

Original Research Article

Use of Community Relations in Compensation Payment Process in Estate Management Practice: A Case Study of Kwale Industrial Park Acquisition

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Abstract: The engagement of a community in any project to be sited in it has always been recommended as the ideal step to take by government and organisations. However, bickering still ensues due to the non-diligent application of community relations, an arm of public relations, that guarantees a cordial relationship between an organisation/government and its host communities. Therefore, the principal intention of this conceptual study is on the relationship between Estate Management Practice and Community Relations. This study was conducted to examine what community relations activities are, and to investigate if community relations was applied in the compensation payment process in the case of Kwale Industrial Park Acquisition in Delta State, Nigeria. Persuasion theory served as the theoretical framework of the study. The researchers adopted the library research design and participant observation methods. Results indicate that community relations were partially applied in the compensation payment process. It was concluded that the Land Use Act, which prescribed the method of valuation to be used in acquisition and compensation, did not foresee the problem of gross inadequacies of compensation, and the pre-payment and post-payment disputes associated with it. The researchers, therefore, recommended, amongst others, that there should be public enlightenment from time to time to make the public understand the roles of estate surveyors and valuers, for this will, to a great extent, make the public cease patronising quacks in compensation exercises. Also, Government ministries, specifically the Ministry of Information, Ministry of Land, Surveys and Urban Development, Ministry of Housing, and other Ministries that have anything to do with communities, should have community relations department as an arm to handle community relations issues.

Keywords: Acquisition, Community Relations, Compensation Payment, Estate Management Practice, Public Relations.

INTRODUCTION

When individuals, or governments and her agencies, are embarking on any development programme or project in any place, the host communities must be carried along. It is their right to be briefed and intimated about the project, even when the project is for their good. Such briefing is even more necessary when it involves the people contributing to the project by giving out their land and property. Such an act of community engagement has symbiotic benefits to both the initiator of such projects and the community. This is true, given that a comprehensive, ongoing community relations programme can help virtually any organisation achieve visibility as a good community citizen and gain the goodwill of the community in which its operations (Edoga & Izute, 2008).

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There have been cases where communities initiate development projects like schools, voluntarily give out the land for such, and invite the government to come to carry out the building of the classrooms, office blocks, and posting teachers to teach the students. Even in such scenarios, all stakeholders have to be involved in roundtable talks to iron out grey areas, if they were any. This consultation activity is known as community engagement.

According to the World Health Organisation - WHO (as cited in Ochonogor & Ikpegbu, 2019), approaches to community engagements include communication for development (C4D), social mobilisation, behavioural change communication, communication for behavioural impact, health promotion, health education, crisis communication, risk communication, and outbreak communication. This is where community relations, a branch of Public Relations, comes in.

The philosophy of community relations, according to Bowman and Ellis (as cited in Adegoke, 2001), is that no man is an island unto himself. Every person or corporate organisation has one kind of affinity with the members of the environment where he or she operates, whether the individual or organisation thinks about the environment or not. As a result, where the appropriate attitude is demonstrated, the organisation, person, and community will always have a mutually beneficial connection. This is why every company should have a policy on community relations. Nwodu (2004) opines that:

... community relations demand that corporate organisations should work closely with their host communities in order to sufficiently understand and contribute immensely to the concrete priority needs of such communities and by extension, achieve harmonious relationship with the communities. This harmonious relationship is needed to enhance the corporate objectives of any business concern as such could hardly be achieved in a climate of violence (p.185).

Therefore, when it comes to the situation whereby government is the initiator of a project, community relations have to be applied on full scale. Simply put, community relations involves all activities being taken by government, organisations, or companies to carry the host communities of projects along in their dealings. For any form of development activity that takes place in a community, the hosts have to be involved because they create enormous value for such development agent or company that wants to establish any business in their domain. The engagement of the community is what is called 'community relations', a branch of public relations. It is the arm that deals with corporate social responsibility. However, before a company or government can do anything in such community, they must understand the people of the community to be able to manage, engage and grow the community.

For instance, if the government wants to acquire a community's land for any form of development, it should be able to carry the community along through the employment of a participatory approach by making them know the advantages of such projects to them as hosts and its social-economic values. Government, through two-way horizontal communication, should also know how the community feels about the project, and how they will be compensated for releasing their land for the general good of the public which, according to Sharma (2017), encourages dialogue, assesses risks, identifies solutions, seeks consensus for action and converts the host community from being passive to active agents of development. Government should use all means to interact with the people, including opinion leaders, traditional leaders and the mainstream and social media, where necessary.

The media should be used in disseminating information to create sufficient awareness on any intended plan so that land and property owners of the acquired can be aware. Also, the awareness created by the media about the benefits of a project, and the compensation plans of the government, long before such a project commences, tend to reduce the tension or conflict that might have arisen. It would have been nipped in the bud. This is achievable because they play a crucial role in educating people.

The government of Delta State has embarked on the building of the Kwale Industrial Park Limited. It is intended to sit on a land area of 956 hectares. The purpose of the park is for processing crude oil and exportation to foreign countries. As part of the industrialization agenda of the state, the park would further place the state on the path of great economic growth and sustainability while attracting investors to the state. It will greatly reduce the soaring unemployment and crime rates which are threats to nation-building. The proposed industrial park is near communities that are blessed with natural resources. The media also provide a significant quantity of information to policymakers and governments at different levels (Guanah, 2022).

Therefore, a consortium of Estate Surveyors and Valuers was appointed on the 27th of April 2018 referenced S1095/59 by the Ministry of Lands and Surveys, Delta State to carry out the enumeration, assessment, and payment of compensation for the unexhausted improvements on the tracts of land in Kwale for the establishment of Kwale Industrial Park Limited. Hence, the task of this study was to determine if community relations was applied in the process of paying compensation to those whose land and the property was acquired for the execution of this development project.

Objectives of the study

The general objective was to analyse how the enumeration, assessment, and payment of compensation for the unexhausted improvements on the tracts of land in Kwale for the establishment of Kwale Industrial Park Limited was carried out while the specific objectives were:

- i. To examine what community relations activities are, and,
- ii. To investigate if community relations was applied in the compensation payment process in the case of Kwale Industrial Park Acquisition in Delta State, Nigeria.

Statement of the problem

Community engagement, whereby people participate in the affairs of their communities, is the right of the people. According to Franklin (2002) and Kitschelt and Rehm (2008), community engagement is more pronounced in a democratic system in which participation is seen as its lifeblood and cannot survive without it. Nonetheless, there have been cases where communities projects were to be cited were not engaged in the process. Situations like that have always resulted in a breach of the peace. Such incidents would have been prevented if appropriate community relations principles were in place.

Likewise, the neglect of the potent public relations arm of community relations in projects that involves government and her citizens, especially when it involves land acquisition, mostly result in conflicts. It is such conflicts raging on in most communities that made Guanah, Obi and Anho (2018) advocate for the application of community relations activities in resolving conflicts. Therefore, this paper explains what community relations mean, and how they can be applied in a circumstance like in the acquisition and compensation payment process.

Area of study

Kwale is a town in the Delta North Senatorial District of Delta State, Nigeria otherwise known as Delta Igbo. The language commonly spoken by the indigenes is Ukwani, and a great proportion of the people are peasant farmers and petty traders. The study area is endowed with natural resources. The acquired land is about 956 hectares, and it spreads across five (5) communities, viz. Umu-Ogbe, Emu-Ebendo, Obodougwa-Ogume, Ogbole-Ogume, and Umuseti-Ogbe.

Theoretical Linkage

Persuasion Theory served as the foundation for this research. Aristotle, a prominent Greek philosopher, is credited with developing the theory. Aristotle emphasised the persuasive capacity of a speaker as necessary for reaching a set of goals when working on his "Rhetorical theory of communication." According to Oduah (2017), "the factors that played a role in determining the persuasive effects of a speech were its contents, arrangements, and the manner of delivery, while not oblivious of the audience" (p. 91). "What is being said", "how is it prepared and delivered", and "who are the recipients," according to Aristotle's rhetorical theory, are three components of communication issues that must be present for any communication to be successful, compelling, and persuasive.

Asemah (2011) and Oduah (2017) point out that Burgeon and Ruffiner eventually refined Aristotle's rhetorical theory into what is presently known as and dubbed 'persuasion theory'. Persuasion theory, according to Burgeon and Ruffiner, is concerned with "an attempt is made to include changes in attitudes and behaviour, through involvement of a person's cognitive and affective process" (Asemah, 2011, p. 348).

The act and practice of carefully and masterfully designing a communication piece (written or oral) with the primary goal of persuading the audience or public to embrace a specific view, opinion, or concept are known as persuasion theory in public relations. According to Asemah (2011, p. 347), persuasion is the skilful presenting of ideas and messages to varied audiences to achieve the intended effect. It may be seen as a sequence of messages intended to persuade the listener to willingly adopt or internalise new ideas, beliefs, values, and attitudes to act in the desired manner and get the final reward for the communication efforts.

It is worth noting that, while the persuasive theory of public relations looks to be propaganda in spirit, the two notions are not interchangeable. To this end, Asemah (2011, p. 349) quoting McQuail, observes that "persuasion must be distinguished from propaganda. It is persuasion when the message stresses the interest of the receiver or mutual interest of the source and receivers, but it is propaganda when the message portrays a single-minded pursuit of the source's interest" (p.184). Value change theory and cognitive dissonance theory are two more persuasion theories.

This theory is relevant here since persuasion is the capacity to persuade another person, or a group of people, to see and agree with you on an issue. This skill may be due to your ability to marshal superior arguments why your perspective must be taken. In this situation, the Delta State government, through a consortium of estate surveyors and valuers, had to persuade and convince the people to transfer their landed property for the Kwale Industrial Park project, which will benefit not only the state as a whole but also the host communities. People had to be convinced to collect

compensation for their land, even if it was insufficient to compensate them for the value of the land and property they had to give up for the project to run smoothly and successfully.

Compensation Payment Process

The Consortium of Estate Surveyors and Valuers was asked to carry out the enumeration, assessment, and payment of compensation for the unexhausted improvements on the tracts of land in Kwale for the establishment of Kwale Industrial Park Limited. The first step taken was for the consortium to hold a series of meetings with all the stakeholders, including government representatives and community leaders to ensure a hitch-free enumeration and compensation payment exercise.

All the affected buildings, structures, economic trees, crops and other unexhausted improvements that fall within the right-of-way (ROW) were enumerated. Joint verification with the representatives of the Ministry of Lands and Surveys, Delta State and preparation of computation for compensation and payment to the affected claimants was carried out. The various Powers of Attorney donated to attorneys were sorted out, and the attorneys' fees prepared. Indemnity certificates of payment details made to the individual claimants, to the Ministry of Lands and Surveys were submitted.

Valuation Inspection for Compensation Heads of Claim

The following heads of claim were identified in the course of the enumeration exercise:

- i. Buildings/structures which include detached bungalows, farmhouses, fish ponds, perimeter block wall fences, etc.
- ii. Economic trees including bamboo, raffia palm, plantain, bananas, orange, tangerine, rubber, guava, and mango.
- iii. Cash crops including cassava, maize, pepper, yam, waterleaf, bitter leaf, tomato, watermelon, garden eggs, and melon.

Enumeration and Assessment

Buildings/Structures

In the course of the enumeration and assessment exercise, the Depreciated Replacement Cost (DRC) method, as recommended in the Land Use Act (LUA) of 1978 Decree No. 6, was adopted. This was provided for in sections 28 and 29 respectively. The method deals with the linear measurements taking into cognizance construction details of the respective buildings and structures alongside the application of the necessary construction costs per square meter/₦ to arrive at the total cost thereby applying the depreciation rates to arrive at the net value which is a reflection of the replacement values.

2-Bedroom Detached Bungalow Belonging to Mr. Edwin Oshile Used for the Valuation

Construction Details

Claimant:	Mr. Ewin Oshile
Description of Claim	2-Bedroom /bungalow
Walls:	Rendered/plastered and painted
Floor:	Ceramic tiles
Doors:	Wooden/Metal Panel
Windows:	Glazed aluminum sliding
Ceiling:	Flat asbestos
Roof:	Corrugated iron sheet

Condition of the 2-Bedroom Detached Bungalow

The building is in a good state of decorative and structural repairs. However, the structural survey of the property was not done, neither were its services tested or examined, hence no comment could be made in this regard. Similarly, no test was carried out on any timber or steel used in the construction, and no guarantee or assurance can be given that they are free from rot, rust, woodworms, or any other infestation.

Valuation

Basis: Statutory

Method: Depreciated Replacement Cost

A 2-Bedroom Detached Bungalow Belonging To Mr. Edwin Oshile At Ogbole-Ogume, Kwale, Delta State.						
DEPRECIATED REPLACEMENT COST WITHOUT LAND VALUE						
S/N	Items	Areas (sq. m)	Unit cost (₦)	Total cost (₦)	Depreciation factor	Depreciated Values (₦)
1	2 Detached Bungalow	132	50,000.00	6,600,000.00	0.8	5,280,000.00
2	Market Value					5,280,000.00

Applicable Rates for Economic Trees and Crops

The following are classified based on:

- Matured
- Medium
- Seedlings

The harmonized compensation rates for economic trees and crops recommended as approved by the Ministry of Lands and Surveys, Delta State:

Ogbole-Ogume Community

The table below contains a few cited examples:

S/No.	Name of Claimants	Desc.	Age	Qty.	Rate (₦)	Amount (₦)	Total Value (₦)
1.	Umogor Akanu	Cassava	Matured	760	250	190,000	190,000
2.	Jonathan Ugboh	Plantain	Matured	7	1,250	8,750	8,750
3.	Benjamin Ajieh	Palm tree	Matured	50	3,000	150,000	150,000
	Total						348,750.00

Summary of Compensation Payable

Compensation payable for building/structure, economic trees and crops

Building: ₦5,280,000.00

Economic tree and crops - ₦348,750.00

Compensation payable - ₦5,628,750.00

Add:

Professional fee @ 10% due to the Consultant Valuer- ₦562,875.00

Reimbursable expenses @ 10% of professional fee - ₦56,287.50

Commission on Turnover @ 10% of professional fee - ₦56,287.50

VAT 7.5% of Commission on Turnover - ₦2,814.375

Grand Total ₦6,307,014.375

Certification

The consortium certifies that the Valuation Report was prepared following the professional standard and ethics of the Estate Surveyors and Valuers Registration Board of Nigeria (ESVARBON) and the Nigerian Institution of Estate Surveyors and Valuers (NIESV) of which we are a member.

Acquisition and Compensation Exercise Processes Followed:

- Notice was issued to the claimants for removal/demolition of unexhausted improvements on their land.
- Preparation of payment schedule to include all the affected claimants.
- Arrangements were made with the consortium’s banker to provide a space within the bank premises to enable it to have a conducive and secured environment to make payments to claimants.
- Preparation of indemnity certificates and signing by claimants indemnifying the consultant valuer and the acquiring authority against any future claims by anyone or loss within the right-of-way.
- Payment was via issuance of cheques and cash respectively.

Reconnaissance Survey

The team of estate surveyors and valuers went for a familiarization visit and to study the terrain and environment. In the process, it held meetings with all the stakeholders (traditional rulers and community leaders). It created awareness and educated the members of the various communities on the need to cooperate, the role they are expected to play and what they stand to benefit when the project comes on stream.

Field Survey

This stage involved the identification, enumeration, and assessment/valuation of heads of claim which include: buildings/structures, economic trees, cash crops, graves, fish ponds, and other unexhausted improvements that fall within the right-of-way (ROW) in Kwale.

Computation and Compilation

The computation and compilation were thereafter done after the fieldwork to arrive at the value and report submitted to the acquiring authority (Ministry of Lands & Surveys, Delta State).

Compensation Payment

The Delta State Government, through the Ministry of Lands and Surveys, paid the approved compensation funds to the consultant valuers who in turn effected payment to the affected claimants via cheques and cash respectively.

Challenges associated with the payment of compensations

There were some key issues and challenges that cropped up during the exercise. Matters involving land have to be handled circumspectly since land is a precious gift from God to man, and has to be put to use for service to God and humanity. Land, as it were, is sacred and sensitive, and requires thoughtfulness in its administration (Olusegun, 2003). Acquisition and compensation are usually the subject of disputes and resistance because of their significance. In the course of the enumeration and compensation payment exercise the following issues and challenges were experienced:

Security Issues

Emu-Ebendo and Umuseti-Ogbe communities put up a strong resistance to the enumeration exercise, and made threats against the staff of the consortium. The threats of violence brought about the temporary engagement of the officers of the Nigerian Army intending to provide security for the consortium.

Pre-Payment Issue

The issue of not attaching value to undeveloped land in the compensation exercise was strongly resisted by landowners (lessors) as some who had lessees farm on their land saw the lessees walk away with compensation sums for the unexhausted improvements (economic trees and crops alike) on the land. This generated issues given that the Land Use Act did not provide compensation for undeveloped land except for land with Certificate of Occupancy (CofO) such that Ground Rent is paid in the year of revocation.

Post-Payment Issue

This was experienced both in the course of payment and after payment had been made to claimants. The issue of undervaluation on account of low rates; omission of heads of claim and release of compensation funds in tranches and delays by the Delta State Government which is the acquiring authority.

Unethical Practice by Estate Surveyors and Valuers

Some estate surveyors and valuers canvassed for the donation of Powers of Attorney from claimants who have previously signed for other Estate Surveyors and Valuers. In some cases, they run down their colleagues before claimants. This unethical practice does not in any way improve the image of the Nigerian Institution of Estate Surveyors and Valuers (NIESV). It has ridiculed the profession and may spread if not checked and certain measures are taken.

Low Economic Trees/Crops Rates

The applicable rates for economic trees and crops are way low, and do not reflect current economic reality. This resulted in the undervaluation of the economic trees and crops and rejection of compensation payment from the government consultants.

Delayed Payment of Compensation

The Land Use Act, Section 29 (4) (b) provides that, in the event of a delayed payment of compensation, the compensation shall be paid together with interest at bank rate. This provision does not solve the inadequate compensation problem nor does it address the inflation problem. The Nigerian economy is full of uncertainties, hence, delayed payment of compensation is a disadvantage to claimants and results in disputes and conflicts.

Disturbance/Injurious Affection

Provision was not made in the Land Use Act for payment of compensation to a claimant who suffers disturbance and injurious affection. Disturbance arises where an owner-occupier or a lessee is entitled to compensation for any loss suffered through having to quit a portion of farmland at a short notice (Olusegun, 2009). Injurious affection on the other hand arises when the compulsory acquisition inflicts injury on properties not directly acquired or a portion of the acquired properties.

Government Policy

This arises from the budgetary provision of compensation funds. Most of the time the compensation provisions are never enough to pay compensation because the funds provided for in the fiscal budget are far below the value arrived at by the consultant estate surveyor and valuer. The value is pre-determined before the consultant valuer carries out the enumeration. The practice puts the consultant valuer in a difficult situation.

Introduction of Investment Method of Valuation

Investment Method of Valuation is the most appropriate method to value the interest in properties as attention is given to the annual income generated from investment properties, annual expenditure, yield, and inflation which the

Depreciated Replacement Method recommended in the Land Use Act (LUA) lacks. Compensation value should be based on what the property market says. The followings are typical examples of investment methods of valuation:

Table 1: A 2-bedroom Detached Bungalow belonging to Mr. Edwin Oshile at Ogbole-Ogume, Kwale, Delta State

Investment Approach		
2bedroom detached bungalow (158sqm). Land Size: 450sqm with all-round fence	Rent (₦)	Gross Income (₦)
	20,000.00 per month	240,000.00 p.a
Valuation		
Gross Rent	20,000.00 by 12 months	240,000.00
Less: Outgoings		
Management	5.00%	12,000.00
Insurance	Nil	
Maintenance/repairs	2.5%	6,000.00
Ground Rent	450 @ ₦20	9,000.00
		(27,000.00)
Net Income		213,000.00
YP in pep @ 3%		33
MV		7,029,000.00

Table 2: 50 Stands Of Mature Palm Trees Belonging to Mr. Benjamin Ajieh at Ogbole-Ogume, Kwale, Delta State

Investment Approach		
Income from 50 stands of mature palm trees via red oil processing. Average life span: 40 years. Already, 5 years has gone out of the 40years	Income (₦)	Gross Income (₦)
	60,000.00 per month	720,000.00 p.a
Valuation		
Gross Income	60,000.00 by 12months	720,000.00
Less: Outgoings		
Maintenance	30%	216,000.00
Net Income		504,000.00
YP for 35 years @ 6% & 3%		13.0652
MV		6,584,860.00

Retention of the Existing Depreciated Replacement Cost with Consideration to Land Value

Depreciated Replacement Cost Method was the method recommended in the Land Use Act without regard to land value. This is one of the major causes of inadequate compensation. Examples of compensation valuation having two opposing values, one without land value and the other with land value.

Table 3: A 2-bedroom Detached Bungalow Belonging To Mr. Edwin Oshile at Ogbole-Ogume, Kwale, Delta State

Depreciated Replacement Cost Without Land Value						
S/N	Items	Areas (sq m)	Unit cost (₦)	Total cost (₦)	Depreciation factor	Depreciated Values (₦)
1	2 Detached Bungalow	132	50,000.00	6,600,000.00	0.8	5,280,000.00
2	Market Value					5,280,000.00

Table 4: A 2-Bedroom Detached Bungalow Belonging To Mr. Edwin Oshile at Ogbole-Ogume, Kwale, Delta State

Depreciated Replacement Cost With Land Value						
S/N	Items	Areas (sq. m)	Unit cost (₦)	Total cost (₦)	Depreciation factor	Depreciated Values (₦)
1	2 Detached Bungalow	132	50,000.00	6,600,000.00	0.8	5,280,000.00
2	Add: Land Value	450 @ 5,000/sq.m				2,250,000.00
3	Market Value					7,530,000.00

Table 5: 50 Stands of Mature Palm Trees Belonging to Mr. Benjamin Ajieh at Ogbole-Ogume, Kwale, Delta State

Application of Rate		
Description	Rate (₦)	Amount (₦)
50 stands of palm trees (mature)	3,000.00	150,000.00

From the calculations above, it is obvious that the use of DRC without attaching land value results is inadequate compensation. Hence, our recommendation of DRC with land value as an option.

Conceptual Overview of Community Relations

Community relations is a branch of public relations practice that corporate organisations or government engage in with their host communities to enjoy a symbiotic cordial relationship with them. This they do by ensuring they get involved in the development of such communities in different ways. It involves community engagement whereby the host community is part of organisations’ or government’s development projects in the community.

Ekman and Amna (2012) perceive that community engagement should be able to allow for collaborations through joint actions that facilitate the advancement of the life of the people. Community relations and community engagement are intertwined. According to the Centre for Disease Control and Prevention- CDC (as cited by Otikor & Osife-Kurex, 2019), community engagement is:

...the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It is a powerful vehicle for bringing about environmental and behavioural changes that will involve the health of the community and its members. It often involves partnership and coalitions that help mobilise resources and influence systems, change relationships among partners, and serve as catalyst for changing policies, programs, and practices (p.3).

According to Gbolagunte and Popoola (2004), community relations involve orchestrating interaction with the community in which an organisation is situated. It is also applicable when the government or an organisation wants to carry out a project in a community. The duo avers that it involves building mutual understanding, goodwill, respect and trust between an organisation and its host community. It also entails identifying with the joys, sorrows, and problems of community neighbours of any organisation. Nwodu (2007) declares that there is no hard and fast rule in setting objectives for community relations actions given that different companies engage in different lines of businesses and/or areas of competence, which makes their community relations objectives vary. Nevertheless, he cites Raya (2001) who articulates the primary objectives of community relations programme as:

- i. To increase sales and patronage of its product or service;
- ii. To exhibit commitment in the area of social responsibility of business- the contemporary prime objectives of the business;
- iii. To make the community a better place for both the organisation and the people of the community alike;
- iv. To maintain peace and harmony with the community, and
- v. To prove good corporate citizenship.

Adamolekun and Kundayo (2004) refer to community relations as "social service responsibility of an organisation" (p.133). This service responsibility, therefore, requires that corporate organisations should conduct their affairs in a socially responsible manner in addition to identifying with the core needs of communities that play host to them. Nwanne (2015) lists the various reasons for developing and maintaining a well-coordinated community programme to include the fact that:

- i. It shows that the company is respectful of the host community. Since respect is reciprocal, members of the host community are likely to show respect to the company by supporting it in any way possible such as patronising its products, being kind and friendly to its staff and other acts of cooperation.
- ii. A socially responsible company encourages peace and good neighbourliness, with the result that there is unhindered production and marketing of its product.
- iii. A good Community relations programme takes into account the sensibilities of any community and responds appropriately.
- iv. An effective community relations programme is a demonstration of good 'corporate manners'. Just as individuals need 'good manners' to survive in a decent and sustained way, so do companies.
- v. Companies engage in community relations to amass goodwill, which will come in handy, especially on the day of crisis. Companies that have huge reserves of goodwill are more likely to recover more quickly with less damages, from a crisis, than companies that consider community engagement as a mere luxury, which they can ill afford.
- vi. Perhaps from a religious perspective, major religions encourage their adherents to give, on the well-reasoned admonition that "it is better to give than to receive". Indeed, a company that gives its money, time, personnel and others to its host community stands a chance of reaping bountifully in different ways, particularly in goodwill and support from the host community.

Nwodu (2007) acknowledges that an organisation's goals and ambitions may not always align with those of the host community. When this is the case, he believes the originators of the organisation's community relations programmes must find a method to align their organisational interests with those of the community. As a result, regardless of an organisation's area of expertise or interest, its community relations programmes must inevitably align with the interests of its host community.

DISCUSSION OF FINDINGS

It was discovered that community relations was partly applied at the initial stage of the compensation payment process. This was where stakeholders' meetings were held. This aligns with the position of the Centre for Disease Control- CDC (as cited in Otikor & Osife-Kurex, 2019) which states that "the goals of community engagement are to build trust, enlist new resources and allies, create better communication, and improve overall health outcomes as successful projects evolve into lasting collaborations" (p.3). According to Adegoke (2001), holding Town Hall Meetings with stakeholders is a success story because it allows both an organization, in this case, the government (consortium team), and its host communities to talk and agree on subjects of mutual interest. Town Hall Meetings of this type might be held in different localities at different times. This gives a sense of belonging to a company's different host communities. As a result, communities must be included in discussions about issues that impact them. This is because increasing knowledge helps people to prepare for their future development.

However, this partial application backfired because security issues came up whereby the Emu-Ebendo and Umuseti-Ogbe communities put up a strong resistance to the enumeration exercise. This shows that the 'Reconnaissance Survey' carried out by the consortium team failed to yield a positive result. The aggrieved even threatened the staff of the consortium with violence that the Nigerian Army had to be called in to provide security for them. This would not have been necessary if community relations principles were strictly adhered to. Adegoke (2001) suggests that Town Hall Meetings could be shifted to different communities from time to time. This was not the case under study where all the meetings were held in the same place, thereby denying some critical stakeholders the opportunity to attend. It will not be a surprise to discover that it was those that were exempted from the meetings held that tried to foment trouble before the military was called in. Another round of meetings was supposed to be held with the aggrieved claimants and the representatives of the Ministry of Lands and Surveys.

The situation described here, in which the Emu-Ebendo and Umuseti-Ogbe communities opposed the enumeration, appears to support Yates' (as cited in Ochonogor & Ikegbu, 2019) thesis that too much community input might muddle and obstruct the policy process. Hays (2017), on the other hand, claims that the overwhelming evidence of its importance in practically every area of society is irrefutable since it also assures equitable resource allocation. Participation is an important aspect of community involvement. This may be thought of as a socio-political process. Stakeholders can be active in decision-making and have a substantial influence in an egalitarian power dynamic when they participate in this way (Carpentier, 2011).

Community relations is not a one-off affair, therefore, after the first meetings the consortium personnel had with some stakeholders, invitations should have been extended to other critical stakeholders in the villages that were not present in the previous meetings. This explains why Peak (as cited in Nwodu, 2007, p. 216), perceives community relations as an institution's planned, active and continuing participation within a community to maintain and enhance its environment to the benefit of the institution, its employees and shareholders and the larger community.

Community relations activities must be sustained till the end of the project at hand. After that, it goes to another level when operations and activities starts at the project site, hence, according to Nwanne (2015), "a professional interaction with the "big and small" fish in the community is advised" (p. 183). Nwanne (2015) submits that a good community relations programme takes into account the sensibilities of any community and responds appropriately.

The media, which are very important in any mass communication process were not used in the compensation payment process. This falls short of the position of Adegoke (2001) that, "by and large, for a virile community relations there is the need for organisations to employ effective communication strategies in reaching out to its publics" (p.75). Afolabi (2010) emphasises that public relations without the mass media is like a party without music. He reiterates that the mass media are very critical and fundamental tools in public relations. The Delta State Ministry of Information would have engaged the mass media, and also be involved from the beginning, just like the Ministry of Lands, Surveys and Urban Development, but that was not the case.

CONCLUSION

Considering the analysis of our experience, it is crystal clear that the Land Use Act which prescribed the method of valuation to be used in acquisition and compensation did not foresee the problem of gross inadequacies of

compensation, and the pre-payment and post-payment disputes associated with it. However, there is a need to amend or review the 1999 constitution to be able to address these inadequacies in the Land Use Act of 1978 such that the investment method will either be adopted or retain the existing cost approach and allow compensation for land in the same way compensation is allowed for assets (unexhausted improvements) and synergize with the quantity surveyors for construction rates.

The rates for economic trees and crops should be left at the discretion of the appropriate officer with justifiable analysis since economic trees and crops have a lifespan and are reproductive. If all of these recommendations are considered, acquisition and compensation will be an interesting and hitch-free exercise and developments will continually see the light of the day which benefits government and host communities alike.

The practice of community relations is central to the realization of harmonious coexistence between corporate organizations or government and their host communities. Therefore, to enhance and sustain community relations beyond compensation payment, those whose lands were acquired for various government projects should be given priority in the corporate social responsibility activities of organisations that are setting up their projects on the acquired land, like in training and employment because community relations is founded on the principle of corporate social responsibility (Guanah, Obi & Anho, 2018, p.141). Furthermore, organisations must build community relations programmes that deal with complaints as well as involve themselves in community activities through their public relations role.

RECOMMENDATIONS

Based on the outcome of the exercise, we recommend that the Nigerian Institution of Estate Surveyors and Valuers (NIESV), in collaboration with the Estate Surveyors and Valuers Registration Board of Nigeria (ESVARBON), kindly look into the following recommendations being proposed, which could help solve disputes that cropped up during compensation payment exercises and related issues.

The Institution and ESVARBON should consistently organise seminars, workshops, conferences and raise communique from the training programmes, and publish in widely read national dailies. There should be public enlightenment from time to time to make the public understand the roles of estate surveyors and valuers. This, will, to a great extent, make the public cease patronising quacks in compensation exercises.

Also, Estate Surveyors and Valuers who solicit Powers of Attorney from claimants, should as a matter of dignity and duty, prepare valuation reports for claimants they are representing to harmonise values and be on the same page with the government consultant Estate Surveyors and Valuers to avoid disputes. This will help flush out quacks who instigate claimants against the government. However, registered estate surveyors and valuers who engage the services of quacks should be made to face disciplinary action for doing the profession a disservice. Similarly, disturbance and injurious affection should form part of heads of claim in the Land Use Act (LUA) so that consideration will not only center on unexhausted improvements.

Government ministries, specifically the Ministry of Information, Ministry of Land, Surveys and Urban Development, Ministry of Housing, and other Ministries that have anything to do with communities, should have a community relations department as an arm to handle community relations issues.

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