?" Urhobo Voice 31 May, 2004
- Tuodolo, F. "Corporate social responsibility: Between civil society and the oil industry in the developing world. 11 August, 2009 www.acme-journal.org/Tuodolo.og.pdf

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:
<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

