St. Paul's University Repository

COMMUNITY STAKEHOLDER INVOLVEMENT AND PROJECT DELIVERY: THE CASE OF COMMUNITY PROJECTS FUNDED BY TULLOW OIL EXPLORATION COMPANY IN TURKANA, KENYA

A THESIS

PRESENTED TO

THE SCHOOL OF EDUCATION AND SOCIAL SCIENCES OF

ST. PAUL'S UNIVERSITY, KENYA

IN PARTIAL FULFILMENT

OF THE REQUIREMENTS FOR THE DEGREE OF

DOCTOR OF PHILOSOPHY IN DEVELOPMENT STUDIES

BY

PROTUS EWESIT AKUJAH

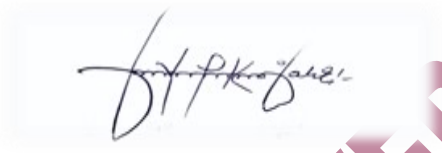
NOVEMBER, 2024

ST. PAUL'S UNIVERSITY

DECLARATION

I, **PROTUS EWESIT AKUJAH,** do hereby declare to the best of my knowledge and ability that this research thesis is my original work and has not been presented before any other university or learning institution for any academic degree award, and shall not be reproduced in part or whole or any format without prior written permission from the author and/or St. Paul's University. Any other sources of scholarly materials from other scholars and professionals applied for this research that is not originally my work have been duly acknowledged.

PROTUS EWESIT AKUJAH OF ADMISSION NUMBER: PDSNKR567419

Signature of the student: 

Word count: 63805

Declaration by the Supervisors:

This research thesis has been submitted for examination with our approval as the University supervisors.

Lead Supervisor: DR. PETER KOOME Signature: 

Date: 7th **November**, **2024**

Co Supervisor: DR. WANJUGU WACHIRA Signature: 

Date: 7th **November**, 2024

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

DEDICATION

I would like to dedicate this thesis to family members notably my elder brother Prof Thomas Ekamais Akuja who encouraged and stood by me to undertake this academic undertaking despite the numerous life challenges and the outbreak of the COVID-19 pandemic at the time.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

ACKNOWLEDGEMENT

I would like to take this opportunity to thank the almighty God for the gift of life and the strength that has seen me through this day of reality. Sincere gratitude and indebtedness go to my supervisors for their input towards the success of the thesis. My deepest gratitude goes to the lead supervisor Dr Peter Koome whose insightful inputs, advice, and guidance prevailed throughout the study period despite his busy and tight schedule and for this, I highly appreciate it. Dr Wanjugu Wachira made supervision a less stressful exercise through timely and detailed feedback. I wish to extend appreciation to Dr Daniel Muasya, Dr Anthony Odek, Dr Teresia Wamuyu, Dr Paul Gesimba, and Dr Nason Vundi who in their ways made their various contributions to making this journey a successful one despite them not being members of the supervision team. Without their commitment and seal/zeal, it would not have been easy to reach this far.

Gratitude further goes to my long-time friend Hon Christopher Doye Nakuleu who played a major inspirational role for me to pursue doctoral studies. A man whose motivation, encouragement and financial support were of significance throughout all stages of this academic journey and experience.

I wish to thank all my colleagues, especially the Nakuru campus colleagues and classmates in the department of social sciences whose contributions enhanced my aptitudes in one way or another I am grateful for the gesture. I also appreciate other friends, members of academic staff and support staff at St Paul's University who provided me with the necessary support during my time at St. Paul's University that culminated into this thesis. The research interviews and questionnaires would not have taken place without the contribution and support of all the respondents who took part in the fieldwork and all those who facilitated the process of gaining access to these people, mainly the lead enumerator Mr Solomon Naitaki.

Further, I wish to thank my wife, Christine Arumu and the rest of the family members, especially Prof Thomas Akuja and relatives who persistently sustained their support and encouragement despite all the time it took me away from them. I am indebted to you all. My cousins Linus L. Miinyan, and Alice Akalapatan have all made their contributions to the best of their abilities, and may God bless them for their support during this academic journey as well as during the struggle to regain the lost parliamentary seat, it was not an easy adventure combined. To everyone else that I have not mentioned, I do appreciate you and kudos to you all!

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

ABSTRACT

Business organizations are increasingly being held accountable for their environmental and social impacts making it necessary to involve community stakeholders to ensure successful project delivery. Over the years, during and after oil and gas exploration and discovery in South Lokichar Basin in Turkana by Tullow Oil, there has been growing disquiet and disappointments amongst the different community stakeholders over project delivery. The purpose of the study was to establish the effect of community stakeholder involvement on project delivery in the south Lokichar Basin in Turkana, Kenya. The specific objectives of the study were to: Determine the effect of the identification process on project delivery; Examine the effect of planning process on project delivery; Investigate the effect of the implementation process on project delivery; Assess the ramification of monitoring and evaluation process on project delivery; and examine the moderating consequence of management of community expectations on the relationship between community stakeholder involvement and project delivery. The study adopted a cross-sectional descriptive survey and covered villages proximal to the oil wells of the two Wards of Lokori \ Kochodin, and Lokichar with a target population of 1,401 people and a sample size of 138 respondents comprising the host communities' members. The 138 respondents were sampled using cluster sampling at the village level and systematic sampling ($k=10^{th}$) at the household level. To collect quantitative data, a structured questionnaire was used representing about 10% of the total target population while purposive sampling was used to collect qualitative data from 30 key informants through a semi-structured interview guide. Based on cross-tabulation with chi-square and Binary logistic regression analyses, the study found that community stakeholder involvement in the identification had no significant effect on project delivery. However, stakeholder involvement in project planning, implementation as well as management of community expectations had a significant effect on project delivery ($p=0.05$). The study recommended that projects should be identified by all relevant community stakeholders in order of priority. It also recommended that there should be a proper understanding of the various interests, expectations, and demands of community stakeholders. This study made a significant contribution to the understanding of successful community project completion grounded on community stakeholder involvement, granting the increasing rates of investments in rural settings.

ST. PAUL'S UNIVERSITY

TABLE OF CONTENTS

DECLARATION.....ii
DEDICATION.....1
ACKNOWLEDGEMENT.....2
ABSTRACT.....3
TABLE OF CONTENTS.....4
LIST OF FIGURES.....7
LIST OF TABLES.....8
LIST OF ABBREVIATIONS AND ACRONYMS.....10
CHAPTER ONE: INTRODUCTION.....1
1.1. Chapter Overview.....1
1.2. Background of the Study.....1
1.3. Problem Statement.....8
1.4. Objectives.....9
1.4.1. General Objective.....9
1.4.2. Specific Objectives.....9
1.5. Research Questions.....9
1.6. Justification of the Study.....10
1.7. Significance of the Study.....11
1.8. Scope of the Study.....13
1.9. Limitations of the Study.....14
1.10. Assumptions of the Study.....14
1.11. Definition of Key Terms.....15
CHAPTER TWO: LITERATURE REVIEW.....17
2.1. Introduction.....17
2.2. Theoretical Literature Review.....17
2.2.1. Theory of Constraints(TOC).....17
2.2.2. Stakeholder Theory.....20
2.2.3. Conflict Theory.....21
2.2.4. Resource Dependence Theory.....24

ST. PAUL'S UNIVERSITY

2.3. EmpiricalReview.....26

2.4. Overview of Community Stakeholder Involvement and Project Delivery.....26

2.4.1 Project Delivery.....26

2.4.2. Community Stakeholder Involvement and the Effect on Project Delivery.....27

2.5. Community Stakeholder Involvement, Management of Community Expectations and Project Delivery.....43

2.5.1. Community Stakeholder Involvement in Identification Process and Project Delivery.....43

2.5.2. Community Stakeholder Involvement in Planning Process and Project Delivery. 44

2.5.3. Community Stakeholder Involvement in Implementation Process and ProjectDelivery.....46

2.5.4. Community Stakeholder Involvement in Monitoring and Evaluation Process and Project Delivery.....47

2.5.5. Management of Community Expectations and Project Delivery.....48

2.6. Conceptual Framework ensure that the figures are within the margin.....53

2.7. Research Summary andGaps.....54

2.7.1 Research Gaps.....54

2.7.2 Summary.....56

CHAPTER THREE: RESEARCH METHODOLOGY.....58

3.1.Introduction.....58

3.2. Research Philosophy.....58

3.3. Research Design.....60

3.4. The Study Area.....60

3.5. Target Population.....64

3.6. Sampling Techniques.....65

3.6.1. Sample Size Determination and Sampling Techniques for Quantitative Data.....65

3.6.2. Multistage Sampling Techniques for Quantitative Data.....66

3.6.3.Sample Size and Sampling Techniques for Qualitative Data.....66

3.6.4. Purposive Sampling of Key Informants.....66

3.7. Methods and Tools of Data Collection.....68

3.7.1. Questionnaire for Primary Quantitative Data Collection.....68

ST. PAUL'S UNIVERSITY

3.7.2. Interview Guide for Qualitative Data Collection....69
3.7.3. Focus Group Discussion....69
3.8. Piloting of the Research Tools....70
3.9. Data Collection Procedures....70
3.10. Validity and Reliability....71
3.10.1. Instrument Validity....71
3.10.2. Instrument Reliability....71
3.11. Data Analysis Methods....72
3.11.1. Quantitative Data Analysis....72
3.11.2. Qualitative Data Analysis....72
3.12. Ethical Considerations....73
CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS....75
4.1. Introduction....75
4.2 Reliability Test....75
4.3. Response Rate....76
4.4. Background Demographic Characteristics of Respondents....77
4.5. Community Stakeholder Involvement and Project Delivery....79
4.5.1. Project Delivery....80
4.4.2. Community Stakeholder Involvement in Identification Process and project delivery....96
4.4.3 Community Stakeholder Involvement in Planning Process and Project Delivery 105
4.4.4. Community Stakeholder Involvement in Implementation Process and Project Delivery....113
4.4.5. Community Stakeholder Involvement in Monitoring and Evaluation Process and Project Delivery....123
4.4.6. Management of Community Expectations and Project Delivery....132
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS....144
5.1 Introduction....144
5.2 Summary of Findings....144
5.2.1. Community Stakeholder involvement in Identification Process and Project Delivery....144

ST. PAUL'S UNIVERSITY

5.2.2 Community Stakeholder involvement in Planning Process and Project Delivery.145

5.2.3. Community Stakeholder involvement in implementation Process and Project Delivery.....146

5.2.4. Community Stakeholder Involvement in Monitoring and Evaluation Process and Project Delivery.....146

5.2.5 Management of Community Expectations and Project Delivery.....147

5.3 Conclusions.....147

5.4. Recommendations.....151

5.5 Suggestions for Further Research.....154

REFERENCES.....155

APPENDICES.....167

Appendix I: Introduction Letter.....167

Appendix II: Household Questionnaire.....168

Appendix III: Interview Guide.....172

Appendix IV: Summary of Assessed Host Community Projects Funded, Implemented and Delivered by Tullow Oil Exploration Company in South Lokichar Basin in Turkana.....175

Appendix V: Pre-requisite Documents.....179

Appendix VI: Similarity Index.....1

ST. PAUL'S UNIVERSITY

LIST OF FIGURES

Figure 2.1: Stakeholder Involvement Conceptual Framework.....53
Figure 3.1: Map of Oil Exploration Blocks and Oil & Gas Discovery Sites in Turkana.....63
Figure 4.1: Plate one - Some Projects Delivered to Kapese Community.....175
Figure 4.2: Place two - Some Projects Implemented and Delivered to Lokichar Community 175
Figure 4.3: Plate three - Some Projects Delivered to Lomokamar Village Community.....176
Figure 4.4: Plate four - Some Projects Implemented by Tullow Oil Companys Delivered to Nakukulas Village.....176
Figure 4.5: Plate five - Projects implemented and delivered to Lotiman Village.....177
Figure 4.6: Plate six - Kallouchelem Village Tankard Water Project.....177
Figure 4.7: Plate seven - Lokitoeliwo Village Water Tank Project.....178
Figure 4.8: Plate eight - Nakukulas, Lotiman, Kalouchelem, Lokitoeliwo and Kasuroi Unsatisfued Projects.....178

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

LIST OF TABLES

Table 3.1: Study Population Selection and Distribution.....67
Table 4.3: Demographic Attributes of the Local Respondents.....77
Table 4.4: Demographic Characteristics of the Key Informants.....78
Table 4.5: Key Informants Respondents' Views on the timely completed projects and those not completed on time.....80
Table 4.6: Key Informants Respondents Views on the Levels of Quality of Delivered Projects 81
Table 4.7: Key Informants Respondents Views on the Estimated Cost of Completed Community Projects in Kenya Shillings.....83
Table 4.8: Key Informants Respondents Views on the Durability of the Completed Community Projects (33).....84
Table 4.9: Key Informants Respondents Views on the Satisfaction of Project Delivered.....85
Table 4.10: Percent Distribution of Views of Community Stakeholder With Respect to Project Completion (N=133).....87
Table 4.11: Distribution of Tullow Funded and Delivered Projects in South Lokichar Basin Based on Sub-Counties.....89
Table 4.11: Percent Distribution of Views of Community Stakeholder With Respect to Involvement in Identification Process (N=133).....97
Table 4.12: Respondents Views on the Level of Involvement in Community Project Identification (N=133).....98
Table 4.13: Respondents Views on the Level of Involvement in Project Identification and Community Project Completion (Delivery) (N=133).....99
Table 4.14: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Project Identification and Satisfactory Completion of Projects (N=133) 101
Table 4.15: Respondents views on their level of Involvement in Planning Process (N=133) 106
Table 4.16: Respondents views on the Level of Involvement in Project Planning (N=133).107
Table 4.17: Respondents views on the Level of Involvement in Project Planning and Timely Completion of Projects (N=133).....108
Table 4.18: Results of logistic Regression Analysis of Respondents Views on the Level of Involvement in Project Planning and Satisfactory Completion of Projects (N=133).....111
Table 4.19: Respondents views on the Level of Involvement in Project Implementation Process (N=133).....114
Table 4.20: Level of Involvement in Project Implementation (N=133).....116
Table 4.21: Respondents views on the Level of Involvement in Project Implementation and Community Project Completion (N=133).....117
Table 4.22: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Project Implementation and Satisfactory Completion of Projects (N=133) 119
Table 4.23: Respondents views on the Level of Involvement in Project Monitoring and Evaluation Process (N=133).....124

ST. PAUL'S UNIVERSITY

Table 4.24: Level of Involvement in Project Monitoring and Evaluation Process.....126
Table 4.25: Respondents views on the Level of Involvement in Monitoring and Evaluation and Project Quality (N=133).....126
Table 4.26: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Project Monitoring and Evaluation and Satisfactory Completion of community Projects (N=133).....129
Table 4.27: Respondents views on the Level of Involvement in the Management of Community Expectations (N=133).....133
Table 4.28: Respondents views on the Level of Involvement in the Management of Community Expectations (N=133).....135
Table 4.29: Respondents views on the Level of Involvement in the Management of Community Expectations and Quality of completed projects (N=133).....135
Table 4.30: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Management of Community Expectations and Satisfactory Completion of Projects (N=133).....138

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

LIST OF ABBREVIATIONS AND ACRONYMS

ABBREVIATION	DEFINITION
ALRMP	Arid Lands Resource Management Project
AMPATH	Academic Model Providing Access to Healthcare
ANOVA	Analysis of Variance
ASAL	Arid and Semi-Arid Lands
CA	Content Analysis
CCPM	Critical Chain Project Management
CDA	Community Development Agreement
CIDP	County Integrated Development Plan
CLOs	Community Liaison Officers
CMD	Complex Model of Decision-Making
CNOOC	China National Offshore Oil Corporation
COVID-19	Corona Virus Disease – 19
CSO	Civil Society Organizations
CSR	Corporate Social Responsibility
DV	Dependent variable
ECDE	Early Childhood Development Education
EMCA	Environmental Management and Coordination Act
EOPS	Early Oil Pilot Scheme
ESIA	Environmental and Social Impact Assessment
FGD	FocusGroupDiscussion
GoK:	Government of Kenya
ICED	International Centre for Evaluation and Development

ST. PAUL'S UNIVERSITY

IV	IndependentVariable
KFS	Kenya Ferry Services
KII	KeyInformantInterview
KNBS	Kenya National Bureaus of statistics
M&E	Monitoring and Evaluation
MOU	Memorandum of Association
NACOSTI	National Commission for Science, Technology and Innovation
NEMA	National Environment Management Authority
NGOs	Non-Governmental Organizations
QPPM	Quadripartite Project Participation Model
RDT	Resource Dependence Theory
SFM	Structured Format Methodology
SMP	Sustainability Project Management
SPSS	Statistical Package of Social Sciences
TOC	Theory of Constraints
UK	United Kingdom
UNCTAD	United Nations on Trade and Development
VSO	VillageSocializationOfficers
WBS	Work Breakdown Structure

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

CHAPTER ONE: INTRODUCTION

1.1. Chapter Overview

This chapter introduces insights into the makeup of this study describing the background and the rationale behind the study. Section 1.2 deliberates on the research context of the study from a global, regional, and local perspective. The concepts of community stakeholder involvement, management of community expectations, and project delivery are elaborated upon here. Section 1.3 presents the problem statement of the study upon which this research was conducted/based. The research objectives, research questions, justification of the study, significance of the study, scope and limitations of the study, assumption of the study, and definitions of key terms are elucidated in subsequent sub-sections of this chapter.

1.2. Background of the Study

The successful execution and completion of development projects in any organization is effective in increasing the satisfaction of the people and enhancing the prosperity of a nation. This reverberates the study by Demirkesen and Reinhardt (2021) who examined the performance of Polish governmental projects in the presence of stakeholders. Based on the analysis, the participation of community stakeholders is a crucial factor that influences the success of community initiatives. There is a strong and direct correlation between community stakeholder involvement and successful project execution. Project delivery by business enterprises can be an overwhelming and challenging task, particularly for those involved in the extraction of natural resources (Nwosu, 2017). The increasing importance of stakeholders' involvement in project development processes requires mechanisms for purposes of ensuring their effective involvement in enhancing project delivery (Boon, Bawole, ;Ahenkan, 2013). The term project delivery is defined as the successful execution and completion of projects within the allocated scope, time and budget to the satisfaction of the end users of the project while adhering to the stipulated and required standards in terms of operations, quality, safety, environment protection and functionality given community stakeholder consideration and expectations. Project delivery ensures that business companies maximize profits while minimizing the consequences of uncertainties and risks towards attaining the objectives of projects (Magassouba *et al.*, 2019). Community stakeholders contribute to project processes and activities by conceiving ideas, developing project plans, executing the plans and making decisions towards successful project delivery. As such, the management of their expectations and requirements remains critical to the success of projects

ST. PAUL'S UNIVERSITY

and business companies (Mbelwa, 2018). Community stakeholders perform important roles in the extractive industry where their buy-in and cooperation in community projects form key aspects of the critical success factors.

To effectively contribute to economic development and poverty reduction goals, project managers must prioritize executing their projects according to the specified schedule, budget, and client requirements(Mambwe et al. 2020). An essential factor in achieving these objectives is the active participation of community stakeholders at every stage of the project execution. To achieve optimal outcomes, it is imperative to involve all crucial community stakeholders during the implementation of the project. It is essential to identify and thoroughly comprehend all aspects that influence the effectiveness of community development projects. According to Mwanaumo et al. (2018), actively including community stakeholders in a project leads to its long-term viability, resulting in better project outcomes.

Furthermore, the participation of the stakeholders can vary in terms of intensity and manifestations during the implementation process. This might align with the predetermined and initial requirements of the project as well as the strategic objectives of an organization through the processes of negotiation, consultation, partnership and achieving the final goal of the project. Several researchers have identified community stakeholder involvement as a potential indicator of project effectiveness (Achterkamp & Vos, 2008; Adrienne Watt, 2014). The prevailing notion has been concentrated on determining the magnitude of involvement of community stakeholders in the implementation of initiatives within companies (Rabe & Betsil, 2009). Additionally, project managers must give priority to involving community stakeholders in order to efficiently handle the constraints of time, budget and quality that are linked to project portfolio management. Therefore, the participation and contentment of stakeholders are pivotal in deciding the outcome of a project, as they are necessary for fulfilling the needs of both the users and the organization. Community stakeholder involvement is increasingly vital due to the interconnectedness of project activities. Whether it be an economic, social welfare intervention, educational program, or environmental preservation effort, it requires the active engagement of all individuals involved (Freeman & Beale, 1992).Hence, the execution of community development projects necessitates the utilization of participatory methodologies involving all relevant parties in the identification and resolution of issues that impact project implementation. The involvement of community stakeholders in Tullow Oil exploration in Turkana, Kenya was regarded as crucial for assuring the timely success of community development projects. The community

ST. PAUL'S UNIVERSITY

development projects in this context encompass the efficient and prompt implementation and completion of the projects such as drilling of water borehole, construction of health facilities, construction of school classrooms, school fence installation, and other school infrastructure development, and road maintenance.These projets may include other endeavours for instance employment and business opportunities, scholarship and life skill trainings among other community driven projects. Projects must be executed within the designated scope, timeframe, and budget while complying with the specified and necessary standards (Magassouba et al., 2019).

Stakeholders are those who are directly affected by a business company and whose actions are influenced by it. They are called stakeholders because they have legal claims or entitlements over the company (Mulai, 2011). According to Matuleviciene and Stravinskiene (2015), the term refers to a person or a group of people who can exert influence or be affected by the achievement of institutional objectives or project results. There exists a differentiation between two categories of stakeholders: internal and external. Internal stakeholders are individuals or groups who have a contractual relationship with the client and are organized around them. External stakeholders encompass government entities responsible for regulation, management authority overseeing operations, monitoring agencies, non-governmental organizations (NGOs), and the community (Tulberg, 2013). Sontaite (2011) differentiates between primary stakeholders, such as suppliers, customers, employees, the community, and owners who are directly affected by the company's actions, and secondary stakeholders, such as competitors, the media, the government, financial institutions, and public interest groups who are indirectly affected by the agency's actions.

Irrespective of these classifications, stakeholders are individuals or entities that can influence or have the capacity to influence businesses. Neighbourhoods, development organizations, environmental organizations, local government agencies, community development groups, citizen associations, and non-governmental organizations (NGOs) are all community stakeholders. However, there may be other stakeholders as well. The community, as defined by Nwosu (2017), refers to the folks or population who reside close to the natural resources and serve as their custodians. These residents are particularly vulnerable to the negative social and environmental effects of the growth of the mining or natural resource industries (Singh, 2016). How the community supports or interferes with businesses' economic endeavours is determined by its perceptions (Mandala, 2018). Most perceptions stem from the paradox of creating money in the face of poverty (Odera, Scott, and Gow, 2018).

ST. PAUL'S UNIVERSITY

The discovery of any natural resource in any particular locality comes with expectations from the community (Akosua & Darkwah, 2016); (Kamais, Mwangi, & Bor, 2019a). Community or people's expectations exist in two distinct forms, positive and negative. In relation to the discovery of oil, the positive expectations relate to the hopes and anticipations that the precious resources as well as accompanying 'windfall' revenues generated are likely to bring about substantial infrastructural, economic and social improvements to the host community and environs (Ikechukwu & Okolo-Obasi, 2017). The community expectations in Turkana and more importantly in Turkana South and Turkana East where oil and gas have been discovered, with the hope that oil and gas revenues will translate into better road networks, high-quality healthcare services, basic education quality, provision of portable running water, improved electricity connectivity, significant employment opportunities, regional and technical university infrastructure and considerable access to business opportunities (Kamya, 2013). Consequently, negative expectations are exhibited by slower economic growth than anticipated, poor institutional quality and governance, environmental degradation, displacement of local people and violent civil strife. Oil and gas, which are increasingly scarce commodities, continually fuel the world economy and as traditional reserves production outputs are on the decrease, its control crucially impacts politics and economies globally (Florian & Vald, 2008). The oil and gas sector remains one that is largely monopolized globally as a result of not only the scarcity of these resources but also because of the amount of capital involved and the risks that come with it.

ST. PAUL

Senelwa (2012) has suggested that the presence of abundant oil and gas resources can have both positive and negative effects on the economies of the countries where they are found. Although the discovery of oil initially raised hopes that the revenue generated would be used to develop local communities and host countries, in reality, this often did not happen. Instead, oil and gas exploration led to the deterioration of local communities and economic instability in developing host countries (Ibrahim, Siti-Nabiha, Jalaludin, & Abdalla, 2013). According to Bloomfield (2008), the global concept suggests that the extent to which host communities or countries gain from the discovery of oil and gas depends on the worldwide standing of the oil-producing economies involved. Host communities and countries in the global West have generally gained more advantages from oil and gas development in comparison to their counterparts in the global South. Norway's transformation from the poorest nation in Scandinavia in the late 1960s to the wealthiest by the late 1990s can be attributed to the finding of oil and gas in 1969.

In African countries such Nigeria, South Africa, Democratic Republic of Congo (DRC), Angola, Algeria, Libya among others, the presence of non-renewable resources which include oil and diamonds has led to resource conflicts and wars in many of these countries (Ikechukwu & Okolo-Obasi, 2017). Ordinarily, it is expected that wealth in natural resources should enhance the social and economic development of a country (Le Billon, 2012). However, the case is different in the context of Africa. Africa is known to be home to an estimated 30% of global mineral reserves, 10% of global oil, and 8% of global natural gas as well as being the top producer of various mineral commodities (Extractive Industries Overview, 2021). However, the majority of countries in Africa still experience high poverty levels, poor quality education and the poor state of infrastructural development as well as impoverished health care characterized by scarcity of basic amenities such as safe drinking water, shelter, roads, electricity, drainage system, hospitals, sewage, means of telecommunication, means of transport among others. The assertion that mineral resources are a curse rather than a blessing in most developing economies has remained dominant (Audu & Arikawei, 2013). The concept known as the 'resource curse' seeks to explain the phenomenon of political and developmental instability in less developed countries (LDCs) that are rich in mineral and fuel resources. This theory suggests that the abundance of these resources often leads to negative outcomes such as poor economic performance, growth downturns, widespread corruption, ineffective governance, moral decay, institutional decline, and increased political conflict and violence. This phenomenon is commonly referred to as the resource curse (Auty, 1993; Stevens, 2003) or the paradox of plenty (Karl, 1997). For the majority of the poorest nations, natural resources are often considered to be more of a burden than a benefit.

ST. PAUL'S UNIVERSITY

However, some individuals have disputed this narrative and argued that the existence of mineral resources can be associated with the quality of institutions, economic growth and increased income for the local populations. These arguments have been put forth by Brunnschweiler and Bulte in 2008 and 2009, as well as by Aragón and Rud in 2013. Lederman and Maloney (2007) provide additional support for this argument, asserting that there is both historical and empirical evidence indicating that natural resources can promote economic progress, particularly when linked with knowledge for economic innovation. This statement assumes that when resources are combined with knowledge, excellent infrastructure and good governance, they will result in beneficial outcomes. Therefore, if there is a positive overall impact, there is no occurrence of the resource curse. From this

viewpoint, it is not feasible to determine a suitable mix of stimulators in the specific setting of the South Lokichar Basin. According to Lederman and Maloney's (2007) assessment, resources will not catalyze promoting development. Sachs and Warner (1997) conducted a study that provided empirical evidence of a strong and statistically significant relationship between the quantity of natural resources and economic growth. However, there is still no consensus on the existence of the so-called "curse" associated with this relationship. According to Davis and Tilton (2005), some believe that mineral resources present possibilities rather than curses, particularly those who support a free-market system. On the other hand, Stijns (2005) argues that the consequences of mining resources can be both bad and good. Countries can experience political and economic stagnation due to various factors. Hence, relying solely on the curse as the justification for this event appears to be arbitrary.

Community stakeholder involvement is generally accepted as a useful tool for responding to concerns and managing grievances in the community (Njogu, 2016). Wall (2012) agrees that if stakeholder involvement is undertaken strategically, it can serve as a useful tool in the management of community expectations while ensuring successful project delivery in the extractive industry. New exploration activities by business companies often bring about host (local) communities developing unreasonable or unrealistic expectations in terms of benefits and demands from an oil and gas development (Mbelwa, 2018). Concern about 'increasing community expectations' is often presented as a reason for not engaging the community until the project(s) is/are well advanced. However, these unfulfilled community expectations stand as reasons for public dissatisfaction with large projects which in turn exacerbate community tensions (Agwu, 2013).

The British colonial government began oil and gas exploration in Kenya in 1903 and it continued until the 1960s when drilling was initially carried out in the Lamu oil basin (Ices, 2014). Shell and Kenol were the two main companies involved in the early phases of Kenya's oil and gas industry's exploration and appraisal. In addition, Exxon, Total, Chevron, Woodside and China National Offshore Oil Corporation (CNOOC) are a few additional companies that have participated in offshore oil and gas exploration. When enormous crude resources worth millions of barrels were found in the southern Lokichar basin of Turkana County, in the North-western region of Kenya, a new era in the country's oil and gas business was indeed achieved (Deloitte, 2013).

ST. PAUL'S UNIVERSITY

In 2010, there was significant attention given to the oil and gas development activities in Kenya. Tullow Oil, a British business, successfully obtained a 50% operating interest in the exploration license for Blocks 10BA, 10BB, 10A, 2A, and 13T. These blocks encompass the Turkana region, Marsabit County and Baringo County. In March 2012, Tullow Oil Exploration Company successfully found crude oil in the South Lokichar Basin in Turkana, specifically in block 10BB. Six months later, another discovery was made in Block 13T at the Ngamia one well in the same basin (Ireri, Chege, Kibarabara, & Onyalla, 2019). Subsequently, the company has effectively conducted exploration in over 11 wells in Turkana, resulting in a production of almost 600 million barrels of crude oil (Kagwa, 2013). An amount that exceeds the commercial barrier of 500 million barrels by a small margin.

The exploration and development of oil and gas in Turkana heightened the locals' perception of their rightful claim to the oil reserves. The oil and gas discoveries in the South Lokichar Basin in Turkana County positioned Kenya as a prominent player among developing oil producers on the global stage. Simultaneously, there are lingering inquiries regarding the potential consequences of the oil and gas discovery on the future of the historically disadvantaged county and the traditional Turkana pastoralist populations residing in that area. During a focus group discussion conducted in Lokichar, it was revealed that the leaders in Turkana have been advocating for a 10% allocation of the oil and gas revenue as their share of benefits, while the National government intends to decrease it to 5% (Ireri et al., 2019). In January 2017, the President declined to provide formal approval to the Petroleum Exploration and Production Bill, preventing it from becoming law. The measure/bill had suggested allocating 10% of the earnings from oil and gas production to local towns and 20% to the counties. The distribution of mining royalties is determined by the Mining Act as follows: 70% is allocated to the National Government, 20% is allocated to the County Governments, and 10% is allocated to the local community where the mining operations take place. This implies that the local population should derive some form of advantage or gain from the mining activities taking place in a particular region. According to Opongo (2017), the Community Development Agreements (CDA) were intended to replace the Corporate Social Responsibility (CSR) initiatives formerly undertaken by mining companies.

The community holds the general feeling that their lands are being exploited by foreign companies (foreigners) while do not deriving benefits from such exploitations (Opongo, 2017). The presence of oil drilling business companies has made land prices rapidly increase and land title deeds have been acquired illegally. The pastoralists' community feels that they

ST. PAUL'S UNIVERSITY

have been displaced from their ancestral grazing land as a result of oil drilling installations where thirteen (13) acres of land were sealed off for each well during oil and gas exploration leading to anxiety and challenges in the pastoral livelihood economy (Opongo, 2017). The perception of Turkana County locally and nationally has also gone through various transformations spanning from a backward, neglected as well and remote area considered to be at the rock bottom of the socio-economic hierarchy to an emergent key player with renewed hope of development.

1.3. Problem Statement

Community stakeholder involvement plays an essential and critical role in successful project delivery because of stakeholders' active participation in project management that ensures sustainability, success and performance. Developmental projects are significant contributors to countries' development and the involvement of different stakeholders in ensuring project delivery is fundamental (Magassouba *et al*., 2019). Many projects have not met customer-specified goals and have failed to address issues that were defined initially within the stated timelines, cost, scope, and quality requirements. Project managers are consistently deploying many efforts and resources to complete their projects successfully. This entails completing a project on time, within budget and meeting product specifications, among others. Despite the efforts to achieve successful project delivery, there is growing disquiet and disappointment among the different community stakeholders regarding community development projects in the South Lokichar Basin in Turkana despite various benefits claimed for community stakeholder involvement. These projects have consistently faced unnecessary delays, subpar quality, failure to meet product specifications, uncertain durability, and unsatisfactory fulfilment of community stakeholders' needs and expectations.

Successful project delivery by business companies engaged in the exploitation of natural resources, therefore, remains key to host communities. The identification of stakeholders in the beginning stage of projects and recognition would catalyse successful project delivery while creating a suitable environment (Boon *et al*., 2013). These can be done by establishing timely and appropriate communication in line with stakeholder requirements. These include furnishing decision-makers with the required data as well as receiving feedback for purposes of ensuring the alignment of projects' objectives and stakeholder expectations (Israa, 2018).

Empirically, majority of the studies carried out were in the context of East Africa and other developing countries. However, despite the contribution of these studies to the literature on

ST. PAUL'S UNIVERSITY

community stakeholder involvement and project delivery, the studies concentrated on other fields rather than on oil and gas exploration setup while others were on resource conflict as a result of oil and gas discovery which may not be generalized due to the unique features of countries. Due to the varying socio-economic characteristics of countries, notably, every country is characterized by unique features as a result of varying socio-cultural and economic conditions among other factors. The findings of the previous studies may not directly apply to the case of Turkana which is situated in Kenya. There have/has been underlying concerns among community stakeholders about whether the discovery of oil and gas in the South Lokichar Basin stands as a source of successful community project implementation for the host community or otherwise. It is against this background that this study sought to understand the nature of the relationship between community stakeholder involvement and project delivery with a focus on the oil extractive industry in the South Lokichar Basin in Turkana, Kenya.

1.4. Objectives

1.4.1. General Objective

The purpose of the study was to examine the effect of community stakeholder involvement on project delivery; the case of community projects funded by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya.

1.4.2. Specific Objectives

The specific objectives of the study were to:

i. Determine the effect of identification process on project delivery in South Lokichar Basin in Turkana, Kenya.
ii. Examine the effect of planning process on project delivery in South Lokichar Basin in Turkana, Kenya.
iii. Investigate the effect of implementation process on project delivery in South Lokichar Basin in Turkana, Kenya.
iv. Assess the effect of monitoring and evaluation process on project delivery in South Lokichar Basin in Turkana, Kenya.
v. Examine the moderating consequence of management of community expectations on the relationship between community stakeholder involvement and project deliveryin South Lokichar Basin in Turkana, Kenya.

ST. PAUL'S UNIVERSITY

1.5. Research Questions

The study sought to test answer the following research questions:

i. To what extent does community stakeholder involvement in the identification process affect project delivery in South Lokichar Basin in Turkana, Kenya?

ii. What is the effect of community stakeholder involvement in the planning process on project delivery in South Lokichar Basin in Turkana, Kenya?

iii. How does community stakeholder involvement in the implementation process affect project delivery in South Lokichar Basin in Turkana, Kenya?

iv. To what extent does community stakeholder involvement in the monitoring and evaluation process affect project delivery in South Lokichar Basin in Turkana, Kenya?

v. What is the moderation effect of management of community expectations on the relationship between community stakeholder involvement and project delivery in South Lokichar Basin in Turkana, Kenya?

1.6. Justification of the Study

According to a previous study conducted by Lebura (2009), it was found that local communities were recognized as stakeholders in the oil and gas business. However, it was also noted that they may not have been actively involved in community programs. Previous research has described the working relationships between community stakeholders and oil and gas corporations as disorganized and strained (Wheeler et al., 2002), characterized by explosive conflicts, violence, and numerous crises (Eweje, 2007; Frynas, 2001). Therefore, this study was initiated to investigate how the participation of community stakeholders in oil and gas exploration companies might lead to successful community development initiatives, as well as determining the most effective way to handle community expectations. Stakeholder analysis is the process of mapping and identifying all individuals or groups involved in a project, understanding their needs and expectations and effectively managing their level of influence in relation to their requirements.

The involvement of the host community in the process of delivering community projects is crucial to ensuring that the projects are effectively completed according to the expectations of all stakeholders. The study sought to ascertain the impact of community stakeholder participation in project delivery, the benefits of community stakeholder involvement, and the

ST. PAUL'S UNIVERSITY

potential obstacles that may arise during the process. The research was designed to guarantee that the concerns and needs of the local community were carefully considered during every stage of the project, including identification, planning, implementation, monitoring, and assessment. It is imperative to consider that oil and gas exploration projects can have substantial effects on the economy, environment and social structure of local communities in their respective areas. By engaging community stakeholders in the project, oil and gas exploration corporations may guarantee that the project is developed and executed in a manner that is sustainable, socially conscientious and environmentally sustainable.

The participation of the community stakeholders in the execution of the Tullow Oil community projects is expected to facilitate the identification of potential issues or obstacles that may arise during the various stages of the project, such as identification, planning, implementation, monitoring, and evaluation. This involvement will aid in the development of strategies to address these concerns and ensure a transition towards more sustainable community projects in the long term. Implementing this will enhance the results of successful community projects, as well as foster a more robust and beneficial relationship between Tullow Oil Exploration Company and the host community.

Ultimately, project design and development can achieve sustainability, social responsibility, and environmental friendness by actively involving the important stakeholders of the community in the development process of oil and gas exploration projects. This can foster trust, collaboration, and assistance between the oil and gas exploration companies and the local communities, while also obtaining the necessary permission to operate in their area.

1.7. Significance of the Study

The study is particularly of importance to a variety of groups. The management of Tullow Oil Exploration Company would find this study to be resourceful since it provides them with comprehensive findings and recommendations on the role of the community stakeholder involvement in project delivery by Tullow Oil Exploration Company. The Community will be the direct beneficiaries from the positive decisions/strategies and interventions that the government, NGOs/CBOs and the Tullow Oil Exploration Company will take informed by this study.The managers of oil and gas companies are guided on the various components of community stakeholder involvement spanning from stakeholder involvement in the identification process, planning process, implementation process, monitoring, and evaluation process in order to develop a framework of engagement for conflict resolution and

ST. PAUL'S UNIVERSITY

satisfactory compensation for environmental and social impacts through various recommendations that are informed by the research findings, thereby justifying the study. Due to the growing recognition that communities in one way or another affect or are affected by the business operations, companies are held accountable for environmental and social impacts by host communities. Stakeholder involvement, therefore, serves as an avenue for addressing the growing and varying expectations of the external environment while ensuring successful project delivery by business companies. The expectations of host communities are largely informed by their perceptions. The perceptions that usually form the basis for communities to support or otherwise disrupt commercial activities are largely informed by the varying contradictions of generation and accumulation of wealth in the presence of underlying poverty; thereby leading to frustration, hostility, and dissatisfaction by the local communities. This is peculiar to exploration activities such as Tullow Oil Exploration Company, where it is faced with issues regarding the management of community expectations in project delivery.

The study findings additionally are useful to policymakers and the government in general. The government through the outcome of this research is more informed on the underlying linkages between community stakeholder involvement, management of community expectations, and project delivery for effective legislative and policy framework formulation for natural resource use. Community expectations that can be divergent and conflicting were comprehensively studied in this research and various policy recommendations in line with community stakeholder involvement were provided to the government, which when carefully considered would lead to the betterment of the extractive industry of Kenya. Stakeholders, which can be groups, Companies, or individuals, are frequently impacted or seen to be impacted by the activities, decisions, and results of projects. Community stakeholders play a significant role in project delivery by participating in the identification, planning, implementation, monitoring and evaluation processes. Hence, their participation is crucial in overseeing community expectations. The present study aimed to examine the impact of community stakeholder involvement on project delivery; an examination of community projects supported by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, which serves as the oil and gas exploration location in Kenya. The study focused on analysing the extent of community stakeholder engagement in various stages of the project, including identification, planning, implementation, monitoring and evaluation. Additionally, it examined how the management of community expectations impacted/affected the delivery

ST. PAUL'S UNIVERSITY

of projects by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya.

The study contributed to knowledge by providing more insight into the linkages between community stakeholder involvement and project delivery. The study provided theoretical underpinnings by presenting theories that support the linkages between community stakeholder involvement, management of community expectations, and project delivery. The community and the society at large, are likely to benefit from this study as it provided in-depth knowledge on how community stakeholder involvement influences project delivery. Lastly, the significance of the study further emanated from the fact that it is impactful to scholars and academicians, as they would equally derive benefits from this research work. The effect of community stakeholder involvement on project delivery was empirically tested thereby providing statistical evidence on the subject matter. The comprehensive nature of the study allowed for an overview and equally, contributde to the conceptual, theoretical and methodological discussions on community stakeholder involvement in community projects and provided a basis as well as the foundation for further studies. In line with the study findings, various suggestions were provided for additional research works in this area of study which serves as a guide for upcoming researchers with interest in a similar study area.

1.8. Scope of the Study

The findings of this study could be generalized to oil and gas industries in other countries with similarities to the south Lokichar Basin in Turkana, Kenya. However, the context in which this research was undertaken must be taken into consideration. The study was aimed at examining the role of community stakeholder involvement and management of community expectations on project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. The independent variables therefore were; community stakeholder involvement in the identification process, community stakeholder involvement in the planning process, implementation process, and monitoring and evaluation process. Consequently, the dependent variable was project delivery while management of community expectations moderated the relationship between community stakeholder involvement and project delivery, thereby, making it the moderating variable.

Considering the proximity of the oil and gas exploration, the number of stakeholders under the study were chosen. The total number of community stakeholders covered/selected were 138 respondents for structured questionnaire who included the host community and a total of

ST. PAUL'S UNIVERSITY

30 key informants/FGD participants drawn from Tullow Oil Exploration Company, the government (both national and county government), NGOs, and other special groups involved in oil and gas exploration in the South Lokichar Basin in Turkana, Kenya. The stakeholders were chosen because of their geographical proximity and interest in the oil and gas sector, hence increasing their likelihood of being impacted by these activities. In addition, these stakeholders were because they are directly on the ground and more likely to respond to the predominant question of community stakeholder involvement in project delivery. The choice of this study area/site was attributed to the fact that oil and gas explorations in Kenya are centred in the South Lokichar Basin in Turkana and further, this is where the physical oil and gas explorations and discoveries took place and the number of interactions between stakeholders was particularly concentrated. The study was guided by Theory of Constraints, Stakeholder Theory, Conflict Theory, and Resource Dependence Theory. The research instruments were questionnaires and interviews (interview guide and focus group discussion), and data analysis was based on descriptive analysis, the cross-tabulation with Chi-square test and Binary logistic regression method.

1.9. Limitations of the Study

The study encountered a few limitations. During the COVID-19 pandemic, the respondents did not seem comfortable participating in the study to avoid contracting and spreading the disease. However, this challenge was addressed by ensuring that safety measures were put in place and applied during data collection. The researcher ensured that hand sanitizers and face masks were distributed to each of the respondents thereby ensuring their comfort and safety. The study was based on primary data which was sourced with the use of questionnaires and personal interviews with the community members and other oil and gas stakeholders. The research instrument being questionnaires camewith limitations. First, the respondents were not comfortable participating in the research exercise probably due to fear of victimization especially when they didnot know what the purpose of the research was, therefore, the fear of the unknown. Second, the researcher took into consideration that those who accepted to participate in the study may not be straightforward in responding to the various statements contained in the questionnaires. This could similarly can be attributed to the suspicion of their responses being used against them. The researcher addressed these challenges by providing an overview of the study to the research participants.

The researcher also explained to the research participants the essence of the study and how the study was to be utilized for academic purposes and policy formulation. Additionally, the

ST. PAUL'S UNIVERSITY

researcher assured the various respondents of utmost confidentiality, hence, their responses were not shared with other parties, individuals, or companies. Utmost confidentiality was demonstrated by concealing the names of the respondents.

1.10. Assumptions of the Study

In carrying out this study, various assumptions were put in place/made. Community stakeholder involvement was assumed to have underlying influences on project delivery by Tullow Oil Exploration Company. The expectations including the needs and demands of the host or local community, are/were received and addressed through the involvement of various community stakeholders concerned. Community stakeholder involvement in the identification process by Tullow Oil Exploration Company was assumed to exert influences on project delivery. Community stakeholder involvement in the planning process was assumed to have influenced project delivery. Community stakeholder involvement in the implementation process was assumed to influence project delivery. Community stakeholder involvement in the monitoring and evaluation process was similarly assumed to exert influences on project delivery. The management of community expectations was assumed to have influenced the nexus between community stakeholder involvement and project delivery. The external environment of Tullow Oil Exploration Company is characterized by different community stakeholders. The engagement of community stakeholders by Tullow Oil Exploration in the various stages of projects allows for successful project delivery.

The study held the assumption that the various statements contained in the research instruments were adequate. The study had the assumption that the sample adopted is a fair representation of the entire study population to/on which the study sought to make inferences, thereby allowing the findings for generalization. The study held the assumption that the research instruments captured the specific intended measures, thereby providing solutions to the research problem of this study which was successful project delivery. The reliability of the research instruments was ascertained and ensured through a pilot study.

1.11. Definition of Key Terms

This study defined the following key terms used in the research topic/objectives.

Community

The community is those people or populations who 'host' or reside where the natural resources are located.

ST. PAUL'S UNIVERSITY

Community Stakeholders

The community stakeholders include but are not limited to neighbourhoods, local government authorities, development organizations, environmental organizations, community development groups, citizen associations as well as non-governmental organizations (NGOs).

Community Expectations

The demands from the surrounding community, residents, or host environment based on the expectation that the precious resource and the resulting significant income will lead to great social, economic, and infrastructural advancements.

Project Delivery

The successful execution and completion of projects within cost, time, and specifications to the satisfaction of the host communities given community stakeholder considerations and expectations.

Stakeholders

These are members of the community or other actors who have interests relating to the projects at hand that affect and are affected by the outcome of projects.

Stakeholder Involvement

This refers to the participation of all pertinent parties in the project identification, design/planning, implementation, and monitoring and evaluation (M&E) processes.

Stakeholder Involvement in the Identification Process

This refers to the phase of identifying stakeholders, holding meetings, scanning the external environment, stakeholder analysis, obtaining preliminary project approvals, and establishing work groups.

Stakeholder Involvement in the Implementation Process

This refers to the involvement of stakeholders involved in the phase where plans and visions are put into action to become reality. It entails the application of funds, risk reporting, execution of task assignments, and prioritizing decisions.

Stakeholder Involvement in Monitoring and Evaluation Process

This refers to the engagement of stakeholders in the reviews and feedback process which entails the identification of deviations or errors, and correction of such errors thereby achieving results towards the management of community expectations in project delivery.

ST. PAUL'S UNIVERSITY

Stakeholder Involvement in Planning Process

This refers to the engagement of stakeholders in the project management process which entails the use of schedules and definition of projects where appropriate methods for project delivery are assessed and determined.

ST. PAUL'S UNIVERSITY

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter provides a review of prior studies or rather the theoretical and empirical literature reviewed on the major concepts that are instrumental to the direction of the study, which is community stakeholder involvement and project delivery. Additionally, the various theoretical underpinnings of this study are outlined and connected with relevant theories that place the research into context. Furthermore, discussions on the various stakeholder involvement components are provided in this section. A conceptual framework depicting the relationships between community stakeholder involvement, community expectations and project delivery is presented in this section. The analyses of the conceptual framework, summary, and gaps, as well as gaps in the literature, are further captured in this chapter.

2.2. Theoretical Literature Review

The discourse on community stakeholder involvement has been carried out by applying and testing various theories whose prepositions provide more insight into the underlying associations between community stakeholder involvement and project delivery. The theories provide a framework upon which these relationships exist. The theories are the Theory of Constraints, Stakeholder Theory, Conflict Theory, and Resource Dependence Theory. Consequently, this section establishes the theoretical framework for the research, which entails reviewing the numerous theoretical claims that have been made over time to add to the conversation about project delivery and community stakeholder involvement in an oil and gas exploration setup.

2.2.1. Theory of Constraints(TOC)

The Theory of Constraints (TOC) was introduced by Goldratt in 1984. It is a management philosophy that takes a systems-based approach to maximize performance throughout and continuously improve system performance. The Theory of Constraints is used to manage and improve project delivery by focusing on identifying and addressing bottlenecks or constraints that hinder the system from achieving its goal. The Critical Chain Project Management (CCPM) methodology is based on TOC and focuses on resource core problems. Over time, the idea of limitations has undergone continual evolution and development, and it is now widely recognized as a crucial component of effective management strategies. An essential element of this philosophy is its emphasis on prioritizing improvement efforts. The current constraint is always a top priority. In situations (environments) in which improvements are

ST. PAUL'S UNIVERSITY

urgently needed, the Theory of Constraints constitutes a comprehensive and focused methodology to establish rapid improvements (Harish, 2019). As per/ According to the theory, every actual system faces one or more limitations that hinder its ability to accomplish predetermined goals and objectives (Simatupang et al., 2004). Goldratt and Cox (1992) describe a constraint as a factor or element that restricts a system from achieving its intended aim. An essential characteristic of this theory is that each process is defined by a singular constraint and resolving this constraint results in overall process enhancements. Therefore, investing effort in non-constraints optimization does not yield substantial advantages. Thus, the achievement of goals can only be realized by enhancing the constraint (Taylor & Churchwell, 2004).

The Theory of Constraints seeks to provide a sustained and precise approach towards the improvement of current constraints to the extent that it is no longer a limitation and at such points, the focus is shifted to the next important constraint (Mathu, 2014). Focus is considered as the essence of this theory where the underlying power spans from the ability to generate tremendously solid focus in line with a single objective to eliminating the principal impediments (that is, the constraint) hindering the achievement of the set objective. The theory is a methodology based on a scientific approach geared towards improvements. Every complex system possesses multiple linked activities, of which one stands as a constraint, also regarded as a bottleneck facing the entire system (Tulasi & Rao, 2012).

Five key methodological aspects are presented by this Theory. First, identify the system constraints; that is, identifying the current constraint, second, decide how to exploit the system constraints; make timely improvements given the constraints with the use of existing resources, third, subordinate everything else to the above decision; review all activities for purposes of ensuring that they fall in line with and support the requirements of the constraint, fourth, elevate the system constraints; in cases where the constraint persists, fifth, further actions should be applied in eliminating it until it is fully addressed. If in the previous steps a constraint has been broken, one should go back (repeat) to the first step, and not allow inertia to cause a system's constraint (Rand, 2000). These five steps are based on a cycle. As such, upon the elimination of a constraint, the same process should be applied in addressing the next constraint and so on. Each process step is based on a specific capacity for producing output or taking input (Chou, Lu, & Tang, 2012).

ST. PAUL'S UNIVERSITY

Notably, physical and non-physical constraints exist, with the physical including personnel, processes, as well as the availability of suppliers (raw materials), while the non-physical include training, procedures and morale among other types. Concerning the extractive industry, constraints encompass a wide array of issues including natural resources and their properties, industry role players such as public/private enterprises and government, the legislative environment, ownership, transport infrastructure, environmental issues and skill shortages (Mathu, 2014). The application of TOC can be done because of the five key methodological procedures. Project delivery by Tullow Oil Exploration Company is a function of stakeholder involvement as well as community expectations. Various government regulations are expected to be followed by these companies. The expectations and perceptions of the host communities are considered through the involvement of stakeholders across the processes of project identification, planning, implementation, monitoring and evaluation.

To ensure the effective completion of projects, project managers must be discerning and watchful for any unforeseen limitations and identify ways to eliminate or reduce these limitations. Hence, project managers must identify and oversee the limitations in every stage of a project to reduce the degrees of intricacy and unpredictability, minimize potential project delays, excessive costs, scope expansion, and subpar quality. The key to achieving successful project delivery is to effectively control the essential limitationsand the overall system's interaction with these limitations to optimize the entire system (Tulasi & Rao, 2012). Parker, Nixon, and Harrington (2012) propose that removing or mitigating important limitations can result in significant capacity being made available and wasted expenses being eliminated. Parker, Nicholas, and Isharyanto (2015) say/ reported/ explained/ expounded/ averred/ that the theory of limits enhances performance because it forces project managers to find problems at every stage of the project and find ways to fix them. It iseasier to use the Theory of Constraints to figure out how to carry out projects and how those methods affect the success of Tullow Oil Exploration Company's community projects in the South Lokichar Basin in Turkana, Kenya.

Nowlin (2004) points out a problem/limitation with the Theory of Constraints: it treats many things as set and unchangeable, such as manufacturing technology, capacity, limited resources, product mix, demand, and prices. The Theory of Constraints (TOC) does nottake into account that each of these things can be changed in the long run, even though they can be

ST. PAUL'S UNIVERSITY

fixed temporarily. Robert Kaplan, (2007) criticizes TOC for what he sees as ignoring running costs and taking them as fixed costs without doing any more/additioal research.

2.2.2. Stakeholder Theory

The Stakeholder Theory was formulated by Freeman in 1984. The Theory posits that it is abnormal for enterprises to engage in economic activities while just prioritizing the interests of its stockholders or shareholders, without considering the interests of other stakeholders. The theory promotes the safeguarding of stakeholder interests by commercial companies. The companies have a responsibility towards a wider range of stakeholders beyond their the investors. Frooman (1999) argues that the theory centers on the recognition and control of possible conflict arising from divergent interests, which can result in conflicts of interest and challenging circumstances. According to Freeman and Phillips (2002), the Stakeholder Theory is a management task that involves balancing, managing, or influencing all relationships that can impact/affect a company's goals and purpose. Although the definition and nature of Stakeholder Theory are still debated, it is considered essential in ensuring the success of a company. Friedman (2002) argues that the basic objective of corporations is to generate income.

Post, Preston, and Sachs (2002) put forward that business companies serve as a wealth-creating avenue, not just for shareholders but all the stakeholders. The Theory is based on three components which are descriptive, instrumental, and normative (Donaldson & Preston, 1995). Stakeholder theory from the normative perspective postulates that a company stands as a social construction that is made up of various stakeholders' interactions. Notably, a company also serves as the center, comprising a network of stakeholders (Lomunan, 2014). The normative aspect of the Theory is viewed as the core among the three which is due to its role in constituting what the Theory is made up of as it remarkably informs the other components. The normative aspect holds the justification that corporations should pursue and ensure the social betterment of stakeholders (Rowley, 1997). This is a highly intellectual notion that influences the overall perspective of the two remaining aspects. These aspects are shaped by the conceptual discussions contained in this theory, which in turn, resulted in the development of the other two aspects. The instrumental aspect, which is the next component is very predictive and pragmatic. It aims to establish a connection between the reality and the desired outcomes through the implementation of various activities and behaviours. The descriptive aspect is the final layer of the theory, serving as the fundamental level that

ST. PAUL'S UNIVERSITY

connects observable phenomena. The informative aspect of the theory is particularly noteworthy as it serves as the reporting component, delivering information about the activities occurring in the area.

In this study, the Stakeholder Theory is important in predicting the reactions as well as actions of stakeholders to each other, and the results of such interactions. In relevance to this study, the propositions of Stakeholder Theory provide the connection between stakeholder involvement, management of community expectations, and project delivery. Markedly, community expectations are adequately managed by engaging the various stakeholders in the community who provide input on the interests of the community. Community stakeholder involvement by Tullow Oil Exploration Company in the identification, planning, implementation, monitoring, and evaluation processes remains important. Their involvement in these processes will therefore provide an avenue for them to outline the various expectations (needs and perceptions) of the various groups in the community in which oil exploration is taking place. This in turn provides the oil exploration companies with a framework upon which strategies and policies can be made relating to the extraction of external resources that they heavily depend on for business purposes. Particularly, the exploration of external resources in the operating environment is hinged on the relationship of companies with the various stakeholders in the community which is being explored.

The Stakeholder Theory has faced criticism for not being an independent theory, as it incorporates various theories in its examination due to its multidisciplinary character. Agle et al (2008) argued that the existence of Stakeholder Theory is no longer a matter of debate. Instead, the focus should be on how the theory addresses the problems it faces in achieving success. Donaldson and Preston (2005) suggested that adopting a stakeholder orientation instead of a shareholder orientation may lead to an increase in managerial misconduct. This is because managers could potentially exploit the broader range of stakeholder interests as an excuse to abuse their positions. Nevertheless, these researchers observed that despite the implementation of laws, the conventional viewpoint has been ineffective in restraining the abuses committed by managers. Sacconi (2006) argues that the theory cannot provide clear guidelines for managers to assess the performance of their organization. It fails to specify the obligations that managers should consider while conducting performance evaluations.

ST. PAUL'S UNIVERSITY

2.2.3. Conflict Theory

Conflict Theory was advanced by Karl Marx in 1855. The Theory is embedded with the notion that the society is in a state of inherent perpetual conflict as a result of competitive forces for scarce (limited) resources. The theory holds the view that social order is sustained and maintained by power (rather than conformity and consensus) and domination. The Conflict Theory holds that those having power strive by all means possible to hold on to it, largely through suppression of the powerless and poor (Atiibo, 2012). A key proposition of Conflict Theory is that groups and individuals in a society strive towards the maximization of their benefits.Its postulations explain how society promotes the general differences in prestige, power, qualities, and wealth that everyone desires. Second, the different components of the social systems are intertwined largely due to one group inherently dominating the other (Madeeha & Imran, 2014). Third, society is not necessarily characterized by needs, but rather, groups and individuals with needs. The needs of the dominating group are regarded as 'system needs'. Fourth, there exists an underlying question of 'who are the beneficiaries of the social arrangements of the day?' this conflict always leads to the advantage of the stronger party. Fifth, the conflict itself brings about competition, hostility, tension, disagreement concerning goals, and other violence which may sometimes not be negative (Johannes *et al.* 2014). Remarkably, in some instances, they can act as adhesives to help unitegroups for purposes of pursuing positive goals (Le Billon, 2012). Sixth, to have an understanding of society, one needs to understand where the power lies, who holds the power as well as the ability to use the power.In line with Weber as quoted by Arthur Mitman, (2024), these resources include class, power, and status. The importance of the crosscutting influence originates from the different inequality structures. Individuals are characterized by varying political interests which remains a source of conflict in the polity. Individuals' varying status (positions) may span across their similar class interests. Therefore, what is of importance as a source of potential social conflict stems from the joint variability of the three systems of stratification. In the case where the public perceives that a certain group controls access to all three resources, then the legitimacy of the system will likely be questioned due to the notion that individuals perceive the disruption of their social mobility, leading to potential social conflict within the systems.

A lot of writing has been done on the concept of resource conflict. The vast majority of these were created with the mining industries in developing countries, especially Africa, in mind. It is generally thought that countries with more nonrenewable resources, like minerals and oil,

ST. PAUL'S UNIVERSITY

have less social and economic growth and economies that don't do as well as those with fewer natural resources. People often call this effect "the resource curse" (Petkov, 2018). Researchers in the 1980s found that many countries' large amounts of natural resources could be bad, turning what might seem like a gift into a curse. Auty (1993) created a framework called "resource conflict" to explain and describe why mineral-rich countries don't seem to use their many resources to help their economies change, so, they don't make as much progress as countries with few or no resources. For some countries, especially in Africa, having natural resources like oil and other minerals has been seen as a threat to peace rather than a blessing. Even though people thought that having more natural resources would help towns and their people grow socially and economically, the opposite has been true. The presence of these natural riches hasn't helped millions of people in these countries very much. Part of the reason for this could be bad leadership, weak organizations, corrupt public officials and conflict.

In relation to the extractive industry, most social conflicts emanate from an unequal distribution of limited (scarce) resources. Companies and communities are sometimes at loggerheads when it comes to explorative activities, despite their mutual and common drive of unlocking potential wealth. In the last decade, increased disputes emanating from the extractives industry have brought about international arbitration in high magnitude. The dramatic increase reflects rising tensions among community stakeholders involved in the host community and the sector, thereby yielding disputes that are difficult to address in a cooperative way (Stevens, Kooroshy, Lahn & Lee, n.d). No explorative company is immune to disputes, though in varying ways, that depends on the complex nature of the host community along with the political and legal system of the country. These span from fights regarding a change in project revisions and legislation to conflicts over liability for damages to the environment. Community-level conflicts are inherent in countries characterized by weak frameworks of environmental protection, high social and economic inequality as well as insecure land tenure.

The Conflict Theory is useful for this study because it looks at the core causes of conflicts, especially when it comes to how stakeholders can be involved in making projects successful. Disparities in attitudes, wants, expectations, and resources are to blame for these fights. The goal of engaging and involving stakeholders is to make the oil and gas business grow in a fair and conflict-aware way. The study used Conflict Theory and the resource curse framework to look into the possible pros and cons of Tullow Oil Exploration activities on community

ST. PAUL'S UNIVERSITY

participation in the delivery of the south Lokichar Basin project in Turkana. It has also examined Tullow Oil's methods for managing and mitigating the impact, ensuring that the local community's way of life is not adversely affected, particularly in light of existing low-intensity conflicts in Turkana.

Conflict Theory has faced criticism for its emphasis on societal transformation at the expense of social stability. While some opponents recognize that civilizations undergo continuous change, they emphasize that a significant portion of this change is gradual and evolutionary rather than revolutionary. Conflict theorists, despite their emphasis on social change, have also produced a theory to elucidate social stability. From the conflict perspective, it is believed that power imbalances and disparities in rewards are inherent in all social organizations. Those that derive advantages from a specific system or organization endeavour to ensure its preservation. As an illustration, affluent individuals may actively resist efforts to expand access to higher education, such as affirmative action or public funding, in order to preserve their exclusive privileges.

2.2.4. Resource Dependence Theory

Resource Dependence Theory (RDT) was introduced by Pfeffer and Salancik (1978). The theory emanates from concerns about how the external resources of companies affect their behaviours. The theory rests on the notion that companies must engage other actors as well as companies in the operating environment to acquire resources. Although such engagements come with various benefits, they conversely may bring about adverse dependencies. Resources needed by companies are not always readily obtainable, thereby, being scarce or under the control of uncooperative actors. This scenario results in unequal exchanges which lead to differences in authority, power as well as access to additional resources. In a bid to address such discrepancies, business companies develop internal structures geared towards enhancing their grounds in resource-related transactions (Nienhüser, 2008). RDT is therefore based on the principle whichadvocates that resources are vital to the success of companies, and as such, control over and access to these resources serve as a foundation for power. This theory focuses on the significance of exchanging resources by numerous stakeholders for relationship continuity.

Resource Dependence Theory is notably concerned with the behaviours of companies and how it is/they are affected by external resources which include raw materials which are utilized by companies. The importance of this theory stems from the fact that the ability of

ST. PAUL'S UNIVERSITY

companies to efficiently gather, alter, and exploit resources (raw materials) translates to significant success. Apart from the actors engaged in the exchange transactions relationships, there exist other important aspects. The contract takes precedence over the stakeholders who participate in it, as the absence of contracts would result in the absence of connections between the different actors involved. The contracts safeguard the diverse interests of the stakeholders by establishing ownership rights over the transferred resources within the underlying relationships. Frooman and Murrell (2005) supported prioritizing the examination of interactions among stakeholders, rather than solely focusing on the stakeholders themselves. Pfeffer and Salancik (1978) argue that the prosperity and longevity of companies in the business world are determined by their ability to effectively manage the external environment. This involves securing and controlling essential resources necessary for conducting commercial activities.

The management of stakeholder relationships over time has become a major strategy applied by companies in achieving the maintenance of key external resources held and influenced by various stakeholders. Business companies, therefore, need to be proactive in the control of external resources as they strive to ensure effectiveness. Business firms at different levels of dependence apply various techniques which include defense, accommodation, pro-action, and reaction in managing these stakeholder relationships (Jawahar & McLaughlin, 2001). The dependence of firms on critical resources in the environment serves as the focus of the Theory. This dependence, however, sometimes brings about uncertainties. The concepts of power and dependency, as well as the relationship between the two, serve as a foundation for this Theory. The survival of companies rests on their ability to gain and also maintain the required resources. The consequence of this is that while some business companies can gain resources, they can also lose the same. The extent to which resources are important leads to the dependence of companies on the holder or controller, as such strategies to maintain these resources must be put in place (Nienhüser, 2008). Due to the uncertain and unstable nature of the external environment, the responsibility of maintaining such relationships is not easy. The particular strategy used by business firms is influenced by the importance that stakeholders attract due to their dependence on it.

However, as company demands are constantly changing, the level of attention required may also alter/change over time. This means that business enterprises need to apply different tactics based on their current needs. Frooman and Murrell (2005) contend that to effectively manage enterprises, managers must be aware of the many options or strategies available to

ST. PAUL'S UNIVERSITY

stakeholders in their relationships with the company. Frooman (1999) has proposed four stakeholder tactics: Usage, Withholding, Direct, and Indirect strategies. These include stakeholders deciding to either refrain from providing their resources to companies or to utilize them in opposition to the companies. These actions can be performed by the stakeholders themselves or by their associates who have direct connections with the companies or other stakeholders. Hence, the various categories and characteristics of the connections between stakeholders and enterprises are shaped by the extent of their interdependence on resources. The connection is determined by resource reliance among stakeholders, which encompasses factors such as the power of companies, stakeholder power, and varying levels of interdependence. In summary, the fundamental assumption of Resource Dependence Theory rests on the notion that the dependence on critical resources influence business firms' actions and that their actions and decisions can be explained based on the underlying dependency situation. The management of community expectations is hinged on the availability of resources as well as the underlying dependence on external resources by exploration companies in the host community.

The Resource Dependence theory is quite beneficial for this study, yet has a few flaws. In their study, Casciaro and Piskorski (2005) highlighted a significant issue in the theory, which is the lack of separation between power and mutual dependency. This lack of separation is problematic because these two factors tend to work against each other. The integration of the two aspects is purported to lead to a situation where an increase in one aspect leads to a decrease in the opposing powers of the other component, thereby weakening the idea of counteraction. Furthermore, it was also noted that the theory has been criticized for being overly dyadic since it tends to exclude other relationships that the organization engages in, and focuses solely on the direct dependency of the corporation on the resource. This task is considered challenging primarily due to its focus on analysing the participation of community stakeholders in project delivery within the oil and gas industry being studied. Furthermore, a significant portion of the efforts are focused on ensuring that enterprises effectively keep access to the limited resources that are crucial for the success or even the survival of acompany. This approach prioritizes acompany's interests above all else, emphasizing the importance of helping the itgain access to essential resources. Chin et al. (2004) point out that although the idea has been accepted, it lacks empirical evidence because there hasn't been much empirical research supporting its apparent popularity. This argument is supported to a certain degree by the researcher because such empirical literature that could enhance the

further progression of the theory and give it more weight and credibility seemed not available.

2.3. EmpiricalReview

2.4. Overview of Community Stakeholder Involvement and Project Delivery

2.4.1 Project Delivery

Project delivery is achieved by ensuring that projects are within the allocated scope, time, and budget while adhering to the stipulated standards in terms of operations, quality, safety, environment protection and functionality. Project delivery ensures that business companies maximize profits while minimizing the consequences of uncertainties and risks towards attaining the objectives of projects (Magassouba et al. 2019). Project quality serves as the main requisite during the evaluation of users' acceptance of projects. In ensuring conformity to quality, project quality specifications should be explicitly documented in the contract documents (Watt, 2014).

The research byMagassouba *et al*. (2019) indicated that community stakeholder involvement stands as a key facilitator of successful project delivery. This relates to understanding the extent of the contribution made by community stakeholders towards project success within business companies. Additionally, community stakeholder involvement in community projects is valuable as it facilitates project managers in addressing concerns relating to quality, costs, and time which are associated with project portfolio management. As such, in having successful community projects as well as meeting the requirements of business firms and users, community stakeholder involvement and satisfaction serve as important ingredients in determining the failure or success of community projects.

The studies by Boon *et al*. (2013) agrees that project managers, therefore, are vested with the role of employing resources and efforts towards successful project delivery. Community stakeholder involvement serves as both a means and an end to community projects. It serves as a means to refer to processes whereby communities and people collaborate and cooperate in community project development. Community stakeholder involvement serves as an end and relates to the satisfaction derived by the stakeholders and users from the community projects developed. Successful project delivery, therefore, includes the successful completion of community projects within costs, time, and specifications. As such, any project regardless of its nature whether social, economic, environmental, or educational requires an active commitment by all concerned stakeholders. The community development projects need a

ST. PAUL'S UNIVERSITY

participatory approach in the identification and addressing of issues that affect their implementation (Watt, 2014).

2.4.2. Community Stakeholder Involvement and the Effect on Project Delivery

The research by Menoka (2014) investigated the impact of community stakeholder involvement on the sustainability and performance of building projects in the United Kingdom (UK), with a specific focus on construction businesses. The research focused on enhancing community stakeholder engagement in construction projects by promoting construction sustainability. The study created a framework and engaged several stakeholders to assess the performance of projects motivated by sustainability. The study was based on an empirical investigation where primary data based on questionnaires were used. Five hundred (500) construction companies in the UK were studied. Toachievesustainability in construction projects, the study's findings demonstrated that well-crafted presentations and the planning of community stakeholder involvement enhanced project performance in the construction sector. It has also been established that different people have different opinions about stakeholder involvement, construction sustainability, project performance, and participant roles. As a result, it was found that community stakeholders' involvement is important for anticipating their varying expectations from the initiatives. Although the study was centred on the UK construction industry and employed the Chi-square test to verify the study's assumptions, it contributed to shedding more light on the project performance and involvement of community stakeholders.

The studies carried out by Demirkesen and Reinhardt (2021) looked at how Polish governmental projects performed when stakeholders were involved. The study used a descriptive research design in which information is gathered depending on respondent opinions and viewpoints and is included in the methodology of descriptive research. Thirteen government-sponsored programs were among the targeted demographic. The project administrators and further assistance personnel served as the observational team. Survey questions were utilized as investigation tools . The involvement of stakeholders is a critical component that impacts/affects the success of projects, according to the investigation's findings. The involvement of stakeholders is positively as well as substantially correlated with execution, according to the research's findings. The involvement of stakeholders provides the governing entities with a multitude of possibilities when it comes to formulating policies. According to the report, participants must be engaged inthe execution of a project

ST. PAUL'S UNIVERSITY

cycle. Whatever revisions are made to the governing body, directives must first be discussed and approved by those who are stake owners. Encouraging everyone involved to participate in project choice-making is the responsibility of the governing authority along with all relevant parties. It is necessary to get advice from local participants before initiating community initiatives/projects within their locations. Communities have different objectives. Instead of depending on factors like/such as ethnicity or corruption, the team members must be chosen based on attributes like qualifications and educational levels.

Aninvestigation by Israa (2018) evaluated the effects of stakeholder engagement and communication management on the success of projects in Iraq. The study was based on a theoretical approach. The study acknowledged that the management of stakeholder interest and expectations is vital for a successful project. Therefore, the identification of stakeholders at the onset of the community projects, recognition, and management of their expectations as well as needs significantly ensure a suitable environment to achieve success. The study findings indicated that efficient management of stakeholder expectations and interests can be attained by establishing adequate communication with the various stakeholders. These include presenting the decision-makers with the required data while also receiving feedback to ensure it is aligned with the objectives of the community projects and the expectations of stakeholders. One of the projects under study was found to have isolated the proactive planning and management of stakeholder requirements which resulted in the loss of resources and time, among other issues emanating from poor planning. The study is of significance in contributing to the literature on stakeholder involvement, management of community expectations, and project delivery. However, the current study differs as it was based on chi-square test analysis and binary logistic regression where the statistical relationships between these variables were examined and reported.

Ananalysis by Mohammad et al., (2021) investigated the correlation amongst accomplishment of projects as well as sustainability project management (SPM), considering the moderating influence of involvement from stakeholders as well as team development. Three hundred and twenty-three (323) opinions from the management of project experts in Pakistan were obtained using a standardized structured format methodology (SFM) for data collecting. The outcomes showed that SPM had a beneficial effect on the successful completion of projects. The benefits of team development as well as participation from stakeholders, nevertheless, were shown to be negligible. Because of this, the investigation addedto the body of knowledge on SPM by illustrating the connection between SPM and

ST. PAUL'S UNIVERSITY

project fulfilment in the environment of emerging economies. In practice, businesses should approach SPM holistically, recognizing and integrating important sustainable practices throughout different project life-cycle phases. Project coordinators must therefore, not merely encourage the involvement of stakeholders as well as collaborative tasks, but additionally examine all significant project choices through a prism of sustainability to improve SPM results and develop a valuable standpoint for every stakeholder group—accounting for what is becoming a growing component in the successful completion of community projects.

The study by Ahmed (2016) investigated the stakeholder influences on decision-making in the oil and gas industry of Libya. Decision-making stands as an essential process for any company because erroneous decisions can bring about poor performances and ultimately the collapse of companies. Therefore, understanding the stakeholders, appropriate procedures, and critical factors regarding efficient decision-making becomes important. In line with this, the study investigated stakeholder influence on the decision-making process in Libya's oil and gas sector which was based on the qualitative technique of analysis. The study indicated that the best decision outcome is obtained when the key factors are completely outlined and then analyzed. Conflict of interest, personal experience, leadership, and cultural background were documented as critical factors affecting effective decision-making by firms. The study recommended that there should be the implementation of a complex model of decision-making (CMD) that recognizes the inputs of other groups of stakeholders and environmental factors in the decision-making process. This ensures the striking of a balance between particularism and universalism in decision-making. The study on the oil and gas industry was carried out in the oil and gas industry of Libya which is characterized by various regulatory, economic, and socio-cultural conditions as compared to that of Kenya.

Aninvestigation by Ebekozien et al., (2023) assessed the involvement of South African stockholders in building projects while offering suggestions for effective countermeasures. The investigators used a qualitative research approach akin to phenomenology to compile information gathered by South African specialists in the involvement of stakeholders. They investigated the "experienced hindrances" that participants encounter when participating in building projects as well as suggested solutions. Concentration was reached in the research's thematic evaluation of the gathered material. The following concepts emerged from the information that was analyzed. Results indicated that the effective involvement of stakeholders was going to enhance integrative construction project execution as well as collaboration between teams. The apparent barriers to participants' participation/involvement

ST. PAUL'S UNIVERSITY

in South African building projects were determined by the outcomes, which were then divided into three categories: government-related, organizational, and individual. Additionally, the results suggested ways to lessen apparent challenges through sector-specific strategies as well as programs. The research could motivate players in the building market to adopt improved and efficient approaches to managing stakeholders, in addition to helping regulators, as well as other participants in the building sector in South Africa, comprehend the advantages of involving stakeholders. Because it identified the root reasons for observed obstacles to the involvement of stakeholder groups in building initiatives, the research advanced the technique of involving stakeholders in building work. It also suggested workable ways to lessen these challenges and improve participants' involvement in South Africa's developments in construction.

The study by Mwewa et al (2021) assessed how the L400 roadways project's success was affected by interest group involvement in roadway development initiatives in the Lusaka District in Zambia. A quantifiable, descriptive methodology was chosen as the method of investigation. Semi-structured questionnaires yielded a 98% of responses, which was used to gather secondary as well as primary information. Results showed that there was a significant and favourable relationship connecting stakeholder participation and both the construction timeline and the project requirements. Additionally, the outcomes demonstrated a high but adverse relationship between the involvement of stakeholders and project expenditures. It was suggested that an approach be created as well as used for managing participants in road-building endeavours, with potential for further development. The investigation suggested that increasing stakeholder involvement in the development of roads is a good idea because it wouldhave a big impact on how well they operated financially. Additionally, the research suggested that stakeholder participation concerning project budgeting be implemented continuously across the project's phase, instead of as isolated incidents. The investigation also suggested that, as a way of ensuring that the project's execution yielded the necessary results as determined by coordinated attempts, participants ought to be engaged at every level of management.

The investigation by Agwu (2013) examined sustainable development and community involvement in Nigeria, with a particular emphasis on the Niger Delta area. The goal of the study was to determine how much the Niger Delta's sustainable development and the improved welfare of the oil-producing communities depended on their participation in the planning and implementation of community projects. The study assumed that participation in

ST. PAUL'S UNIVERSITY

both the planning and implementation of community projects is the best way to promote sustainable development in oil-producing areas. A questionnaire was used to gather research data for the study, which used an exploratory research design. Three hundred and ninety-six (396) respondents who were randomly chosen from the age groups of 35–39, 40–44, and 45–49 in oil-producing communities throughout the five (5) most significant oil-producing states in the Niger Delta region received the questionnaire. Utilizing a population of 40,568 and the Yamane formula for determining sample size, 396 people made up the study's sample size, with a 0.05 level of significance being utilized. The results of the analyses, which were based on descriptive and Chi-Square analyses, showed that community involvement is crucial for better welfare and sustainable development in Niger Delta oil-producing communities. The study concluded that communities that produce oil benefit from increased welfare and sustainable development when their members are involved in the planning and implementation of community projects. The research team recommended that laws be passed to force oil-producing companies to clean up oil spills and put an end to gas flaring. The report also suggested involving local communities in the planning and implementation of community initiatives. This study on the oil and gas business is different from that of Nigeria and the Niger Delta region since it is centered on the South Lokichar Basin-Turkana, Kenya.

The research by Odera *et al*. (2018) examined community perceptions of Nigerian oil company's' commitment to environmental and social concerns. The study sought to identify the factors that influenced and shaped community perceptions of oil companies. A qualitative methodology was used based on primary data which was sourced using interviews covering three (3) Niger Delta communities which are Port Harcourt (Ogbunabali community), Warrie (Ogunu community), and Yenagoe (Biogbolo community). Data were analyzed using content analysis. The study documented the perceptions relating to the positive and negative aspects of oil companies which included lack of social development and compensation, environmental concerns, health effects, lack of employment opportunities and neglect of host communities, and lack of educational and community support. The study indicated that understanding the environmental and social commitments of companies allowedthem to engage diverse stakeholders (communities) to fully document the issues affecting them. The study had the limitation of a small number of respondents from the communities selected. Notably, the research focused on Niger Delta communities in Nigeria which are characterized by varying socio-economic factors as compared to that of South Lokichar Basin-Turkana of

ST. PAUL'S UNIVERSITY

Kenya. This study was based on quantitative research methodology, which is hinged on statistical and mathematical methods, thereby more reliable in this case.

The investigation by Alayande and Wasiu (2021) examined stakeholder management in Abuja building initiatives to enhance project delivery. The important outcome variables affecting the engagement of stakeholders and the completion of building ventures were identified, evaluated, and ranked in the research along with obstacles to stakeholders' management in building projects. By using semi-structured interviews, the study used a qualitative inquiry inresearch methodology. Utilizing the backgrounds, thirty construction industry specialists were chosen/selected for the study. To examine the data obtained from them, content analysis was employed. Interviews were conducted as part of the researchand the results revealed twenty-five impediments to effective involvement of stakeholders as well as 14 crucial components. The two most frequently cited obstacles to effectively managing stakeholder relationships were "weak understanding of the stakeholders' engagement method" as well as "a shortage of adequate stakeholders' engagement processes." According to the survey, communicating effectively is the most important component of excellent engagement with stakeholders. The investigation concluded that the aforementioned hurdles required specific focus as well as suggested suitable solutions, including one of the most suitable stakeholders' assessment as well as involvement procedures inside advisory managerial organizations controlling project participants.

Astudy by Atiibo (2012) investigated the difficulties experienced in managing community stakeholders and how they impact on project completion. The study's main focus was on empowerment and advocacy in the east of Ghana. According to the research, community stakeholders' roles and interests played a crucial influence in the operations and activities of the initiatives. It was suggested that the management of community stakeholders is typified by sporadic, non-institutionalized efforts. It has been discovered that difficulties including conflict of interest, inadequate communication, miscommunication, lack of commitment, insufficient management experience, more issues with leadership, and unfair competition have a negative impact on company's' operations. Despite the study being on community stakeholder management, the East region of Ghana was the primary emphasis. The results of the earlier study could not be immediately applied to or generalized to the example of Turkana, which is located in East Africa, due to the different socioeconomic characteristics of each country.

ST. PAUL'S UNIVERSITY

Stakeholder involvement in community development projects in Ghana was investigated by (Boon et al.,2013). The International Centre for Enterprise and Sustainable Development's quadripartite model analysis was used in the study (ICED). The study found out that project success depends on stakeholders' successful involvement because of their growing importance in the identification, planning, execution, and assessment stages. Stakeholder involvement is part of the quadripartite project participation model (QPPM) that was used in this study. As a result, the model and its implications for the administration of community development initiatives have been examined. Based on the authors' personal experience using the model, action research approach was used in this study. Research has shown that while including stakeholders in community development initiatives can be difficult, using the QPPM model can help to reduce the conflicts and uncertainty that arise from doing so. The model also makes it easier for stakeholders to distribute rights, obligations, and responsibilities fairly. The study, which focused mostly on Ghana, effectively offered a paradigm for stakeholder participation in the management of community expectations.

The assessment by Murwanashyaka and Shukla (2015) studied the effect of stakeholder management practices on the performance of Rwanda Community Projects. The study noted that many international investments and delivery projects are faced with records of poor performances in terms of public, environmental, and economic support, because of poor management of stakeholder relationships. Descriptive research design was adopted while using quantitative and qualitative methods. Secondary and primary data as sourced from questionnaires and documentary analysis were used. Based on regression analyses, it was reported that stakeholder management positively affected the performance of the Kigali-Gatuna Road rehabilitation project. It was further documented that conflict management, contract management, and communication management practices positively related to project performance. Rwanda community projects were the focus of the study, whereas this study differs as it focusedon project delivery by Tullow Oil Exploration Company in Turkana, Kenya.

The evaluation by Mbelwa (2018) investigated stakeholder management in Tanzania's oil and gas industry. The research sought to enhance knowledge of stakeholder identification, stakeholder salience, and company's' stakeholder management in Tanzania's oil and gas Industry. A qualitative research approach and exploratory case study strategy were applied, where data was sourced from two oil and gas companies which were analyzed based on content analysis. According to content analysis, the goals of oil and gas businesses'

ST. PAUL'S UNIVERSITY

stakeholder management are primarily related to the sustainability of their operations, generating long-term shareholder value, controlling risk, and fostering communication and participation that helps to influence the regulatory environment. The findings showed how foreign and local Tanzanian oil and gas companies manage their stakeholders through strong governance, sustainability reporting, risk management stakeholder engagement, and corporate social responsibility policies and practices. The data also showed that the oil and gas companies with the highest scores had nine (9) primary stakeholders. The sustainability of the energy sector has been linked to stakeholder management, which calls for cooperation and cannot be handled by the oil and gas companies on their own. To ensure appropriate management of the industry and resource control, the study proposed that before the national oil and gas local content is developed, an understanding of the interests, demands, and nature of shareholders, as well as underlying interrelationships, be established. While this research focusedon the South Lokichar Basin in Turkana, Kenya, the previous study on oil and gas Companies concentrated on Tanzania.

The impact of stakeholder involvement on the project's longevity was demonstrated by (Onziru and Kimutai 2022). Included in project recognition, organizing, executing, tracking, as well as assessment, was the primary objective of the involvement of stakeholders. The theories of systems, stakeholders, and contingencies served as the study's guiding principles. The investigation employed a design based on descriptive statistics. Seven of the regions in Uganda's Karamoja region, which had sixty water-related projects, comprised the investigation's population of interest. Representatives from the World Bank, Department of Water and Environment municipalities, managers of projects, local leaders, as well as benefactors comprised the set of measurements. Surveys were utilized to gather the data required to assess the involvement of stakeholders. Regression as well as correlation evaluation, two types of inference as well as descriptive evaluations, were used to examine the gathered data. According to the responses provided, the following was determined: interested parties participated in selecting the project sites; the projects were developed in accordance with government-issued development plans; there was extensive dialogue during site selection; participants approved the project timelines; interested parties oversaw every stage of the construction process; funding was granted based on project completion; and periodic site inspections were conducted. Involvement of stakeholders in project authentication, preparation, execution, tracking, as well as assessment was found to have a favourable and statistically substantial influence on long-term viability using analysis of

ST. PAUL'S UNIVERSITY

statistics. Based on the results, it was determined that improved stakeholder involvement in all facets of the development cycle improved the longevity of the project. It is advised that the participants, especially the people who benefit, should participate in every facet of the project in light of the results obtained.

Aninvestigation by Njogu (2016) examined the impact of stakeholder engagement on the effectiveness of automotive control initiatives in Nairobi, Kenya. The study utilized a descriptive survey research approach to collect data to address the research topics. The research population consisted of petroleum refining companies, automobile manufacturers, the National Environment Management Authority (NEMA), the Ministry of Energy, and environmental management organizations. The study population consisted of 181 individuals, including managers, operation managers, project managers, quality control officers and supervisors. The study employed stratified sampling technique with a sample size of 125 respondents. The research included both secondary and primary data. The primary data was collected through questionnaires that consisted of both open-ended and close-ended questions. In addition, secondary data were obtained from reports of the institutions on automobile emission restrictions. The study utilized descriptive analysis, content analysis, and inferential analysis (namely correlation and regression analysis). The study findings suggested that the participation of stakeholders in the identification, planning, implementation, and monitoring of Automobile Emission reduction programs hada substantial impact on their performance. The research suggested that the management of automobile emission control projects should focus on improving stakeholder involvement in project identification, monitoring, implementation, and planning. This would result in reduced operational costs, lower carbon emissions, increased cost efficiency, and improved customer satisfaction. Regrettably, the study did not take into account the management of expectations from the host community. This study investigated the impact of managing community expectations on the relationship between stakeholder involvement and project delivery.

Anevaluation by Owuor and Moronge (2017) examined the impact of stakeholder engagement on the successful implementation of water supply and sanitation projects in the informal settlements of Nairobi City County, Kenya. The study employed a descriptive research approach, in which project managers were the study respondents and were given standardized questionnaires to complete. Both qualitative and quantitative analytical methods were utilized. The study found that the participation of stakeholders has a significant role in

ST. PAUL'S UNIVERSITY

the successful implementation of water supply and sanitation projects in informal settlements in Kenya. This study madea significant contribution to the limited body of literature on stakeholder involvement and the impact it has on projects. The report proposed conducting additional research on other initiatives in various locations of the country to enable comparisons, validation, and generalizations. This study aimed to investigate how stakeholder involvement impacted/affectedthe project delivery of Tullow Oil Exploration Company in the south Lokichar Basin in Turkana, Kenya. This study focused on a unique setting.

The assessment by Mandala (2018) investigated how the effectiveness of road construction projects in Kenya is affected by stakeholder involvement in project management. The purpose of the study was to determine how stakeholder involvement affected the identification, planning, execution, monitoring, and assessment of road-building projects' performances. Within the study population, which consisted of 48,002 respondents (residents) from Bondo Sub County, a descriptive research design was employed. Furthermore, thirty (30) project supervisors for road development in Bondo Sub County, Siaya County, were involved. Stratified random sampling was utilized to choose 396 respondents from the sample. Primary data from questionnaires and interviews were used in the study. While quantitative data was analyzed using descriptive (frequency distribution, standard deviation, and mean) and inferential (multiple regression) analyses, qualitative data was analyzed using thematic approaches. The study proved that the performance of Bondo Sub County Road construction projects was highly impacted by stakeholder involvement in project identification, initiation planning, execution and monitoring, and evaluation. According to the report, stakeholders ought to be involved in every stage of the process, from project identification to monitoring and evaluation. The study focused mostly on road development projects in Bondo Sub County, which is distinct from Tullow Oil and Gas Exploration Company's undertakings in Turkana's South Lokichar Basin.

Anevaluation by Githinji, Ogolla, and Kitheka (2020) ascertained/explored how Kenyan Ferry Services' successful completion of the project was impacted by the participation of stakeholders. The intended audience/population for the investigation, which used a descriptive study approach, consisted of 231 participants fromKenya Ferry Services (KFS) collaborators, from whom 70 participants were chosen as a representative group. Following pilot research, data were collected via survey questions, while the statistical software SPSS was used solely for regression analysis of linearity. The results of the investigation showed

ST. PAUL'S UNIVERSITY

the following: including interested parties in the process of project designation proved to be substantially as well as strongly related to project performance; it was noticed that the corporation's awareness of concerns from stakeholders proved the most significant determining component of project recognition associated with interested parties in the planning phase was discovered to substantially and constructively relate to project performance; it had been discovered that including interested parties when making decisions was a highly crucial factor; encompassing individuals in the tracking of projects was discovered to substantially alongside firmly pertain to project performance; utilizing evaluation lists as conventional organization observing practices along with establishing standards for involving stakeholders to gauge its effectiveness. The study made several recommendations, including increasing the participation of stakeholders in project designation to improve the delivery of the project, taking into account the demands of everyone involved equitably rather than simply enforcing national government directives, and clearly outlining stakeholders' guidelines to prevent misunderstandings among stakeholders regarding what they can and cannot do throughout the process of managing the project.

Anassessment by Mwanza, Namusonge, and Makokha (2020) evaluated how project participants' actions affected the way building projects in Kenya's Kakamega County performed. Using a mixed investigation approach, this research comprised correlations as well as a descriptive survey. The study sample consisted of 1761 respondents, including 925 administrators of Early Childhood Development Education (ECDE), 62 administrators ofCounty universities, 765 administrators of contemporary stalls, including 9 administrators of County modernized marketplaces. There were 326 participants in the group of respondents, including 171 administrators of early childhood developmental schooling, 11 administrators of county technical schools, 142 administrators of stalls, including two executives of county trendy marketplaces. Purposive as well as randomly stratified sampling methods were employed. survey formswere the main method of gathering primary information , through a five-Likert measure with open-ended as well as closed-ended questions. Secondary data were gathered from a variety of reports, and participants completed the relevant information by filling in the blanks. Pilot research with 32 participants was conducted. Cronbach's Alpha as well as expert judgment were used to gauge validity and reliability. A combination of quantitative and qualitative techniques was used to evaluate the information. According to the research, the practices of project participants significantly and favourably impacted the way building projects in Kenya's Kakamega County performed.

ST. PAUL'S UNIVERSITY

According to the survey, decision-makers in the building industry ought to establish defined objectives.

Astudy carried out by Omondi and Kinoti (2020) investigated how the involvement of stakeholders affects road-building initiatives in Kilifi County. The key goals served in the research's encompassed: identifying the impact of project designation on roadway construction efficiency and assessing the impact of scheduling projects. To lend the research greater weight, both the Theory of Reasonable Action, as well as the Stakeholders Theory, were applied. 150 participants were chosen from among the different demographics of the districts in Kilifi County wherein road development predominantly serveedas the research's intended audience. The replies/respondents included ten managers of projects in all associated roadway development projects. The study in question utilized a descriptive study approach, utilizing descriptive statistical data for evaluation and SPSS as an analytical instrument. Primary information, qualitative as well as quantitative, was used in the course of the research. Questionnaires were the primary means of gathering data used. Inference and descriptive statistics were used for analysing the information, including visualizations, tables, means, frequency bands, as well as proportions were used to illustrate the results. It was discovered that the completion rate of roadway building initiatives in Kilifi County, Kenya, was profoundly affected by the involvement of stakeholders in program recognition, planning the project, execution of the project, as well as tracking of projects. According to the report, the project executives should educate the pertinent parties on the value of their involvement throughout the project's lifetime. According to the investigation, to meet the requirements as well as demands of the general public, road development initiatives must be societal issues or citizen-centred.

Cosmus (2021) looked at the relationship between Kenya Ports Authority's delivery of construction projects and the participation of stakeholders. A descriptive survey methodology was used in the study. The group that was targeted comprised 3,336 individuals from the port electrical engineer projects management as well as administration, engineering for civil construction, container processes, and traditional cargo processing. Three hundred and fifty-eight (358) people made up the sample size for this study, which employed a stratified sampling technique. A structured questionnaire with closed-ended questions was used to collect data. Construct, face, and content validity were used to guarantee the validity of the instruments. The tool's dependability was evaluated using the Cronbach alpha value testing. Software from Microsoft Excel and the Statistical Package for Social Scientists were utilized

ST. PAUL'S UNIVERSITY

to analyse the data. The results were presented using graphical representations as well as tables. The research findings indicated that project execution was positively as well as significantly impacted/affected by stakeholder empowering individuals, interaction, especially complaint handling. According to the research findings, stakeholder engagement boosts their trust as well as capacity for decision-making. While complaints governance offers a mechanism to lower risk associated with the project, an efficient channel for voicing worries, and a jointly beneficial connection regarding the completion of the project, productive interaction aids a company in developing favourable connections with those involved in the project. The report suggested giving interested parties more influence by letting them take part in making choices. Granting individuals greater autonomy over the work setting by granting them discretion regarding their responsibilities, the ability to choose their direction, as well as immunity from oversight.

The function of interested parties in managing project sectors is clarified by (Dwivedi,2021), who examined an overview of the research on principles of evaluation, review, as well as execution of projects. Stakeholders have a significant and vital part in the successful completion of a project. The long-term viability accomplishments and efficacy of the project are guaranteed by an engaged group of participants. Stakeholder engagement abilities that illustrate and fulfil the stakeholder demands for interaction are vital as well as significant for an initiative director to have. The people who have the power to influence and be impacted/affected by a project are known as stakeholders. In addition to increasing the likelihood that the project will succeed, effective involvement from stakeholders reduces the risk involved in the project. As a result, it turns/becomes crucial to discuss the significance of the parties involved at several crucial project phases, such as analysing demands, organization of work breakdowns, managing the scope, as well as managing the timetable.

Kimanzi and Ngugi (2022) examined the impact of stakeholders participation on athe completion of a projectcarried out by the Kitui County administration). The used a descriptive survey-based approach, consisted of ninety-three government-initiated programs in Kitui County. All of the initiatives have been incorporated in this article because a census was utilized. The information was gathered via a semi-structured survey. Thematic evaluation was employed to examine qualitative data. Inferential as well as descriptive statistics were used to assess the quantitative information. Results showed that the Kitui County nation's execution of the project was positively and significantly impacted by the involvementof participants. According to the report, having project teammates in the Kitui County

ST. PAUL'S UNIVERSITY

Government answer to stakeholders enhanced the project's effectiveness. The investigation suggested that to improve the efficiency of the project, Kitui County Government the project team should be responsible to the participants. While users suppliedfunds to support the project's operation, the project coordinators should have actively participated and engaged with stakeholders. In addition, all parties involved ought to be grouped by the project executives based on their degrees of involvement, concern, and impact on the execution of the project.

In a study,Chepchirchir and Nyang'au (2022) assessed how well homeless children's rehabilitation initiatives in Nairobi County wereperforming and how all parties involved were doing. It investigated how cooperation among stakeholders and handling risks affected the effectiveness of rehabilitation programs for homeless kids. The Uncertainty and Stakeholder theoriesguided the investigation. In this study, a descriptive survey design was adopted. Forty-two counsellors, seventeen program managers/coordinators, seventeen Sub-county kids' agents, thirty-two protective services individuals, as well as seventeen monitoring and evaluation officials from the seventeen homeless kids programs for rehabilitation in Nairobi County made up the intended demographic for the research, which included 205 participants. Utilizing Yamane formulas, the examiner/researcherselecteda population comprising 95 participants. The participants were chosen using stratified random sampling approach,. Surveys were employed in the context of the research to collect the main data. The Academic Model Providing Access to Healthcare (AMPATH) pilot program was implemented in Uasin Gishu County, using an arrangement akin to that of recuperation facilities in Nairobi City County. The statistical analyses were done using inferential and descriptive statistics. Most descriptive statistical methods consist of measurements of central tendencies such as the average and the standard deviation. The research found a statistically significant, favourable, as well as substantial connection between the effectiveness of treatment initiatives for homeless kids in Nairobi City County as well as the participation of participants. The effectiveness of Nairobi City County's Street Kid treatment initiatives wasstrongly, favourably, as well as scientifically correlated with participants' handling of risks. The investigation suggested that those in charge of therapy programs for kids on the street ought to have constantly selected partners with a wealth of expertise and experience. All stakeholders should be included in the administration of street kid restoration efforts regardless of time, as they have the power to effect choices on every initiative about exert dominance over managing by voicing complaints as well as possible threats.

ST. PAUL'S UNIVERSITY

Samwel et al., (2023) investigated how managing stakeholder relationships affected the efficacy of public projects in Kenya. A descriptive cross-sectional surveying methodology was used for the investigation. Five hundred employees of the Kenyan government were targeted for demographics. Government project technicians, work agents, government project leaders, workers, administrators, as well as elderly community members made up the research demographic. The investigation used a stratified randomly sampling approach and the Yamane (1967) calculation was used to determine the number of participants, which turnedout to be 150 participants. To gather information from the population being analyzed, the study also employed questionnaires that were organized with open-ended as well as closed-ended queries. To ensure simplicity/validity/accuracy, the gathered data was cleaned. Based on the respondents' locations, categorization had been finished. Excel was employed to examine/analyse the dataset. Tables of frequencies were used for displaying the data. The results showed that the achievement of government initiatives is positively impacted/affected by stakeholders' assessment. A significant number of those surveyed concurred that the responsibilities of all parties involved were clearly defined. The investigation concluded that the initiative's completion was positively impacted by stakeholder engagement. Furthermore, the research indicated that efficient supervision of stakeholder expectations contributed to project completion. Considering the influence of both inner and outer stakeholders affects the outcome of governmental initiatives, the research supported the utilization of Stakeholders theory. Implementers of governmental initiatives ought to promote the engagement of stakeholders in project-related choices as a matter of routine. For more effective procedures for making decisions, collaborative spending and scheduling need to be improved. Furthermore, by creating policies for the involvement of stakeholders, the governing body ought to strengthen the involvement of stakeholders in the processes. The regulation ought to underline how important the need to deal with issues with the standard of service, and punctuality, including compliance with financial constraints in addition to improving avenues of interaction as well as input.

Wanjue (2023) examined how local stakeholders' participation in developmental projects in Kenya affected outcomes using the Stakeholders theory. Thirteen managerial as well as project personnel from a non-profit organization in Kenya were interviewed to gather information (data). The primary study topic focused on the elements that most significantly impacted individuals in the community's involvement in community-based project organizing, layout, execution, assessment, as well as appraisal. Several significant thematic

ST. PAUL'S UNIVERSITY

classifications were identified through the application of continuous comparative evaluation: methods for encouraging alongside promoting members of the community's engagement; elements that facilitate or impede neighbourhood participants' engagement; benefits of solidarity participant engagement; along dangers associated with including members of the community in projects aimed at enhancing the community. According to the research outcomes, including locals in developmental initiatives fosters community involvement as well as confidence, which promotes the longevity of projects. Through encouraging strong, effective, as well as long-term advancement of communities, which saves institutions funds, improves the results of projects along with effects, lowers impoverishment, as well as improves the standard of living along with general wellness of residents, involvement by communities can contribute to good improvements in society.

2.5. Community Stakeholder Involvement, Management of Community Expectations and Project Delivery

2.5.1. Community Stakeholder Involvement in Identification Process and Project Delivery

First, stakeholders are viewed as organizations, individuals, or groups concerned with project activities or who have vested interests in the execution or outcome of projects and who have influence on the goals and outcomes of projects (Owuor & Moronge, 2017). Stakeholders are individuals who affect or could be affected by a business or business operations (Ahmed, 2016). Community stakeholders are groups such as environmental organizations, neighbourhoods, citizen associations, community development groups, local government authorities, development organizations as well as non-governmental organizations (NGOs). Stakeholders are therefore of key importance (Magassouba, Tambi, Alkhlaifat, & Abdullah, 2019). Stakeholders, therefore, have stakes in project outcomes which can be in the form of right, ownership, or interest. The rights may be moral or legal ownership depending on the circumstances. Stakeholders often take advantage of having their expectations considered and managed.

The identification process is what determines and defines the nature and scope of community projects. This phase is notably significant as it must be carried out appropriately for the success of community projects as well as meeting community expectations which are of importance to businesses (Odera et al., 2018). A key aspect of the identification process is the understanding of the environment of the community projects which facilitates the

ST. PAUL'S UNIVERSITY

incorporation of all needed requirements as well as technical specifications into the projects. Any threats, issues, or inadequacies should be identified in this phase and communicated where recommendations would be made and addressed. Identification, being the starting phase of community projects, should be based on a plan that comprises vital procedures such as selecting the most appropriate community project in consideration of the needs of stakeholders (organization or community), outlining community project benefits, assigning project managers, outlining the requirements and needs into realistic goals, costs and benefit (economic, social and financial) analysis, identification of funding source and stakeholder analysis.

The ability to influence the success of community projects is viewed to be best in the community stakeholder involvement in the identification process. This is because decisions made early minimize unnecessary changes in the subsequent phases or stages (Aapaoja, Haapasalo, & Söderström, 2013). Community stakeholder involvement in the identification process reduces the chances of developing poor designs while leading to the high possibility of a more effective and efficient design. Early community stakeholder involvement provides an avenue for an intensive exchange of ideas and creative solutions thereby, leading to procedures that are synchronized and run in phases. The more the awareness of community stakeholders and the usefulness of the community projects, the more efficient they will be in their involvement (Mbelwa, 2018). The more the community stakeholders are provided with insights about the exact objectives of the design specifications, the more committed these community stakeholders are to meeting and revising the specifications towards efficiency and success. The identification process is a phase that is critical as the purposes of projects are outlined and specifications stated towards meeting the needs of stakeholders as well as community projects. This stage provides answers to underlying questions such as what and how.

It is important to know what the legitimate needs of stakeholders are and how much impact, proximity, and power they have so that it can deal with how they might affect projects (Aapaoja, Haapasalo, & Söderström, 2013). Finding community stakeholders allows/facilitates establishinga community project. This is done so that groups and people who will be affected by the community project can be found. After that, the right and most appropriate strategies are made and put into action to increase the good effects of stakeholders. This is especially important for project managers because if they can't make a

ST. PAUL'S UNIVERSITY

clear link between involving community stakeholders and project problems, the project will fail (Magassouba, Tambi, Alkhlaifat, & Abdullah, 2019).

2.5.2. Community Stakeholder Involvement in Planning Process and Project Delivery

Some of the things/activities that community stakeholders carry out in the planning process are defining the project's needs, quality, goals, specifications, and the distribution of necessary resources. They also help make the schedule, evaluate and decide on different risks, and come up with different ways to deliver the work (Njogu, 2016). When community stakeholders are involved in the planning process, it helps project managers improve how projects are carried out or the results they produce. The goals of projects are affected by the involvement of community stakeholders during planning, resource allocation, job specification, and finally project performance (Yu et al., 2018). Getting people from the community involved in planning helps people understand how they can affect the planning process by setting goals and deadlines, making a scope statement, choosing the planning team, making a work breakdown structure (WBS), listing deliverables, estimating resources needed, making schedules, guessing how much things will cost and how long they will take, planning for risks, and getting official approval to start work (Mandala, 2018).

The planning process involves a set of detailed directions that enlightens project participants about the various activities to be carried out, these include the time it should be done, the costs of the activities as well as the resources which are required to be employed for purposes of having successful project deliverables (Israa, 2018). The planning process is also viewed as a decision-making process that is concerned with the systematic clearing of project targets, identification of activities, scheming timetables, the establishment of precedence linkages, outlining of completion time for projects, constant reviews of schedule objectives while allocating resources to meet the requirements of projects. This is for purposes of achieving various community stakeholder objectives through common acceptable goals as well as paths of action (Ahmed, 2016). The planning process, therefore, requires proper definitions right from the functions of project planning, by stating the kind of activities that can lead to the attainment of successful project delivery while satisfying all stakeholders concerned (Akosua & Darkwah, 2016). The definition of projects should have a combination of planning activities and the principle of sustainability which needs to ensure that the functions, activities, and planning process are geared towards sustainability by ensuring social and profitable project delivery (Yu *et al*., 2018).

ST. PAUL'S UNIVERSITY

For projects to be successful and last, important steps need to be taken, like planning, figuring out the jobs and responsibilities of everyone involved, and maintaining good working relationships (Mwangi, 2018). In the planning stage of community stakeholder involvement, the traditional tools or methods applied are project plans as well as milestones reviews.. Stakeholders' full participation in the planning process is one of these tools. In this stage, project managers make budgets, set goals for members, and make work plans (Madeeha & Imran, 2014). The rationale behind stakeholder involvement in the planning stage rests on delivering sustainable and successful projects by identifying, scheduling, analysing, controlling, and coordinating the factors that have potential influences on having successful projects. Lack of effective planning in one or all aspects of projects such as management of expectations of stakeholders as well as establishing ways of communicatingwith them brings about problems in the execution of community projects which may lead to project closure (Magassouba *et al*., 2019). Notably, the efficient management of project teams begins with a kick-off meeting where projects' objectives and deliverables are outlined and clarified which helps in building a strong relationship in the team as well as a commitment to projects.

2.5.3. Community Stakeholder Involvement in Implementation Process and ProjectDelivery

Getting community stakeholders involved in the implementation process is one of the most important parts of handling community projects (Mandala, 2018). In the execution phase, project managers make sure that everyone works together, that resources are used efficiently, and that risks are properly assessed so that the project plan can be carried out (Walsh et al., 2017). As a result, community stakeholders need to be involved in putting the plans and goals of projects into action. This can only be done with realistically structured activities and roles that help to reach the project goals (Menoka, 2014). The level of difficulty in getting stakeholders to agree to the implementation process depends on the type of project being worked on. Long length/duration, high investment, and many other new and unexpected factors are some of these traits (Chang, 2013).

There are a lot of different ways to group the problems/challenges and risks that come with involving community stakeholders in the planning and carrying out of projects. Some of these problems have to do with the way business is done, the growth of project sponsorship, political impact, the ability to pay for things/items, government rules/directives, buying things/items/resources, and social acceptance (Madeeha & Imran, 2014). The success of a

ST. PAUL'S UNIVERSITY

growth project depends on the qualities of the people who have a stake in it. So, if important people involved in a project don't do what they're supposed to do during implementation, it will have a negative effect on the project's result (Atiibo, 2012). So, getting community stakeholders involved is important for delivering projects; it's very important to think about their needs and concerns during the implementation process to reach project goals (Akosua & Darkwah, 2016).

Remarkably, the relationship between community stakeholder involvement and projects is characterized by a bilateral effect (Mbelwa, 2018). That is, while stakeholders possess an influence on the success and sustainability of projects, development projects can vice versa exert some effect on stakeholders (Odera *et al*., 2018). This can be a positive or negative aspect: an example is a case of implementing projects of high standards in the exploratory sector can, in turn, lead to improvement as well as a change in the living conditions of people or residents in those areas, which leads to positive effects. However, the destruction and pollution of the environment will imply the adverse effect of community projects on some community stakeholders, which implies negative effects. Therefore, the practice of an appropriate community stakeholder involvement approach in the implementation process simplifies the task of project delivery while managing community expectations. It further facilitates the management of needs as well as anticipates potential risks that may emanate from the operating environment of companies (Israa, 2018).

2.5.4. Community Stakeholder Involvement in Monitoring and Evaluation Process and Project Delivery

Monitoring and evaluation is a strict way to follow up on project progress. It looks at planned and real work to see how much progress has been made and how well things are going (Magassouba et al., 2019). Examination is the process of finding out what is going on with a project and is needed to see if the project is being done correctly or not. Monitoring and evaluation of projects have/has a big effect on their quality, and there isneed to have a good control system that gives organized, ongoing information about how the projects are fairing. Evaluation of projects should happen both before and after they are carried out. To figure out what effect each factor has, monitoring and evaluation are done, followed by a study of how well the different parts of the project worked together (Atiibo, 2012).

ST. PAUL'S UNIVERSITY

Monitoring and evaluation ensure compliance with established rules and recommendations (Njogu, 2016). The primary aim is to develop a specific strategy for organizing, making choices, and ensuring long-term viability to achieve project objectives. The participation of community stakeholders in monitoring and evaluation processes has a significant impact on project performance since their involvement in this phase increases the likelihood of success. Coulter (2010) argued that monitoring and supervision are crucial in projects and found evidence of a significant correlation between stakeholder participation in the monitoring and evaluation phase and the project's performance and success reflecting stakeholder impacts. Engaging community stakeholders in the monitoring and evaluation phase of development projects helps to identify the issues and obstacles associated with the initiatives (Owuor & Moronge, 2017). Therefore, top managers of enterprises can leverage community stakeholder involvement in monitoring and evaluation as a means of exerting influence and providing support for the success of initiatives (Katiku, 2011). Hence, the active and knowledgeable participation of community stakeholders in the monitoring and evaluation phase is crucial for enterprises due to the substantial enhancement in project performance and success that can be attained.

2.5.5. Management of Community Expectations and Project Delivery

The discovery of oil and gas in any area, especially in developing nations, is met with great hope due to the significant financial resources that may be obtained from the extractive industry (Idemudia, 2015; Akosua & Darkwah, 2016). According to Maweu (2015), the active participation of stakeholders in project risk management is a crucial element of every extensive development project. When there is lack of participation, the outcome is typically characterized by perplexity, ambiguity, and occasionally, social unrest. The community must be provided with sufficient information on their rights, privileges, participation, and the process for/of addressing complaints. Such information should provide them with the knowledge of the specific benefits that the oil and gas exploration in their region will provide. The material should avoid making exaggerated claims or failing to meet expectations (Kalipeni & Johannes, 2014). It is crucial to successfully handle community expectations to prevent future disagreements that could influence project completion.

The presence of community expectations remains an inevitable aspect of developing projects in rural areas (Mandala, 2018). As such, the application of strategic stakeholder engagement for purposes of managing community expectations and ensuring project delivery is crucial

ST. PAUL'S UNIVERSITY

(Allen, Letourneau, & Hebb, 2012). The extractive sector which largely comprises mining, oil, and gas stands as a prominent target for shareholders' engagement. Due to its environmental footprint, global nature and social impacts, the sector remains prone to reputational risks in its operational activities. Hence, it is crucial to comprehend the attitudes of the community to tackle issues such as conflicts, reliance, or isolation and reach a consensus that would reduce costs while maintaining advantages (Chindo, 2011). Gaining an understanding of how the community perceives potentially problematic issues will be advantageous for oil companies when making decisions (Israa, 2018). Johannes et al. (2014) argued that comprehending the many perspectives within a community is crucial for/in understanding the causes of conflicts and, ultimately, finding potential solutions.

Community perceptions play a crucial role in determining the level of corporate-community interaction in the oil and gas business (Nzeadibe et al., 2015; Idemudia, 2011). Theodori (2009) noted /explained /opined that for oil and gas companies to establish positive relationships with their host communities, they must initially make an effort to seek and comprehend the culture and perspectives of the community. This understanding will then assist in the successful execution of projects. Nzeadibe and Ajaero (2010), Gboyega, Søreide, Le, and Shukla (2011), and Johannes et al. (2014) suggest that the connection between communities and oil and gas companies is based on different perspectives. Irrespective of the accuracy of these beliefs, they have gradually transformed into accepted truths within society and are now tangible challenges that oil and gas companies must confront. Gboyega et al. (2011), Bassey and Akpan (2012), Akwen and Gever (2012), and Chindo (2015) have highlighted that the conflict in the Niger Delta region of Nigeria poses a significant obstacle to the exploitation of natural resources and the rights of indigenous people to the resources generated in their territory. Odera et al. (2018) suggest that examining community perceptions serves to harness the resources and potential contributions of communities for decision-making purposes, rather than being an aim in itself.

The management of community expectations during the exploration of natural resources has over the years been an issue of concern across the globe (Odek, Koyi, Akujah, & Mana 2019). Kalipeni and Johannes (2014) documented that conflicts in Africa have largely been triggered by the availability of resources which include oil and diamonds. Okoth (2012) further opined that there have been various occurrences of tensions across communities characterized by oil and gas exploration which were largely due to the discovery of oil. Key among the major factors linked to tensions in such communities is the isolation of the host

ST. PAUL'S UNIVERSITY

communities during the formation and signing of agreements that bring about the concession of natural resources (oil and gas).

Wall (2012) researched in Australia on managing community expectations as informed by Strategic Stakeholder Engagement. The study emphasized the importance of community stakeholder involvement as a tool for addressing the management of community expectations, as well as community grievances. The study put forward the view that stakeholder involvement, when carried out strategically, serves as a useful tool for the management of community expectations in projects in the extractive industry. The research assessed the process through which new exploration activities bring about the development of unrealistic expectations by the host (local) communities, in terms of the benefits they wouldreceive from oil and gas exploration business firms. The study documented that concerns about rising community expectations have often been the reason why stakeholders are engaged and why community involvement is done after the project is well advanced. Notably, these unaddressed community expectations serve as an avenue for public dissatisfaction in the case of large projects and trigger tensions in the community. The study suggested that stakeholder involvement is inevitable when undertaking developing/development projects in rural areas (remote locations) to appreciate community expectations. Therefore, the use of strategic community stakeholder involvement for purposes of deliberately managing community expectations is required. The study recommended that community stakeholder involvement should be adopted as a risk management tool, as this wouldallow projects to carefully monitor where expectations may not be realistic. Community stakeholder involvement needs to be undertaken from the identification process and probably halt the project if need be while at the same time providing reasons as to why. Unlike the previous study which focused on Australia, this assessment was based on Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya.

Walsh, Plank, and Behrens (2017) conducted a study to examine how community involvement, namely through consultations, influenced people's impressions of a planned mining project in southeast Australia. The study recorded that consultation plays a crucial role in engaging the community in infrastructure development. The study examined the impact of stakeholder expectations and consultation experiences on the views of proposed mining developments. The study utilized primary data obtained through semi-structured interviews and an open-ended questionnaire to evaluate a proposed sand mine in rural Australia on a big scale. The study utilized the Mann-Whitney Test and Pearson correlation

ST. PAUL'S UNIVERSITY

analysis. The study revealed that there were different and varied degrees of comprehension regarding the objectives of consultations, both inside and among the different stakeholder groups. The documentation revealed that the community's experience of consultations led to negative impressions of the planned mining operations due to personal and procedural issues. The inferential analysis uncovered several noteworthy correlations. The community's experiences with the consultation strategy had a negative impact on stakeholder perceptions of several procedures, such as trust in preventing environmental degradation, supply of information, and involvement in planning processes. The perception of information provision and trust in the company's commitment to environmental preservation was found to be influenced by awareness of consultation actions, differences in expectations of consultation, and the inclusion of relevant public groups and institutions. The level of trust in mining companies plays a significant role in preventing environmental degradation. This trust is closely related to the perception on how information is provided and how the community is involved. It is also linked to the perceived level of involvement in the planning process, as well as the adequacy and quality of consultation actions. The study made a valuable addition to the current body of knowledge on the topic. However, it focused specifically on the situation in southeast Australia. Due to the diverse contextual factors of different countries, these conclusions cannot be directly applied to the specific circumstances in Kenya.

Banu (2011) studied the link between shareholders and corporate social responsibility of listed Companies at the Istanbul Stock Exchange which operates in three sectors, namely: fabricated metal products machinery, food, chemicals petroleum, and rubber products and equipment. The study sought to test Ullmann's framework which is based on the view that company's' corporate social responsibility, social disclosure, and reporting practices are predicted by stakeholder power, strategy as well as firms' economic performances. Multiple regression models were applied in testing this approach, and the outcome revealed that the influences exerted by certain stakeholders such as creditors and the government, have a significant effect on the corporate social responsibility report publication. The study, however, found that economic performances have no important effect on this process. Other stakeholders such as investors, financial institutions, and dispersed shareholders were reported to be more concerned about company's performances, and not their sustainable activities or strategies. Although the study provided more insight into community stakeholder involvement and corporate social responsibility which is an aspect of community expectations, the focus was on Istanbul Listed Companies. Despite Istanbul, Turkey being

ST. PAUL'S UNIVERSITY

under the category of developing countries just like Kenya, the findings cannot be generalized to the Kenyan context due to the varying socio-economic conditions of these countries.

Odek *et al*., (2019) reveal that the expectations of stakeholders in oil and gas exploration and drilling in Turkana are far from being met since 2012. Additionally, Tullow Oil Exploration Company did not carry out adequate community engagement in line with international best practices which was evidenced by various protests against the state and company as well as disruption of its operations (Mkutu, Mkutu, Marani & Lokwang, 2019). An apt expression of this disappointment was seen in 2013 when the company grounded activities due to the host community unrest demanding jobs, tenders and other privileges. This led to losses estimated to be millions of shillings (Maweu, 2015). The main issues of contention were the absence of a community investment model that is collaboratively and openly produced, lack of employment opportunities, failure to disclose information, and lack of inclusivity in the project development cycle (Kiragu, 2013).

The data suggested that the community hada widespread concern regarding environmental degradation. Despite being in its early phases, the mining industry is already showing indications of a detrimental effect on the environment. Leaders in the Lodwar community expressed a clear and definite stance that the exploration and production of oil and gas would cause significant harm to their grazing land, and ancestral shrines, and disrupt their way of life. Although the National Environmental Management Agency (NEMA) has started engaging in cultural discussions to safeguard the sacred shrines of the Turkana people, instances of sacred shrine destruction still occur to make way for mining or the acquisition of land for mining purposes. According to Section 58 of the Environmental Management and Coordination Act (EMCA), any projects that are expected to harm the environment must undergo an Environmental and Social Impact Assessment (ESIA). Producing the Environmental and Social Impact Assessment report/license is a necessary condition for obtaining a mining license. Companies or legal entities engaged in mining or mineral exploration in Kenya must adhere to the requirements outlined in the Environmental Management and Coordination Act of 1999 and the Environmental and Social Impact Assessment and Audit Regulations of 2003 (Mkutu et al., 2019).

Oil and gas extraction can have detrimental impacts/effects on the environment, especially in terms of potential oil spills that may release hazardous carcinogenic hydrocarbons into the

ST. PAUL'S UNIVERSITY

soil and water. This, in turn, can lead to a decrease in plant growth and provide a risk of poisoning for livestock. This has the potential to endanger the ecosystems of both animals and human beings. Gas flares, resulting from the combustion of gas combined with oil emit carbon dioxide, methane, and hazardous chemicals. These emissions have a detrimental impact on the habitats of fish and animals, disrupting their reproductive cycles. Toxic waste has the potential to cause mortality in plants and animals and pollute water, hence harming plant life, animal populations, and fish populations (Pyagbara, 2007).

'S UNIVERSITY

2.6. Conceptual Framework ensure that the figures are within the margin

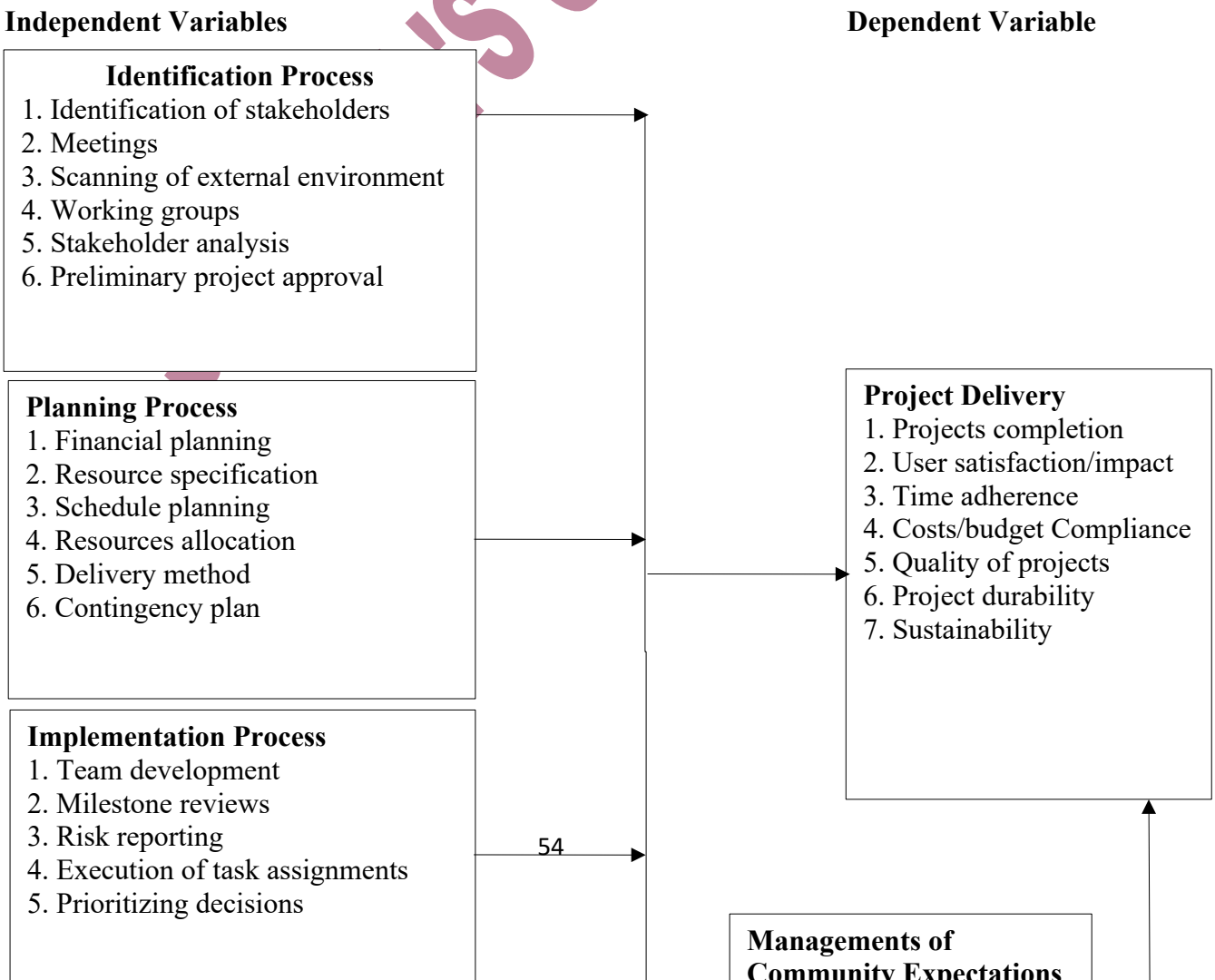


Figure 2.1: Stakeholder Involvement Conceptual Framework

Source: Researcher (2021)

The study was guided by five research variables as contained in the conceptual framework model above. Community stakeholder involvement is proxied by stakeholder involvement in the identification process, stakeholder involvement in the planning process, stakeholder involvement in the implementation process, and stakeholder involvement in the monitoring and evaluation process which are depicted as the independent variables while project delivery is the dependent variable of the study. The relationship between community stakeholder involvement and project delivery is mediated by the management of community expectations. As such, the management of community expectations is depicted to be the moderating variable of the study.

Due to the rising significance of community stakeholders in the processes of identification, planning, implementation, and evaluation, effective involvement is required for the community project success. Community expectations are inevitable when undertaking community developing/development projects in rural areas (remote locations) which affect project delivery. The study, therefore, models community stakeholder involvement as the independent variable. Community stakeholder involvement as indicated by involvement in the identification process, involvement in the planning process, involvement in the implementation process, and involvement in the monitoring and evaluation process are depicted to predict project delivery by Tullow Oil Exploration Company. Although

ST. PAUL'S UNIVERSITY

unrealistic community expectations are inevitable, they can be managed by allowing for constructive stakeholder involvement all through the life cycle of projects.

Host communities are not without expectations; therefore, the management of community expectations was proposed to have influenced the nexus between stakeholder involvement and project delivery. However, to be effective, this engagement needs to be kick-started early. The involvement of stakeholders in the context of the oil and gas industry is highly treated as a means of ensuring timely community project success. Community projects in this context include timely execution and delivery of projects. Projects are therefore supposed to be implemented within the allocated scope, time, and budget while adhering to the stipulated and required standards in terms of operations, quality, safety, environment protection, and functionality (Magassouba *et al*. 2019).

2.7. Research Summary andGaps

2.7.1 Research Gaps

This research carriedout both empirical and theoretical literature review on community stakeholder's involvement in successful project completion by oil and gas exploration companies globally, regionally, and localy. Following this review, it was realized that past studies in this context focused on some powerful stakeholders and government bureaucrats who were more interested in company performance, not their sustainable activities or strategies. They also focused on how many of such oil companies pursued community initiatives based on their own perceived needs priorities of host communities without any concern for involvingthecommunity through needs assessment during community project identification, planning, implementation, and monitoring and evaluation systems design and rollout for successful community project completion as well as management of community expectations. The primary objective of host community engagement in the projects is to establish a conducive atmosphere that promotes ownership, trust, and active participation from all stages of the project cycle. The purpose of community involvement is to ensure that everyone's voice is heard, so that the public helps establish results that meet their needs and expectations. This study endeavoured to fill the gap in the literature by focusing on variables that influenced the relationship between community stakeholder involvement and project delivery, as a way of understanding the nature of these associations. This was approached

ST. PAUL'S UNIVERSITY

from the linkage between community stakeholder involvement and project delivery in oil andgas exploration as a factor that impactedone another.

Consequently, the review of empirical works also provided other evidence of various research gaps in the literature. These gaps stem from conceptual gaps, contextual gaps, and empirical gaps. Majority of the studies were done in the context of both developed and developing countries on equal strength. Due to the varying socio-cultural and economic characteristics of countries, the findings of the previous study could not directly apply or be generalized to the case of South Lokichar Basin in Turkana, Kenya which is situated in East Africa. Several studies were done in East Africa, particularly in Kenya and other developing countries but majority of these studies were in different contexts, essentially not on oil and gas exploration. However, despite the contribution of these studies to the literature on community stakeholder involvement and project delivery in the case of developing countries and Africa, the studies may not be generalized due to the unique features of countries regardless of their status whether developed or developing countries. Particularly, every developing country is characterized by unique features as a result of varying socio-cultural and economic conditions among other factors. These are required to have a comprehensive analysis of the subject matter and in turn, have sound conclusions and recommendations for policy and practice. Similarly, most of the studies isolated key indicators of management of community expectations and project delivery while some did not consider some vital components of community stakeholder involvement such as involvement in project identification, planning, implementation, and monitoring.

2.7.2 Summary

Community stakeholder involvement and management of community expectations contribute to project delivery by business companies. Banu (2011) reported that the influences exerted by certain stakeholders such as creditors and the government have a significant effect on the community projects report publication of listed companies at the Istanbul Stock Exchange. Atiibo (2012) revealed that the interests and roles of stakeholders were critical to the operations and activities of projects in the Ghana East region.. Though the two studies contributed to the existing literature in this area, the former focused on corporate social responsibility; the latter was based on Ghana East Region.Wall (2012) documented that concerns about rising community expectations have often been the reason why stakeholders are not engaged and why community involvement is done after the project is well advanced

ST. PAUL'S UNIVERSITY

in Australia. Agwu (2013) analyzed community involvement and sustainable development in Nigeria focusing on the Niger Delta region. The study concluded that community involvement in the execution design and implementation of community projects leads to improved welfare and sustainable development of oil-producing communities through successful project delivery. The studies, however, were focused on Australia and the Niger Delta Region of Nigeria respectively.

Menoka (2014) indicated that effective presentation, as well as preparation of stakeholder involvement, leads to improvement in project performance in the construction industry through the attainment of sustainability of construction projects. Similarly, Murwanashyaka and Shukla (2015) reported that stakeholder management positively affected the performance of the Kigali-Gatuna Road rehabilitation project. It was further documented that conflict management, contract management, and communication management practices positively related to project performance. The studies were, however, characterized by contextual and methodological gaps. Menoka focused on the UK construction industry where dataanalysis was based on ANOVA. Murwanashyaka and Shukla (2015) focused on Rwanda community projects. This study differedas it was based on Tullow Oil Exploration in Turkana, Kenya. Israa (2018) documented that efficient management of stakeholder expectations and interests can be attained by establishing adequate communication with the various stakeholders. Owuor and Moronge (2017) indicated that stakeholder involvement contributedto the completion of water supply and sanitation projects in informal settlements in Kenya. Walsh *et al*. (2017) researched on the effects of community involvement (consultations) on perceptions of a proposed mine and documented that consultation served as a vital method in community engagement toward infrastructure development. The study contributed to the existing literature on the subject matter, however, it was based on the case of southeast Australia. The former, however, was based on the completion of water supply (and sanitation) projects whereas the latter was carried out in the context of Australia. Odera *et al*. (2018) in the Nigerian context indicated that understanding the environmental and social commitments of companies allowedthem to engage diverse stakeholders (communities) and to fully document the issues affecting them. The study notably was done in the Nigerian context.

ST. PAUL'S UNIVERSITY

ST. PAUL'S UNIVERSITY

CHAPTER THREE: RESEARCH METHODOLOGY

3.1.Introduction

The chapter discusses different techniques employed in data collectionand the subsequent analysis of the data to achieve the research's goals and objectives. This aligns with the requirement that data gathering and its interpretation should be conducted methodically. The purpose of this was to establish a correlation between the rationales for the research, the research methodologies employed, the findings obtained, and the constraints/limitations of the study. The study soughtto generate a positive and tangible influence on Kenya's oil and gas sector through practical and relevant methods, which are deemed significant in socioeconomic research. This section provides an overview of the philosophical considerations, research design, subject area, and setting, as well as the research tools used to carry out the study. Additionally, this paper/research includes an analysis of the intended group of individuals, the process of determining the appropriate sample size, the methods used for selecting the sample, the gathering of data, the preliminary testing, and the execution of the fieldwork. This part/section presents the data analysis methodologies, as well as the reliability and validity of the study equipment.

3.2. Research Philosophy

The burden of expectations rests with every researcher, who must ensure that their work adds value to the progress of knowledge, regardless of its scale or level of creativity. The interpretation and significance of information are contingent upon the researcher's assessment of its legitimacy and adequacy, resulting in varying perspectives on knowledge between social scientists and natural or environmental scientists (Gray, 2009). The researcher's worldview largely determines the scope of knowledge in the study and also impacts their choice of research tactics and methodologies (Saunders et al., 2007). The perspectives and interpretations of the researcher are shaped by three fundamental elements: epistemology, ontology and axiology. These criteria are essential in evaluating what is considered important in the area of study and what is considered suitable conduct. Gray (2009) defines ontology as the analytical exploration of existence or the nature of reality. Epistemology is the systematic study of the process of obtaining knowledge. Positivism, realism, interpretivism and critical realism are distinct epistemological views, each emphasizing a particular perspective on knowledge. Remenyi et al., (1998), explain that the positivist perspective places significant importance on the act of observation and the formulation of generalizations whereas realism considers social reality to be distinct from the descriptions provided by researchers (Bryman & Bell, 2003). Interpretivism emphasizes interpretation influenced by the cultural and historical background of individuals (Crotty, 1998), whereas critical realism holds that human experiences serve as evidence for the existence of reality, but not as reality itself, but rather as an indication of its presence (Saunders et al., 2007). Nevertheless, Crotty (1998) cautioned that specific terminology employed to differentiate between different philosophical perspectives might sometimes lack consistency or even become contradictory. Their designation was that of 'the most elusive term'. This phenomenon may elucidate the reason why different writers use diverse allusions to terms, with either same or contrasting connotations. Nevertheless, this study was directed by the assertions made by Saunders et al (2007) in this chapter.

The study was guided by critical realismwhich is a suitable research philosophy for this study because it acknowledges that there is a reality independent of perceptions but recognizes that our understanding of it is shaped by social structures and mechanisms. Critical realism is a philosophical methodology used to study the essence of reality and the acquisition of knowledge.This makes it particularly relevant for research on community stakeholder involvement and project delivery, where both objective realities (such as project timelines

ST. PAUL'S UNIVERSITY

and outputs) and subjective experiences (community expectations and interactions or involvement) are important, which is considered a deviation from the realist epistemological stance, this study has emerged as a significant component of contemporary social science research (Mir & Watson, 2001). This approach seeks to promote transformation in social systems by recognizing the different structures that constitute the social world (Bryman, 2008) by comprehending the underlying structures and processes of observable phenomena. It recognizes the constraints of human knowledge and asserts the existence of an objective reality that is not influenced by our perceptions (Saunders &colleagues, 2009). An assessment of this matter should focus on the correlation between these structures and the different items they encompass, as well as their interplay in forming unique identities (Tsang & Kwan, 1999). This study aimedto examine and enhance community stakeholder engagement in the Kenya oil industry to achieve successful project delivery and meet the expectations of the host community. It focused on analyzing the interactions among different community stakeholders within the study's context. Moreover, this decision facilitated the recognition that the social reality under investigation by any researcher indeed existed independently of the individuals engaged in the research, including the researcher.

This perspective was suitable considering the main objective of the study, which was to examine the connections between community stakeholder engagement and project delivery. Moreover, this study used statistical techniques to establish relationships in accordance with theoretical assumptions, thereby justifying the selection of critical realism above alternative research philosophical classifications. Therefore, this study was based on the adoption of critical realism research philosophy. Its objective was to examine the influence of community stakeholder participation on project implementation by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. Furthermore, the study validated the significance of effectively managing community expectations in shaping the relationship between community stakeholder engagement and project implementation by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya.

3.3. Research Design

The study adopted cross-sectional descriptive survey. Therefore, studies based on data sets that are selected from a large sample of unites that are examined at a single moment in time are appropriate candidates for the descriptive cross-section design. Since the goal of the current study was to examine how community stakeholder involvement affectes project

ST. PAUL'S UNIVERSITY

perfoemance and delivery by Tullow Oil Exploration Company in the South Lokichar Basin, located in Turkana, Kenya, a descriptive cross-sectional approach was appropriate.

The study utilized both qualitative and quantitative methods for data collection. While qualitative design was predominantly utilized, a sizeable amount of quantitative mrthodology was included to assess perceptions. A triangulated methodology was employed to ensure the accuracy and realibility of the data. It is advantageous to employ different methodologies since a weakness in one approach can be addressed or reduced by the presence of other robust metods. The signofcat use of qualitative methods is justified by the major qualities outlined by (wimmer & Dominic, 2003). They define qualitative research as an explanatory study that involves the creation of a true representation of reality. This type of research relieson faith and belief in the fundamental differences and efforts of human beings. The study especialy focuses on the severely impacted/affected villages of Kapese, Loperot, Nakukulas, Lokichar, Kalouchelem, Lokitoliwo, Lotiman, Kasuroi, and Lomokamar.

3.4. The Study Area

South Lokichar Basin, which is the study area, is located in Turkana County which is estimated to be 77,000sq. Km hence one of Kenya's biggest counties. Geographically, Turkana is located in the North-western region of Kenya sharing boundaries with Baringo and West Pokot Counties to the South; Samburu County to the southeast, and Marsabit County to the East. It also shares international borders to the North with South Sudan, West with Uganda, and Northeast bordering Ethiopia.

Turkana exhibits both arid and semi-arid land (ASAL) features characterized by a warm and hot climate with an average temperature of 24ºC to 38ºC as indicated by the GoK – ALRMP report of 2008. Turkana rainfall is irregular and its pattern occurs between April and July for the long rains, and between October and November for short rains. The annual rainfall is between 150mm and 50mm (GoK-ALRMP, 2008). Most of the area is covered with rocks, sand, small shrubs, dotted acacia trees, and other that are typical desert vegetation (Turkana County Government 2013).

Concerning administrative divisions, Turkana County is composed of eleven (11) sub-counties which are; Turkana South, Aroo, Turkana East, Suguta, Turkana North, Kibish, Turkana West, Lokichoggio, Turkana Central as well as Loima and Lokiriama that spread out over 56 locations whose developments continue in the form of 156 sub-locations. For

ST. PAUL'S UNIVERSITY

political purposes, Turkana is demarcated into six (6) constituencies based on thirty (30) electoral wards. The major towns are Lodwar, Kakuma, Lokichar, Lokichoggio, Lokitaung, Katilu, Lorugum, and Lokori. The 2019 Kenya, Population and Housing Census revealed that the area, therefore, has a scattered population estimated at 962,876 people (KNBS, 2019).

The poverty level in Turkana County has been reported to be 88 percent which is high as compared to the national average of 45% (Turkana County CIDP II, 2018). Likewise, there are high levels of unemployment, especially among young people who form a significant proportion at around 70% against the national average of about 42 percent due to underemployment (mismatching skills and workforce) and marginalization (Turkana County Government, 2013). As at2016, it was reported that less than 9% and slightly more than one-fourth of the female and male children population could read and write compared with a national average of nearly three-quarters and 82.2% for female and male that of an urban average of 88.1% and 93.6%female and male respectively. In the year 2016, it was recorded that in Turkana about 35% of children were out of school and this is relative to an estimated high range between 5-10 times more than rural areas nationally with a mere half ratio being main on urban regions.

Turkana is located in the far-flung remote parts of Kenya away from the capital, Nairobi and this place has limited basic services provision coupled with poor road network (FEG, 2012). The contrast in the level of wealth and development between Turkana and other regions of Kenya is so vast that, the Turkana people talk of "those in Kenya" making a distinction between 'them' and "real Kenyans" as if Turkana were not in Kenya but another country. Pastoralism provides livelihood for the Turkana people (Turkana County Government, 2013). However,this is changing owing to severe droughts related to climate change, livestock diseases as well as unprecedented migration in which the numbers of herds have not been enough for a growing population. As a result, about 80% of the Turkana people survive on a pure pastoral type of economy while approximately another 20 percent currently practice agro-pastoralism. However, more and more people earn other income in various ways of self-employment or off-farm (selling fire wood and charcoal, baskets and mats weaving, brewing of local alcohol, mining, and other small-scale trade) working with government and/or NGOs in cities and fishing and cash transfer assistance (FEG, 2012).

ST. PAUL'S UNIVERSITY

Like livestock herders in other regions of Northern Kenya, the land in Turkana is owned collectively. Nevertheless, the responsibility for managing this territory has been delegated to the Turkana County government, as stipulated by the constitution of Kenya (Government of Kenya, 2010). Communities rely on political leadership and governance institutions, basing their trust on the level of consultations offered to them and the success of safeguarding their assets from different types of exploitation. This encompasses the prevention of livestock raids by neighbouring tribes and the prevention of encroachment on traditional grazing land as a result of alternative economic activities such as oil and gas exploration, town expansion, extractive mining, tourism resorts, and large-scale infrastructure projects like the Gibe III Dam and the Lake Turkana Wind Power project. The Turkana communities articulate a feeling of disregard and marginalization about the involvement in decision-making procedures. The absence of accountability and transparency in signed contracts raises concerns, along with the violation of good governance principles. This is evident through widespread corruption, encroachment of public land, and the sale of community land in the urban towns of Lodwar and Lokichar (Akall, 2012). The study focusedon the South Lokichar Basin in Turkana because of its ongoing oil and gas exploration activity. Moreover, Tullow Oil Exploration's location in Kenya is precisely positioned in the South Lokichar Basin, which makes it exceptionally well-suited for the objectives of this study.

ST. PAUL'S UNIVERSITY

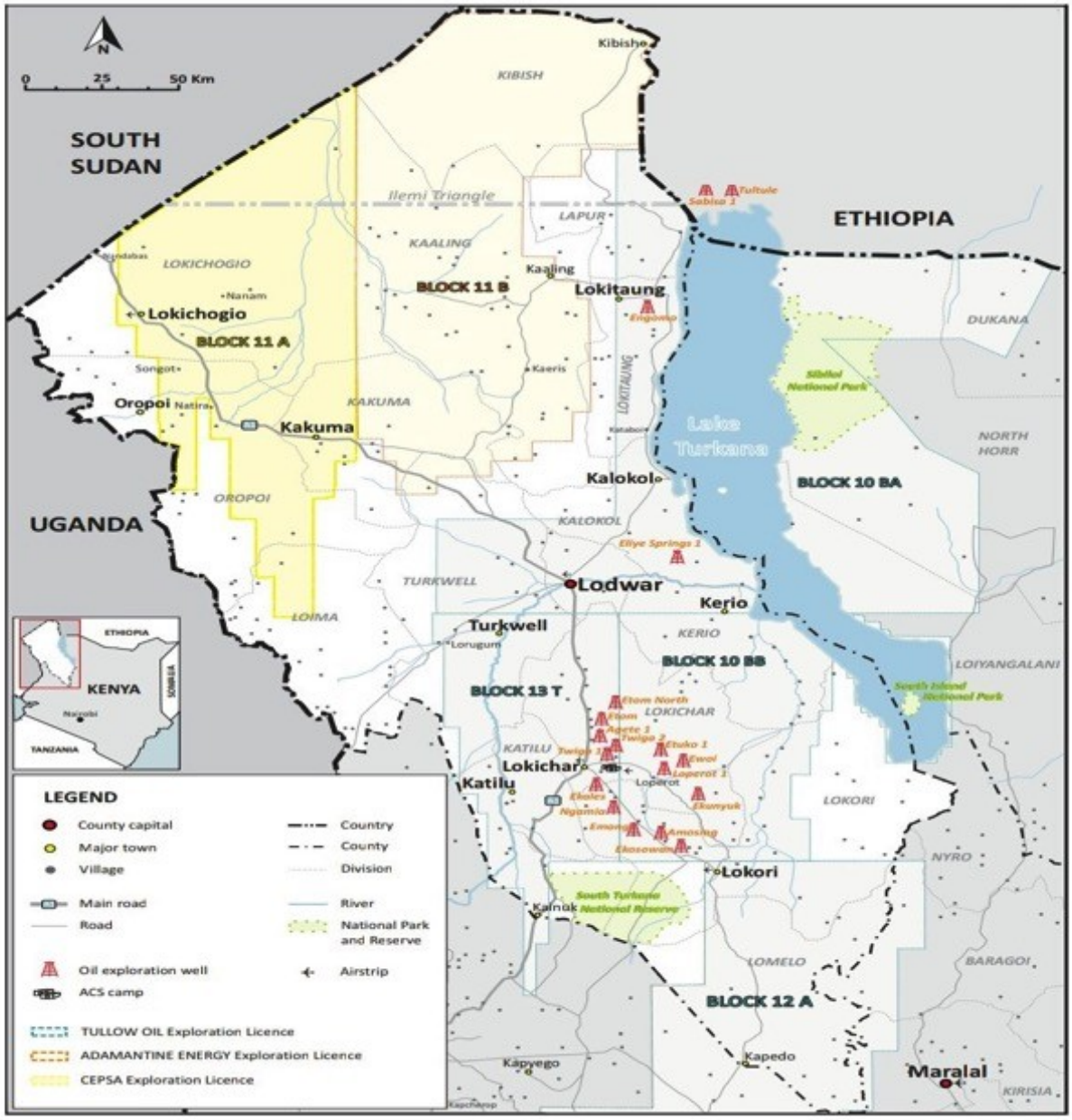


Figure 3.1: Map of Oil Exploration Blocks and Oil & Gas Discovery Sites in Turkana

Source: Researcher (2021)

3.5. Target Population

This section aims to give a systematic approach on data collectionand interpretation, as recommended by (Saunders et al, 2007). This is accomplished through the presentation of the methodologies and protocols utilized to gather and analyse data obtained from the field.

The total population of the study site/area was 1401 people spread in the selected villages proximal to the oil and gas wells in addition to the presence of community development projects supported by Tullow Oil Exploration Company within the two Wards of Lokori / Kochodin and Lokichar falling under the two adjacent sub-counties of Turkana East and Turkana South respectively. The study focused on the heads of the households. If the household head was not available, a representative was also included in the study. The study's target population involvedall community stakeholders with interest in community projects funded by Tullow Oil Exploration Firm in South Lokichar Basin. This includedTullow Oil Exploration Company, local people, the national and county government, NGOs, and other special interest groups. The stakeholders are essential participants in astudy as they belong to the target group, possess vital information, and engage in direct interactions with each other (Hair et al., 2007). It is worth mentioning that while other stakeholders may have been included in this research sample/ target population, the selection was based on their close proximity and involvement in the oil and gas industry. This increased the probability that they wouldbe affected by these operations. The emphasis on these community stakeholders wasdue to their immediate presence and high likelihood of addressing the primary question about community stakeholder participation in project implementation. The selection of this study area was based on the concentration of oil and gas exploration activities in Kenya, specifically in the South Lokichar Basin in Turkana. In this region,the actual physical exploration and discovery of oil and gas occur, and it is characterized by a significant level of interaction among stakeholders.

The residents from Lokori / Kochodin and Lokichar Wards representing the communities were randomly selected, largely based on their villages being proximal to oil wells as well as benefiting from community projects supported by Tullow Oil Company. These also included elders and opinion leaders who were likely to have more information on the subject matter; as such, they were purposively selected for the interview. Tullow Oil Exploration Company was included in the target population because it is the main operator (other partners include Total and Africa Oil who are the other shareholders) in carrying out oil and gas exploration in

ST. PAUL'S UNIVERSITY

Turkana. Within Tullow Oil Exploration Company, officers with roles that are particularly relevant to the research were interviewed.

Two levels of government authorities were part of the target population, that is, the office of the County Commissioner (Provincial Administration) as well as the officials from the Ministry of Petroleum and Mining, and the office of the Governor (Turkana County Government). Individuals from those departments that are more related to the oil industry were interviewed. The study covered all elected political leaders among them the governor, members of parliament for Turkana South and Turkana East, and members of the Ward assembly (Lokori / Kochodin and Lokichar).

The Non-Governmental Organizations (NGOs), civil society, religious bodies, and other special group categories were selected in the study because they held particular interests or played a significant role in the oil industry in the South Lokichar Basin. These groups made up the target population of the study as they constituted the stakeholders in the host community.

3.6. Sampling Techniques

3.6.1. Sample Size Determination and Sampling Techniques for Quantitative Data

According to Daniel (1999); Lwanga and Lemeshow, (1991), the sample size for quantitative data is calculated considering the number of households that have to be selected given that the survey is a large household survey. Sample size determination was expressed using the following formula:

Sample size determination = $S = \frac{Z^2P(1-P)}{e^2}$

Where;

S = the number of sampled households to be selected

Z = the statistic defining confidence level (usually 1.96 for a 95 percent level of confidence)

P = population proportion expressed as decimal) (assumed to be 0.9 (90%)

E = margin of error allowed at 5% (0.05)

S = (1.96) (1.96)0.9(1-0.9)

ST. PAUL'S UNIVERSITY

(0.05) (0.05)

S = 138

3.6.2. Multistage Sampling Techniques for Quantitative Data

This research adopted multistage sampling procedure due to the need to sample in various levels for easier data collection since the area of coverage and population size were colossal and it was impossible to reach out to a individual. As a result, multistahe sampling technique was helpful when collecting primary data from an area with an extensive population widely spread such as Lokori and Lokichar Wards. Sampling of these stakeholders to repreent the population was made based various sampling methods due to information these stakeholders hold on the topic being researched (Hair et at,. 2007).

The study adopted cluster sampling where villages were divided into clusters which were later randomly sampled based on their proximity to the oil wells as well as the presence of community projects supported by Tullow Oil Exploration Company. Two villages from Lokori / Kochodin Ward in Turkana South Sub-County and eight villages in Lokichar Ward in Turkana South Sub-County were randomly picked. Further, sampling was done within each of the ten selected villages. Asample was drawn from all the households in each of the selected villages using systematic sampling based on the computed sampling interval. The first household was identified and skipping intervals were as follows: 1401 ÷ 138 = 10. The researcher therefore picked every 10th household until the required sample size was reached/attained.

3.6.3.Sample Size and Sampling Techniques for Qualitative Data

Non-probabilistic sampling was used to select a particular samplefrom Tullow Oil Exploration Company officials, local authorities both the National and the County governments, local political leadership, non-governmental organizations, religious leaders, special groups, and other relevant stakeholders involved in the oil and gas exploration in South Lokichar Basin in Turkana,. The sample was selected because of the interest and choice of the researcher based on their education and experience to provide the information required to answer the research questions. A total of 30 key informants were sampled to give qualitative data.

ST. PAUL'S UNIVERSITY

3.6.4. Purposive Sampling of Key Informants

Purposive or judgmental sampling design engages the researcher to have the latitude of selecting the individuals partaking in the research sample based on the most suitable one to meet the research goals (Saunders et al., 2009). The sampling method provides or gives the researcher the freedom to use his or her judgment in choosing a sample. This was instrumental in the choice of Tullow Oil employees, government officials, community opinion/leaders, officials from NGOs, religious leaders, and other special group representatives as they werechosen based on their viability to offer information that would help answer the research questions (Sekaran & Bougie, 2010). This type of sampling provided to the researcher greater flexibility in choosing the respondents according to his / her will and justification based on education and experience (Creswell, 2003). The choice of this sampling design was because of/ based on the uniqueness of the study which would require particular individuals with oil and gas experience and knowledge to enable the accomplishment of the research goals and objectives.

Table 3.1: Study Population Selection and Distribution

Category	**Sample size**	**Sampling Technique**
Sample Distribution for the Quantitative Part of the Study		
Lokori / Kochodin Ward Residents (Turkana East	57	Cluster/Systematic sampling
Residents of Lokichar ward (Turkana south)	81	Cluster/Systematic sampling
Sub-Total	**138**	
Sample Distribution for the Qualitative Part of the Study		
Tullow Oil Officials	02	Purposive sampling
Lokori / Kochodin Ward opinion leaders/elders (male/female)	03	Purposive sampling
Lokichar Ward opinion leaders/elders (male/female)	04	Purposive sampling
County Political leaders	03	Purposive sampling
County administrators	03	Purposive sampling
Provincial administrators	03	Purposive sampling
Ministry of mining & petroleum officials	02	Purposive sampling

ST. PAUL'S UNIVERSITY

Non-governmental organizations officials (NGO)	03	Purposive sampling
Civil society organizations officials (CSOs)	03	Purposive sampling
Religious leaders	02	Purposive sampling
Community special groups (youth, women, disabled)	03	Purposive sampling
Sub-Total	**30**	
Grand Total	**168**	

3.7. Methods and Tools of Data Collection

A study is made credible by its data collection methods (Kumar, 2005). This data can be primary or secondary (Saunders et al., 2009), based on how well it fits the study. Primary and secondary data sources were used together in the study to get the information needed to meet the research goals. Because of the nature of the study, the primary data was the most appropriate choice.

3.7.1. Questionnaire for Primary Quantitative Data Collection

The primary data was collected using questionnaires as the principal tool. A questionnaire is a method of gathering data by posing a series of inquiries to several individuals regarding a specific topic of interest (O'leary, 2005). This process involves collecting data by soliciting replies to a standardized set of questions from a large number of persons (Saunders et al., 2009). Questionnaires are considered the most efficient method of gathering data when a high number of responses is needed (Hair et al., 2007). Consequently, questionnaires were deemed pertinent in this study because of the large number of respondents, who were members of the host community. The researcher formulated inquiries depending on the factors and indications that required assessment. This study utilized face-to-face questionnaire administration with the assistance/help of research assistants. The respondents were asked to answer a series of questions using a 5-point Likert Scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Direct administration of the surveys involved physically meeting with the respondents instead of conducting the survey over the phone or through email. The rationale behind this choice is that a significant portion of the community lacked literacy skills, making it necessary for assistants to manage respondents' answers to the questionnaires.

ST. PAUL'S UNIVERSITY

People followed the COVID-19 rules/protocols, which included keeping their distance from others, masking their faces and using hand sanitizers. The researcher hired people from the social sciences to help with the study. The researcher briefed /explained to the assistants what the study was about and stressed how important it was to make sure that people from the community were contacted and given the right instructions on how to fill out the form. A small group of people in the community were given the questionnaires and asked to give their opinions on the amount of stakeholder participation in the oil and gas business. There were both closed- and open-ended questions on the form. One hundred thirty-eight (138) people/respondents from the community were asked to fill out/in the questionnaires by the study/research assistants. The statements in the questionnaire were translated for non-English-speaking residents. The study assistants were notably locals of Turkana who possessed fluency in both English and the local tongue.

3.7.2. Interview Guide for Qualitative Data Collection

During the study used key informant's interview (KII) guide and interviews were based on face-to-face engagement where one of the respondents was interviewed at a time. The choice of this technique was based on the nature of interaction that occurs between the interviewer and interviewee through human influences and positives/attributes such as voice inflections on his discretion, wording, expressions, and interpretation that assist in understanding. The use of the interviews was essential as it ensured further probing for information, interpreting and capturing the attention and facial expressions of the respondents. This data collection method also gavethe researcher a chance to re-examine some of the issues that couldhave been overlooked in other forms of data collection deemed necessary for the research study. This method was mainly usedto seeks information that could not be directly observed or else rather hard to put down in writing and capturedmeaning beyond words. The thirty (30) key informants' interviews (KII) were personal and were conducted onfour (04) of Tullow oil officials, eight (08) opinion leaders from Lokori / Kochodin and Lokichar Wards, five (05) political leaders, four (04) county administrators, five (05) provincial administrators, three (03) officials from the ministry of mining and petroleum, four (04) civil society organizations officials, four (04) NGOs officials, four (04) church leaders, six (06) officials from special groups.

ST. PAUL'S UNIVERSITY

3.7.3. Focus Group Discussion

Ten Focus Group Discussions were held as part of this project. Men and women from the villages of Kapese, Loperot, Nakukulas Lokichar, Kalouchalem, Nakukulas, Lokitoliwo, Lotiman, Kasuroi, and Lomokamar took part. Focus group discussion was important to the study because it let/allowed the researcher to compare the results/ feedback from questionnaires and find common ground on controversial issues. It was also possible for the researcher to see how the subjects responded right away when sensitive topics were brought up (Frankfort-Nachmias & Nachmias, 2005). Each group talk had eight to twelve people, with about the same number of men and women participating. The interviews were done in Ng'aturkana, the local language, with the help of study assistants who could speak and write that language well. It took the study helpers to write down the notes in Ng'aturkana and then translate them into English. During the process, the researcher's job was to ensure that in-depth chats happened on each topic and that both men and women were represented equally in the focus groups.

3.8. Piloting of the Research Tools

According to Kothari (2011), before the employment of the questionnaires in the field, a preliminary study must be undertaken to ascertain the adequacy of the research instrument. A pilot study was done to determine the adequacy of the instruments that were to be used in collecting the required information on the subject matter. This, in turn, eased/ helped in identification of weaknesses or challenges in case any would crop up in the actual data-gathering process to avoid any such scenario (Denscombe, 2010). The study selected a pilot group of fourteen (14) respondents from the study population. The pilot study was conducted in the Lopii area of the South Lokichar basin because of its proximity to the oil wells in addition to the presence of community projects funded by Tullow Oil Exploration Company as well as bearing similar characteristics to the actual selected villages for the study. The participants of the pilot study did not take part in the actual or final data collection of the study.

3.9. Data Collection Procedures

Following approval and acquisition of a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI) data collection was initiated. Five (05) research assistants aided in the data collection during the research. These research assistants were competitively chosen out of a stringent selection process with preference given to

ST. PAUL'S UNIVERSITY

assistants from the field of Education and Social Sciences to make sure that they had relevant expertise which, in turn, would ease understanding of the purpose of the research. These research assistants were trained by taking them through the whole document regarding the research work where the benefits and the essence of the research work were explicitly explained to them. Most of the research assistants came from Turkana County and werewell versed with the vernacular local language for translation and well in the know of the current situations inthe study area. The research permit was presented both to the management of the Tullow Oil and indeed the respondents as well. This was used in seeking the permission of both the management as well as the respondents to participate in the research work.

3.10. Validity and Reliability

Validity and reliability are regarded as essential features for any measurement procedure in research which stand as psychometric properties. The study ascertained and ensured instrument validity and reliability during the research work by conducting a pilot study in Lopii village in Turkana East sub-county.

3.10.1. Instrument Validity

Relevant theoretical and empirical literature on community stakeholder involvement and management of community expectations in project delivery was reviewed to ensure valid research instruments. The supervisors, along with other experts, were contacted to determine and ensure the construct and content validity of of the research instrument as far as the School of Education and Social Sciences at St Paul's University is concerned. The final draft of the questionnaire (research instrument) incorporated useful ideas and recommendations about the arrangement and content. Furthermore, the validity of the study was guaranteed by collaboration with three specialists, two of whom were experts in the field of development studies and one specialized in research methodologies and evaluation. The experts cross-referenced the questions with the objectives, variables, and indicators associated with each variable. The experts thoroughly assessed all the items for clarity, readability, and comprehensiveness. They reached a consensus on which elements would be included in the final edition. These efforts improved the content validity of the questionnaires by modifying the questions accordingly.

The experts employed a dichotomous rating applied in indicating the extent of validity for the various items contained in the instrument. The ratings stated 'valid' (+1) or 'invalid' (+0). Notably, every rating was genuine (+1) in cases where the researcher took into account all

ST. PAUL'S UNIVERSITY

changes and suggestions to guarantee the construct of interest that the study instrument examined. The degree to which a research instrument measures what it is intended to measure is referred to as its validity (Robson, 2011). It has to do with measuring accuracy and evaluating how accurate research tools that are used in the field are. As a result, the research tool in this study was the questionnaire.

3.10.2. Instrument Reliability

Reliability, also known as internal consistency, was assessed through the coefficient Cronbach's alpha. Reliability is measured on a scale between 0 and 1 to establish the degree to which various items in research instrument would provide theoretically relevant evidence to individuals which is easily understood. A pilot study was conducted to determine whether the research instruments (questionnaires) were reliable. The essence, therefore, was to facilitate the identification of errors and facilitatietheir correction before the data collection. This in turn guarantees the adequacy of research instruments in collecting the needed information required.

3.11. Data Analysis Methods

Data collection in itself is of no significance if it is not adequately analyzed and interpreted to reflect its meaning. The analysis of the data collected for the study was done in two ways, that is, quantitative and qualitative. Data analysis is regarded as the processes and procedures which entail the transformation of raw data collected for research work into a form that can be used to make inferences and conclusions as well as provide policy implications (Kothari, 2011).

3.11.1. Quantitative Data Analysis

The study data was cleaned, transcribed, conceptualized, coded, and analyzed after it was collected successfully during the fieldwork. Both descriptive and inferential analysis, which are both mathematical methods, were used to look at the data. Descriptive analysis is meant to show the main features of the information being studied (Verbeek, 2012). Based on the answers from the subjects, descriptive analysis gave us percentages and frequencies. A significance level of 0.05 was used to guide the cross-tabulation with the Chi-square test and Binary logistic regression being used in the inferential study. So, if the p-value is less than 0.05, it means that the independent variable had a statistically significant effect on the result variable. When the beta coefficient is positive, it means that the independent variable effects

ST. PAUL'S UNIVERSITY

the dependent variable that is positive. A negative beta value, on the other hand, means that the independent variable has a negative effect on the dependent variable.

3.11.2. Qualitative Data Analysis

Qualitative data was analyzed based on the Content Analysis (CA) method. The researcher formulated research questions to make them as clear as possible to enable the coding of concepts. Qualitative data was derived from different interviews with key informants, focus group discussions, field research notes and conversations. Multiple types of text were analyzed in the analysis. The text was encoded or segmented into manageable code categories for enhanced analysis. The researcher utilized an interactive framework of concepts to provide flexibility in including additional concepts during the coding process. This facilitated the incorporation and examination of novel and crucial information that could have substantial ramifications for the research inquiry.

The coding was conducted using a frequency-based approach, wherein the researcher tallied the occurrences of a term inside the text. The researcher meticulously analyzed the data to discover recurring topics, ideas, themes, and patterns of meaning that emerged consistently during the interviews (Hair et al., 2007). To enhanceconsistency and coherency in the coding process, the researcher followed the translation rules to ensure the coding process was consistent and organized. The coding of the text was done by hand as this would enable the researcher recognize errors more easily (for example, typos, misspellings, etc.). The researcher analyzed and interpreted the result carefully to qualify the information to identify general trends and patterns. Content Analysis is a method of qualitative data analysis used to determine the occurrence of certain themes, words, or concepts and this method is more appropriate for bringing out full details of interviews (Krippendorff, 2004).

3.12. Ethical Considerations

Ethical considerations in research relate to the underlying norms, standards, and procedures to be observed before, during, and after the completion of research work. The various procedures regarding research at St Paul's University and Kenya at large were adhered to. After the successful defense of the research proposal, approval was obtained from St Paul's University Graduate School to proceed with data collection. Additionally, a research permit was sought and obtained from NACOSTI for purposes of fieldwork, which is data collection. The research permit was subsequently used in fieldwork while presenting the same to the

relevant authorities of the Tullow Oil Exploration Company and community stakeholders of interest in the South Lokichar Basin in Turkana, Kenya.

The researcher got informed consent from all the respondents by making sure that they understood the objectives of the study and that they needed to make an informed choice about taking part in the study. What was given included information about the pros and cons of taking part in the study, how long the interview would last, and how permission was gained from the institution. To help people who couldn't read or write fill out the permission/consent form, the researcher talked to them t before they agreed to take part. In the same way, the researcher had the study materials transcribed for people who didn't speak English very well. The researcher made sure that the people who answered the survey were ready to take part and made it clear that there would be no consequences if they didn't. All potential participants were told about the chance to take part in the study, and they still had the right to quit at any time without any negative effects.

The researcher took measures to guarantee and maintain the confidentiality of the respondents. Notably, the identities of the respondents were kept hidden. To safeguard the personal data of the respondents, the researcher eliminated any identifiable information from the report. The researcher ensured anonymity by refraining from gathering any personally identifiable information, therefore preventing the linkage of individual participants to their data. The researcher employed pseudonyms to preventidentification ofinformation regarding the subjects. To avoid any negative consequences, the researcher thoroughly examined all potential sources of danger to the participants. It was discovered that, in light of the COVID-19 pandemic and in conformity to the principle of 'DO NO HARM', health protocols were implemented to guarantee the well-being and security of the respondents. The researcher and research assistants distributed hand sanitizers and face masks to the respondents during the fieldwork to prevent and protect respondents from contracting and spreading the coronavirus disease. Unethical practices were strongly avoided in the course of this research. These included but werenot limited to falsification, fabrication, and plagiarism; all authors whose materials were used or who contributed to this study in one way or the other were properly acknowledged throughout the study.

ST. PAUL'S UNIVERSITY

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS

4.1. Introduction

This chapter presents the analysis of data, results, and its subsequent discussions. It encompasses the response rate and background demographic characteristics of the respondents. The chapter further documents descriptive and inferential analysis. Descriptive statistics were based on frequencies and percentages to determine the level of agreement of the responses provided to each item on the closed-ended questionnaire and later buttressed by responses obtained from key informants and focus group discussion through in-depth interviews. The inferential analysis was based on cross tabulation with chi square and binary logistic regression methods which were used in answering the research questions of the study.

4.2 Reliability Test

A coefficient (α) of 0.7 or higher is considered the threshold for reliability in Cronbach's alpha, indicating that the evaluated items are reliable (Robson, 2011). A dependable assessment is primarily one that consistently measures what it is intended to measure. The reliability of research instruments refers to the extent to which the instrument consistently generates the same result when used again (Blumberg et al., 2005). The research's consistency, precision, reproducibility, and trustworthiness are quantified by this measurement (Chakrabartty, 2013). A reliability test was conducted using Cronbach's Alpha to determine the homogeneity (internal consistency) of the instrument. All the study variables notably had a coefficient (α) of 0.7 and above as indicated in Table 4.2.

Table 4.2: Reliability Test Results

Variable	Category	Cronbach's Alpha	Number of Items
Stakeholder Involvement in the Identification Process	Independent Variable	.790	7
Stakeholder Involvement in the Planning Process	Independent Variable	.794	7
Stakeholder Involvement in the	Independent	.821	7

ST. PAUL'S UNIVERSITY

Implementation Process	Variable		
Stakeholder Involvement in the Monitoring and Evaluation Process	Independent Variable	.877	7
Management of Community Expectations	Moderating Variable	.887	7
Project Delivery	Dependent Variable	.810	6

Source: Study Data (2022)

The result shows a higher r-coefficient α= .790 and above for all the scales used to measure the independent, moderating and dependent variables in the study. The independent variables: Community stakeholder involvement in the identification process, planning process, implementation, monitoring, and evaluation process yielded coefficients α= .790, .794, .821, and .877 respectively with seven (7) items on each scale. The moderating variable, Management of community expectations gained a coefficient α= .887 with seven (7) items on the scale while the dependent variable, project delivery, had a coefficient α= .810 with six (6) items on the scale. The r-coefficient α, therefore, suggests that there washigh internal consistency of the items that were used for measuring the study variables. The homogeneity level of the instrument supports the recommended threshold Bujang, et al, (2018), that a Cronbach's Alpha of .70 and above means that over 70% of the variance obtained in the scores is considered a reliable variance and thus good for a study.

4.3. Response Rate

Response rate is the number of individuals who participated in the study by attending to the data collection instruments which is determined by the number of responses obtained after the administration of data collection instruments. It is usually expressed in frequencies and percentages. For this study, two data collection tools were adopted: a closed-ended questionnaire for quantitative data and an in-depth interview schedule for qualitative data. The questionnaire (Appendix II) was administered to one hundred and thirty-eight (138) respondents while the interview schedule (Appendix III) was used to collect qualitative data from the thirty (30) key informants from the two Wards of Lokori / Kochodin and Lokichar falling under the two adjacent sub-counties of Turkana East and Turkana South respectively. The response rates are presented in Table 4.1.

Table 4.1: Response Rate

Research Instrument	Number	Response	Number

ST PAUL'S UNIVERSITY

	Administered	Rate	Participated
Household Questionnaire	138	96.4%	133
Interview Guide for Key Informants	30	76.7%	23
Total	168	92.9%	156

Source: Study Data (2022)

The questionnaires were administered and interviews were conducted in line with the design of the sample determination. Out of 138 questionnaires administered, 133 respondents returned dully filled questionnaires accounting for a 96.4% response rate. Out of the 30 key informants whowere approached for the interview, 23 participated and provided satisfactory responses accounting for a 76.7% response rate. The other missing seven and five respondents for the key informants and questionnaire respondents respectively initially identified to participate in the study were not available at the time of the interviews and on other subsequent attempts to reach them. The overall response rate for the study was therefore 92.9%. This made the response rate appropriate for consideration to draw sufficient inferences from the entire population. The responses were in line with ethical research standards and above the specified response rate benchmark as supported by Saunders *et al.* (2009) and Mugenda and Mugenda (2013) who put forward that a 50% response rate is viewed to be adequate while that of 60% considered good and that of 70% minimum is viewed as very good. Hence, the overall response rate of 92.9% obtained was excellent for this study.

ST. PAUL'S UNIVERSITY

4.4. Background Demographic Characteristics of Respondents

This section documents the demographic characteristics of the respondents who participated in the study. Notably, there were two sets of respondents, which comprised the community residents and the key informants. These two groups were approached, questionnairesadministered, and interviewed, as such various demographic information was deduced. The demographic data including gender, age, level of education, and Ward of the respondents were gathered, analyzed, summarised, and presented in Table 4.2.

Table 4.3: Demographic Attributes of the Local Respondents

Respondent's Demographics	Variable	Percentage	Number

Gender	Male	52.6	70
	Female	47.4	63
Age	21-30	24.0	32
	31-40	26.3	35
	41-50	28.6	38
	51-60	13.5	18
	61-70	11.3	15
	71-80	2.3	3
	81-90	1.5	2
Level of Education	Never attended School	45.9	61
	Primary Certificate	15.0	20
	Secondary Certificate	15.0	20
	College Diploma	20.3	27
	University graduate	3.0	4
	Post Graduate	0.8	1
Ward	Lokori / Kochedin ward	41	55
	Lokichar ward	59	78

Source: Study Data (2021)

In this study, 56.2% and 47.4% of the respondents were male and female, respectively. This demonstratedthat the male was dominant in decision-making as far as the culture and traditions are concerned in Turkana setup. Also, majority of the participants (28.6%) ranged between 40-50 years of age followed by a segment of the participants (26.3%) who were between 31-41 years of age and a good number (24.0%) who were aged between 21-30 years. However, a limited proportion of participants (13.5%) were between the ages of 51-60 years old while the minimum number (11.3%) were between 61-70 years old. Correspondingly, tiny portions of respondents (2.3%) and (1.5%) were between 71-80 and 81-90 years old respectively. Notably, 45.9% of the respondents had no form of formal education. This is an indication that the target region was characterized by low literacy levels and therefore specific interventions such as adult literacy needed to be put in place to enhance the involvement of the local community in the community projects initiated. These findings agree with Boon *et al*. (2013) who established a lack of access to formal education in

ST. PAUL'S UNIVERSITY

communities where community projects are implemented. The findings show that 41% of the respondents originated from Lokori Ward while 59% were from Lokichar Ward. This was consistent with the population distribution documented by the Kenyan population census of the two Wards in which Lokichar has a higher population distribution. This is also consistent with the fact that more villages were sampled in Lokichar Ward compared to Lokori/Kochodin Ward because of the proximity to Tullow Oil Exploration sites. As such, the villages in Lokichar Ward had more participants in the study.

Table 4.4: Demographic Characteristics of the Key Informants

Demographics Attributes		**Percentage**	**Frequency**
Gender	Male	78.3	18
	Female	21.7	5
Designation	Tullow Oil official	8.7	2
	Opinion leaders	26.1	6
	Religious leaders	8.7	2
	Provincial administrators	13	3
	County administrator	17.4	4
	Civil society organization officials	8.7	2
	Community special groups	13	3
	Non-Governmental Organizations	4.3	1

Source: Study Data (2021)

A total of 78.3 percent of the key informants were male while 21.7% were female. This shows that, there werehigher numbers of male in leadership positions and formal employment compared to their female counterparts. The findings affirm the Turkana County Government report (2013), which statedthat only 7.8% and 29.3% of females and males could read and write in Turkana County, which is largely attributed to discriminative cultural practices among the Turkana community in favour of the male child against the female child. These

ST. PAUL'S UNIVERSITY

statistics confirmed why there were more males than females in positions of leadership held by the key informants.

4.5. Community Stakeholder Involvement and Project Delivery

This section presents a quantitative and qualitative analysis of the measures of community stakeholder involvement in the identification process, planning process, implementation process, monitoring and evaluation process, management of community expectations, and project delivery. Quantitative data obtained from the questionnaire was presented in frequencies and percentages. The results were further corroborated by qualitative data obtained from key informants' interviews and focus group discussions.

4.5.1. Project Delivery

Project delivery, which is defined as the successful execution and completion of projects, is achieved by ensuring that projects are within the allocated scope, time, and budget while adhering to the stipulated and required standards in terms of operations, quality, safety, environmental protection and functionality. Project delivery ensures that business companies maximize profits while minimizing the consequences of uncertainties and risks towards attaining the objectives of projects (Magassouba *et al*. 2019). The quality of community projects serves as the main requisite during the evaluation of users' acceptance of projects. In ensuring conformity to quality, project quality specifications should be explicitly documented in the contract documents (Watt, 2014).

Tullow Oil Exploration Company initiated a series of community projects in South Lokichar Basin in Turkana, Kenya integrating community goals and objectives into the project life cycle as well as placing community input and knowledge at the forefront of the project delivery. The study examined forty (40) community projects implemented by Tullow Oil Exploration Company situated in Turkana South and Turkana East as the dependent variable of the study using quantitative data to measure the variable and qualitative data to corroborate findings from the quantitative process. The results werepresented as follows:

4.5.1.1. Successfully Implemented Community Projects within the Designated Timeframe

The study evaluated the timely delivery of thirty-three (33) completed community projects and seven other incomplete community projects to the Turkana communities in South Lokichar Basin for utilisation.The identification process of the projects involved active participation from the community and other stakeholders, who provided valuable input based on the community's needs. Subsequently, Tullow Oil Exploration Company considered these

ST. PAUL'S UNIVERSITY

inputs. The successful completion of the community projects can be attributed to the active involvement of the community in their needs identification. The community strictly adhered to a policy wherein only projects proposed by themselves or their leaders were deemed acceptable. The data collected is presented in Table 4.4.

Table 4.5: Key Informants Respondents' Views on the timely completed projects and those not completed on time

Project type	**Projects Completed on time - %**	**Number of Completed Projects**	**Projects Not completed on time - %**	**Number of uncompleted projects**
Health	80	4	20	1
Education	87	20	13	3
Water	63	8	37	3
Livelihoods	100	1	0	0
Total	**82.5**	**33**	**17.5**	**7**

Source: Survey Data (2021)

The tabulated data in Table 4.5 provides a quantitative depiction of the community projects that were effectively delivered (33 projects) and those that were not successfully delivered (7 projects) to the Turkana communities in the South Lokichar Basin within the designated timeframe. The table presents data about the total quantities and corresponding proportions of community projects that were delivered (33 projects) and not delivered (7 projects) within the designated timeframes. Based on the conducted analysis, it is widely acknowledged that most (thirty-three) community projects (82.5%) implemented in South Lokichar Basin in Turkana were completed within the designated timeframes compared to 17.5% that were not successfully delivered (seven). The results suggested that numerous community projects were initiated and effectively implemented across diverse sectors, encompassing health, water, education, and livelihood, among others. The punctual conclusion of a project aids in alleviating uncertainties and anxieties that community members who are the beneficiaries may face because of any delays, thereby guaranteeing a favourable experience. Satisfied community members are more likely to recommend developers to others, leading to an increase in referrals and subsequent business opportunities (Dhanuka, 2023).

4.5.1.2. Quality Levels of Project Delivery

ST. PAUL'S UNIVERSITY

The study assessed the caliber of community projects delivered (thirty-three) and not delivered (seven) by Tullow Oil Exploration Company to the Turkana communities under investigation, with the active involvement of community stakeholders. A composite variable capturing the concept of "quality of community project" was computed with the categories shown in Table 4.6.

Table 4.6: Key Informants Respondents Views on the Levels of Quality of Delivered Projects

Levels of Quality of Project delivered	**Percent**	**Number**
Very High	15	6
High	25	10
Moderate	42.5	17
Low	17.5	7
Total	**100**	**40**

Source: Survey Data (2021)

According to the data presented in Table 4.6, it can be observed that a significant proportion (42.5%) of the community projects executed by Tullow Oil Exploration Company in Turkana exhibited a moderate level of quality. Nevertheless, it wasimportant to note that this level of quality didnot comprehensively guarantee the attainment of long-term sustainability. The level of project delivery held significant importance in every project, irrespective of its inherent characteristics. In a broader context, a project has the potential to be expedited, albeit at the expense of compromising its overall quality, or it can be carried out with a heightened emphasis on qualitynecessitating a longer duration for its completion. A reasonable portion of the community projects (15%) and (25%) demonstrated a commendable level of quality, while a slightly higher percentage (17.5%) of the delivered community projects were classified as low quality.

The implementation process, which encompasses the involvement of community stakeholders, has had a significant impact on the quality of some community projects delivered to the South Lokichar Basin communities in Turkana. The achievement of an optimal balance between project delivery and quality is frequently contingent upon the unique requirements and limitations of the project (Arturo, 2023). To ensure the prioritization of project delivery quality over time, it is crucial to undertake a thorough assessment of various factors. The factors to be considered encompass the project scope, the client or

ST. PAUL'S UNIVERSITY

community stakeholders' expectations, the available resources, and the overall impact of the project on community stakeholders. There are numerous benefits associated with the implementation of quality community projects. Several benefits can be derived from implementing certain strategies, as highlighted by (Stojcetovic et al., 2014). These advantages include enhanced customer satisfaction, decreased costs, improved productivity, and heightened competitiveness.

4.5.1.3. The Cost of Executed Project within the Designated Study Area

The study evaluated the estimated cost of completed community projects delivered to the Turkana communities in South Lokichar Basin for utilization. It was found out thatthe estimated cost depended on the category of the project executed and delivered viz: Health, Education, water, and livelihood. Cost in this context is a payment of value that is given to utilize the community projects. The concept of cost indicated the overall resources required to avail the community projects. The data collected is presented in Table 4.7.

Table 4.7: Key Informants Respondents Views on the Estimated Cost of Completed Community Projects in Kenya Shillings

Timely Completed project	Percent	Estimated Cost (Billions)
Health	25	4
Education	37.5	6
Water	25	4
Livelihood	12.5	2
Total	100.00	16

Source: Community Development Projects, Project Kenya (2012-2022)

The cost of a project was a crucial factor that determinedthe amount required for the execution and delivery of projects to communities in Turkana in the South Lokichar Basin. Vedantu (2023) defines cost as a comprehensive assessment of the financial value associated with the utilization of resources, materials, risks, time, and utilities to successfully carry out and deliver projects. Based on the data analysis and the findings presented in Table 4.7 it was apparent that Tullow Oil Exploration Company allocated a relatively low amount of resources towards its community development projects. These responsibilities played a crucial role in influencing the well-being and quality of life of community members.

ST. PAUL'S UNIVERSITY

A project is a temporary endeavor that is undertaken to create a distinctive product, service, or outcome (Project Management Institute, 2008) but most times, there are primary challenges faced by project managers, which is the need to effectively align project cost, time and quality. Achieving this objective presents challenges due to the interdependence of cost, time, and quality factors, wherein any alteration to one element has a direct impact on the remaining two. However, it is not uncommon to engage in strategic trade-offs among these elements during the implementation phase, all in the pursuit of meeting objectives and ensuring customer satisfaction by delivering quality and durable community projects in a timely manner. Enhancing the level of quality and durability results in a corresponding increase in the required time, consequently leading to a proportional rise in costs.

According to Morris and Sember (2008), a constrained time schedule has the potential to result in a decline in quality, subsequently leading to an escalation in costs. There is a significant demand for top-quality and durable community projects, which often results in increased costs and longer lead times, which may not be achievable in the current state of events due to the urgent needs of beneficiary communities. Current trends in project management, such as the emphasis on cost and time reduction, have been observed to potentially compromise the overall quality of community project deliverables. This, in turn, can adversely affect customer satisfaction, as noted by (Stojcetovic et al., 2014). In the current competitive landscape, businesses are compelled to prioritize profit maximization, which hinges on the interplay between costs and revenues.

4.5.1.4. The Durability of Executed Project within the Designated Study Area

The study assessed the long-term resilience of implemented community projects that were delivered to the Turkana communities in the South Lokichar Basin for utilization. This evaluation involved/ called for the active involvement of community members, who contributed valuable insights based on the specific needs of the community. Following this, the Tullow Oil Exploration Company took into account these inputs. The participants' opinions regarding specific completed community projects within the scope of the study were sorted, and the collected data was presented in Table 4.8:

Table 4.8: Key Informants Respondents Views on the Durability of the Completed Community Projects (33)

Completed Community Project Durability	Percent	Number

ST PAUL'S UNIVERSITY

Highly Durable	6.1	2
Durable	9.1	3
Somewhat Durable	15.2	5
Not Sure	39.4	13
Not Durable	30.3	10

Source: Survey Data (2021)

The concept of project durability pertains to the duration for which a project can remain functional before necessitating upgrades or replacement. The project duration is subject to variability based on several factors, including the intricacy of the tasks involved, the frequency of utilization, and the accessibility of maintenance and support services. Within the framework of this study, durability is defined as the capacity of a project to sustain its advantages over an extended period following its completion. The findings presented in Table 4.8 suggested that the community projects provided to the Turkana communities in South Lokichar Basin by Tullow Oil Exploration Company based in Turkana County did not demonstrate sufficient durability. However, it is worth noting that a small number of these projects exhibited a highly durable(6.1%), durable(9.1%), or moderatelydurable(15.2%).

The study revealed that a significant portion, specifically 30.3% of the completed community projects did not demonstrate durability based on the data collected from the participants. Additionally, there was uncertainty regarding the durability of 39.4% of the delivered community projects. This uncertainty could be attributed to either participants' reluctance to provide information or the fact that the community projects were delivered recently, making it difficult for community members to assess their long-term durability. The primary indicator of the project's attainment of sustainable outputs and outcomes was the sustained generation of net benefits after its completion and delivery to beneficiary communities, as highlighted in the European Union Special Report of 2018. Several factors can influence the durability of the project, such as its design, choice of materials, and the conditions under which it is stored. The durability of the project can also be impacted by its frequency of utilization, as larger projects tend to have a longer lifespan compared to smaller ones due to their higher rates of usage. In addition, implementing routine maintenance and upgrades can effectively prolong the lifespan of a project, surpassing its initial timeframe (European Commission, 2022).

4.5.1.5. Community Members Satisfaction on Project Delivered

ST. PAUL'S UNIVERSITY

The study assessed the level of satisfaction of community members after investigating the level and contribution to community project completion by Tullow Oil Exploration Company. The community and other stakeholders were wholly involved in the identification process of the projects according to the needs of the community after which the exploration company put them into consideration. The successes of the entire community projects delivered were achieved because of community involvement in the identification process of the needs of the community. The community could not allow any community project that they had neither suggested nor their leaders. The data gathered was presented in Table 498:

Table 4.9: Key Informants Respondents Views on the Satisfaction of Project Delivered

Community Satisfaction Level	**Percentage %**	**Number**
Highly Satisfied	21.8	9
Moderately Satisfied	43.6	17
Unsatisfied	34.6	14

Source: Survey Data (2021)

The study found that 43.6% of the completed community projects were moderately satisfactory while, 34.6% were found to be unsatisfactory to the community they were domiciled. This is because the community projects were considered to be non-sustainable, for instance, the Tankard water project in most communities within the study area was completed and delivered for community utilization but community members were not satisfied because water was often pumped in low quantities from the source which couldnot sustain the daily need of the users. However, there were some few projects (21.8%) that community members were satisfied with, as they were considered sustainable.

4.5.1.6. Distribution of Views of Community Stakeholder With Respect to Project Completion

The study was guided by the premise that most of the places in the South Lokichar Basin in Turkana would be affected by the involvement of community stakeholders since context defined how projects would beimplemented. The answers/responses revealed that even with limited involvement of community stakeholders in some parts of South Lokichar Basin, Tullow Oil Exploration Company delivered a significant share of community projects to the communities. On the other hand, it was found out that a larger number of the complete community initiatives were successful due tothe involvement of stakeholders. It was expected

ST. PAUL'S UNIVERSITY

that the completion process would not need involvement from community stakeholders before the completion and delivery of the community projects by Tullow Oil Exploration Company to local communities. The findings of this study collaborated with those of Walsh, Plank, and Behrens (2017) who established that project delivery was influenced by community stakeholder involvement at all stages from project identification, planning, and implementation to monitoring and evaluation. The results weresummarized as shown in Table 4.9.

The household heads were asked to rate the extent to which the community projects supported by Tullow Oil Exploration Company were in line with the schedule. The results showed that more than half of the respondents 54.1% rated community projects implemented in line with the schedule as to a great extent. An additional 16.5% of the respondents rated it as a very high extent. Even a higher portion of the respondents 57.1% rated the extent to which the projects carried out met the set objectives to a great extent. Table 4.10 showed similar trends across all the ratings of the identified items. The extent to which the projects carried out by Tullow Oil Exploration Company met the satisfaction of users was rated to a great extent by 51.1%; the extent to which the projects by Tullow Oil Exploration Company met intended standards and quality was rated great extent by 60.9% while the extent inthe efficiency of delivery of projects by Tullow Oil Exploration Company was at great extent by 55.6% of the respondents. Lastly, the results showed that 51.1%, which was more than half of the respondents, rated the extent the project deliveries by Tullow Oil Exploration Company was influenced by community stakeholder involvement to a great extent.

Table 4.10: Percent Distribution of Views of Community Stakeholder With Respect to Project Completion (N=133)

Items	Project Delivery	Percent	Number
To what extent are the Projects by Tullow Oil Exploration Company implemented in line with time schedule?	Not At All	0.0	0
	Low Extent	17.3	23
	Moderate Extent	12.0	16
	Great Extent	54.1	72
	Very High Extent	16.5	22
To what extent are the projects carried out to meet the set objectives?	Not At All	1.5	2
	Low Extent	14.3	19
	Moderate Extent	15.8	21
	Great Extent	57.1	76
	Very High Extent	11.3	15
To what extent do the projects carried	Not At All	0.0	0

ST. PAUL'S UNIVERSITY

out by Tullow Oil Exploration Company meet the satisfaction of users?	Low Extent	14.3	19
	Moderate Extent	15.8	21
	Great Extent	51.1	68
	Very High Extent	18.0	24
To what extent do the projects by Tullow Oil Exploration Company meet intended standards and quality?	Not At All	0.0	0
	Low Extent	14.3	19
	Moderate Extent	10.5	14
	Great Extent	60.9	81
	Very High Extent	14.3	19
To what extent is the efficiency of delivery of community projects by Tullow Oil Exploration Company?	Not At All	0.0	0
	Low Extent	16.5	22
	Moderate Extent	12.0	16
	Great Extent	55.6	74
	Very High Extent	15.8	21
To what extent are the projects deliveries by Tullow Oil Exploration Company influenced by community stakeholder involvement?	Not At All	0.8	1
	Low Extent	14.3	19
	Moderate Extent	15.8	21
	Great Extent	51.1	68
	Very High Extent	18.0	24

Source: Survey Data (2021)

4.4.1.7. Distribution of Tullow Oil Plc Funded and Delivered Projects in South Lokichar Basin Based in Turkana South and Turkana East

Several community projects were initiated and executed across Turkana East and Turkana South sub-counties around villages near oil and gas Exploration sites by Tullow Oil Exploration Company. In Turkana East for example under the health sector, the construction of a new level 3 health facility from scratch was done in Lokori Sub-county Hospital. Additionally, the Fence at Nakukulas Dispensary was constructed under the health sector in Turkana East.

Under Water in Turkana East and specifically Lokori, there was the construction of a rising main water line from the existing community tank to a 50 cubic meters elevated steel tank, a reticulation system for beneficiaries, a water kiosk, and a cattle trough. There was also the connection of water to the Tullow oil Lokori office. Also, Tullow Oil Exploration Company undertook the construction of a 1,000 cubic meters masonry tank, construction of a rising main water line, and a reticulation system for Lotubae Girls' School and Nayanaekatwan Village. There was drilling, test pumping, and equipping a borehole, construction of a rising main water line to an elevated steel tank, and a supply line (reticulation) to beneficiaries at Katilia.

ST. PAUL'S UNIVERSITY

Still, with/in regards to Turkana East, there was construction of Science Laboratory Equipment at Morulem Secondary School and AIC Katilia under education. Under education in Turkana East, there was the construction of 2 classrooms and 40 desks at Lokichada Primary School and the construction of 2 classrooms anda 400mx400m fence at Lopii Primary School. Additionally, there was the construction of a 400m x 400m fence each for Lokwamosing, Lokichada and Kaaruko Primary Schools. Also, under the education sector in Turkana East, there was the construction of a Girl's Dormitory and acquisition of 50 beds at Nakukulas Primary School (Girls' dorms) and the construction of a Boy's Dormitory and 50 beds were similarly executed at Nakukulas Primary School (Boys dorms). Hence, substantial projects under the education sector in Turkana East were initiated and executed by Tullow Oil Exploration Company.

In Turkana South, Tullow Oil Company similarly initiated and executed several community projects across sectors. With regards to the education sector, there was construction of educational infrastructure – a dormitory to accommodate 60 students for Uhuru High School. Also, there was the construction of a Science laboratory andequipping ofKatilu Girls School, the construction of infrastructure –a dormitory for 60 students at Kainuk Secondary, and the construction of two classrooms at Kaaroge Primary School. Additionally, in Turkana South, there was the construction of 2 classrooms and 40 desks at Kamarese Primary School, 2 primary classrooms and 40 desks at Lomokamar Primary School, a Dormitory and 50 beds at Kekorsogol Primary School, and the construction of a 400mx400m fence at Lochwaa Primary fence.

In Turkana South under the health sector, there was construction of infrastructure- level 3 hospital, new health facility and construction of a main referral hospital for the catchment area of- approximately 39,000 people all at Lokichar Sub-county Hospital. Additionally, there was the execution of rehabilitation and refurbishment of the existing dispensary at Kasuroi Health Center in Turkana South. In reagtrds to rwater in Turkana South, there was drilling, test pumping, and equipping a borehole, construction of a rising main to a 50 cubic meters masonry tank, a supply line (reticulation) to beneficiaries, a water kiosk, and a cattle trough at Kokito. Drilling, test pumping, and equipping a borehole, construction of a rising main to an elevated steel tank, a supply line (reticulation) to beneficiaries, a water kiosk, and a cattle trough at Kagitankori. There was also the execution of 6 water solutions at Karoge/Lochwaa area- Etom field in Turkana South. Under livelihoods, there was the

ST. PAUL'S UNIVERSITY

execution of livestock restocking to registered beneficiaries at the Etom Livestock Project in Turkana South.

Tullow Oil Exploration Company constructed temporary water trucking, regular repair, maintenance, and sustainability water reticulation of over 250,000 liters daily serving communities and livestock within Turkana South and East. The Company further constructed and equipped 3 laboratories in Turkana East and South (Katilu, Kangitit, and Katilia in 2016/2018).

Table 4.11*: *Distribution of Tullow Funded and Delivered Projects in South Lokichar Basin Based on Sub-Counties

Sub-County	Project Focus Area	Project Name	Project Description
TURKANA EAST	**Health**	Lokori sub-county Hospital	Construction of new level 3 health facility from scratch
		Nakukulas Primary School + Police houses	Fence at Nakukulas dispensary + Police houses
	Water	Lokori	Rising main from existing community tank to a 50 cubic meters elevated steel tank, reticulation system to beneficiaries, water kiosk and cattle trough. Connection of water to the Tullow Lokori Office
		Lotubae Girls School	Construction of a 100 cubic meters masonry tank, construction of a rising main and reticulation system to Lotubae Girls' School and Naiyenakatwan Village
		Naiyenakatwan	Construction of a 100 cubic meters masonry tank, construction of a rising main and reticulation system to Lotubae Girls' School and Naiyenakatwan Village
		Katilia	Drilling, test pumping and equipping a borehole, construction of a rising main to an elevated steel tank, a supply line (reticulation) to beneficiaries
		Kodekode	Piped water to Kodekode community water tank
	Education	Morulem Secondary School	Construction of Science Laboratory Equipment

ST. PAUL'S UNIVERSITY

		AIC Katilia	Construction of Science Laboratory Equipment
		Lokichada Primary School	Construction of 2X classrooms + 40 desks
		Lopii Primary School	Construction of 2 classrooms & a 400m X 400m fence
		Lokwamosing Primary School (fence)	400m X 400m fence
		Lokichada Primary School	400m X 400m fence
		Kaaruko Primary School	400m X 400m fence
		Nakukulas Primary School (Girls dorms)	Girls Dormitory + 50 beds
		Nakukulas Primary School (Boys dorms)	Boys Dormitory + 50 beds
		Lokicheda Primary School	2 primary classrooms + 40 desks
		Lopii Primary School	2 primary classrooms + 40 desks
		Kaaruko Primary School	2 primary classrooms + 40 desks
TURKANA SOUTH	**Health**	Lokichar sub-county Hospital	Infrastructure- 1X level 3 hospital, new health facility. Construction of a main referral hospital for the catchment area- approx. 39,000 people
		Kasuroi health centre	Rehabilitation and refurbishment of existing dispensary
	Water	Kokito	Drilling, test pumping and equipping a borehole, construction of a rising main to a 50 cubic meters masonry tank, a supply line (reticulation) to beneficiaries, water kiosk and cattle trough
		Kagitankori	Drilling, test pumping and equipping a borehole, construction of a rising main to an elevated steel tank, a supply line

ST. PAUL'S UNIVERSITY

			(reticulation) to beneficiaries, water kiosk and cattle trough
		Karoge/ Lochwaa area- Etom field	6 water solutions
	Education	Uhuru High School	Infrastructure – 1X dormitory to accommodate 60 students
		Katilu Girls School	Construction of Science laboratory & equipping
		Kainuk Secondary	Infrastructure -1X dormitory for 60 students
		Kaaroge Primary School	Construction of 2X classrooms
		Kamarese Primary School	2 classrooms + 40 desks
		Lomokamar Primary School	2 primary classrooms + 40 desks
		Kekorsogol Primary School	Dormitory + 50 beds
		Lochwaa Primary fence	400m X 400m fence
	Livelihoods	Etom Livestock Project	Livestock restocking to registered beneficiaries X 2

Source: Community Projects, Project Kenya (2012-2022)

4.4.1.8. Summary of Assessed Community Projects Implemented and Delivered by Tullow Oil Exploration Company in South Lokichar Basin in Turkana

Data were obtained from the following villages where community projects hadbeen implemented by Tullow Oil Exploration Company and delivered to the community in South Lokichar Basin; Kapese, Loperot, Nakukulas, Kalouchalem, Lokitoliwo, Lotiman, Kasuroi and Lomokamar. Data collected from Loperot provedthat no project had been implemented and delivered by Tullow Oil Exploration Company to the community. This was because the Tullow Oil Exploration Company stopped site operations before the community projects were executed and implemented.

Kapese Village

ST. PAUL'S UNIVERSITY

In Kapese, a series of community projects were implemented and delivered to the community with the involvement of community stakeholders. These community projects included the RCEA Kapese Secondary School Laboratory completed but not equipped, the materials used were not standards because the budget was low, and the Kapese Water Users Project was duly completed and utilized by community members, especially for household use. Others include the RCEA Health Centre ward which was complete but not in good condition, the floor already had cracks and the ceiling blocks were not in good condition, Biashara Fund, Uhuru Girls Dormitory was completed and equipped with beds.

Lokichar Village

During the researcher's interaction with Key informants in Lokichar Sub county headquarters, the respodents explained/ revealed that Tullow Oil Exploration Company had implemented and delivered some completed projects to the community such as Lokichar Sub-County Hospital, Administration Police Block and latrines, Moruongor Primary school classes, Lokichar Vacation Training School Fence and Classes, Egira Academy Fence, Lokichar Mixed Dormitory, AGC Lokichar Secondary School, RCEA Lokichar health centre ward. These projects were completed and delivered for community members' utilization.

Lomokamar Village

The study found that Lomokamar village had benefited from a few completed community projects which included primary school classes and latrines, a water user's project, school uniforms and desks. Tullow Oil Exploration Company operating in the community implemented all these. Evidence of some delivered community projects is provided in Annex IV, Figure 4.3.

Nakukulas Village

The study found that a couple of community projects were implemented and successfully delivered to Nakukulas village among which included fully completed and equipped primary school boys' and girls' dormitories and latrines, two primary school classrooms, primary school fence, police station fence, completion of Ngamia one Kochedin Secondary school classrooms, administration block, laboratory, latrines and fence. Community stakeholders were fully involved in the delivery of the project which helped in solving pupils' accommodation and convenience for boys, girls, and staff. Also, the pupils enjoyed a spacious classroom with an optimum number of pupils per class, which enhanced learning. Having viable laboratories for practicals in secondary schools added value to science

ST. PAUL'S UNIVERSITY

learning. The water project was delivered to the community, and this made the community happy as issues of portable water supply for household use were achieved as well as a reduction in incidences of health issues related to unhygienic water intake.

Lotiman Village

At Lotiman, the study found that few community projects had been implemented and delivered with the community stakeholders being involved. The projects included the completed village ablution Block and the Tankard water project which was not sustainable due to the low quantity of water pumped from the source. The projects are presented in figure 4.5.

Kalouchelem Village

The study revealed that only one community project had been implemented and delivered to Kalouchelem village since the inception of Tullow Oil Exploration Company in the community. This was the Tankard water project which was completed and delivered but the water volume pumped has been relatively low in quantity from the source. This had not been sustainable as water supply as one of the community needs identified by stakeholders had not been met; therefore, the lingering water shortage remained with the community.

Kasuroi/Lokitoeliwo Villages

Furthermore, data obtained disclosed that two community projects had been implemented and delivered to the Kasuroi community. They included the Health Facility Block completed and sustained at the local level and the water users' tankard project located at the interior of Kasuroi though not viable because it is tankard water that is not frequently delivered to the community.. However, the study revealed that only one Tankard water project had been implemented and delivered to Lokitoeliwo village although the essence was to eliminate the problem of portable water shortage for household use. The project was completed but the community was not satisfied because the water pumped was often insufficient for community members' utilization due to low quantity from the source.

The findings of the qualitative data reinforced the findings of the research in that, from the interviews conducted, the respondents stated that the project delivery was relatively successful. The respondents stated that Tullow Oil Exploration Company delivered good-quality community projects that met the required standards. That notwithstanding, a significant number of respondents indicated that the time taken in project delivery was

ST. PAUL'S UNIVERSITY

relatively long. In addition, due to the divergence in community stakeholder expectations, some community members were not fully satisfied hence the community needed more beneficial projects by the Tullow Oil Exploration Company. For the water projects, Tullow Oil Exploration Company used water boosters instead of drilling water boreholes which would have offered a lasting solution to the water shortage problem. In addition, it was stated that skilled jobs were not given to the community members who were only given casual jobs. A participant noted that:

> *The Company used a longer time than was scheduled in the plan for community project implementation. On community satisfaction, the community had an average satisfaction as the Company used water boosters and tankers instead of drilling water, hence such community projects were therefore not sustainable. The Company delivered fewer projects than expected and therefore the community stakeholders needed more projects from the Tullow Oil Exploration Company. On employment, the skilled jobs were not given to the community members rather only given the casual jobs that lasted a few weeks without any benefits and privileges. The issues of compensation of the community for the lost land to Tullow Exploration activities were also not handled and if they were, community power brokers must have gotten the compensation without the knowledge of community members (Nakukulas opinion leader/elder, 56 years old).*

These findings are further supported by FGD participants across the study area. One participant noted that:

> *Yes, what they plan they fulfil on time in terms of execution of community projects. However, the community is not satisfied with the completion of community projects. For example, waste disposal is not done safely, and supply of water tanks instead of installation of water systems such as a borehole or solar-generated water. Regarding user satisfaction, the community is not satisfied with water supply mechanisms and the lack of fencing in schools. The projects undertaken are not of high quality. Not all the projects were completed, , and they broke off before being completed. Complete projects include schools constructed at selected villages e.g. Kochodin High School and Lomokamar Primary School, provision of jobs, and construction of sub-county hospitals. Incomplete projects including proper water installation and dispensary set-ups at the village level. Completed schools, and supplied water tanks stand as indicators of project delivery or completion. No noticeable difference in project success or delivery across villages/areas; all tanks, hospitals, and schools are of the same quality and structure. The things that needed to be completed were proper waste disposal, hospital setup at the village level, employment for the youth, and fencing of schools (FGD participant at Lomokar and Kochodin villages).*

The findings thus depicted project delivery as being multifaceted and dependent on several delivery aspects. Remarkably, the community stakeholders evaluated project delivery in

ST. PAUL'S UNIVERSITY

terms of time, quality, and sustainability. The findings of this study collaborated with those of Walsh, Plank and Behrens (2017) who established that project delivery was influenced by community stakeholder involvement at all stages from project identification, planning, and implementation to monitoring and evaluation. Walsh *et al.* (2017) further stated that quality was a key measure of project delivery. Lynch (2012) proposed that stakeholders be ingrained in organizations due to the significance they provide to enhance the project plan formulation, implementation and delivery process and not just as a "publicrelation". Laine and Vaara (2007) discerned that stakeholder non-involvement in the project delivery process may not often affect an organization, but it may develop challenges or conflict during the implementation phase.

Similarly, Wangari (2018) found that stakeholder involvement in corporation service delivery has had numerous outcomes on service delivery and this impact has minimized the time for the realization of services due to a reduction in the level of conflict between stakeholders and community members. The company had realized the need to adopt some measures to ensure community stakeholder involvement is operational with respects to quality of service deliveed plus ensuring timely delivery, accurate and up-to-date communiqué with the Company.

4.4.2. Community Stakeholder Involvement in Identification Process and project delivery

The first objective of the study was to determine the effect of community stakeholder involvement in the identification process on project delivery; an examination of community projects supported by Tullow Oil Exploration Company in the south Lokichar Basin in Turkana, Kenya. The corresponding research question was on the effect of community stakeholder involvement in the identification process on project delivery. It was hypothesized that Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya would not be more likely to complete their projects if local stakeholders were involved in the initial stages of the discovery process. Different statistical approaches among them frequency counts, percentages, and cross-tabulation with chi-square test and binary logistic regression were utilized in the analysis of the hypothesized relation between community members' involvement in the project identification process and their views on project delivery as implied in the first objective of the study. Community stakeholder involvement in the identification process was measured using descriptive statistics (frequency counts and

ST. PAUL'S UNIVERSITY

percentages) where the responses collected from the Likert scale in which frequency and percentage for each response per item were calculated as in Table 4.11. The statistical significance between the various attributes of community stakeholders' levels of involvement was determined using cross-tabulation with chi-square test and binary logistic regression. The results are summarized as shown in Table 4.11.

It was expected that project delivery in the South Lokichar Basin would not be affected by the involvement of community stakeholders in the identification process since context defines the process of successful project delivery. The responses revealed that even with limited community stakeholder involvement in some parts of South Lokichar Basin, Tullow Oil Exploration Company delivered a significant share of projects to the communities. On the other hand, a larger number of community initiatives were completed with the involvement of community stakeholders. Table 4.11 displayed the results of a percentage distribution of responses on community stakeholder involvement in project identification and project delivery. Table 4.11 showed that the largest portion of the respondents 39.1% rated the extent to which they were involved in external environment scanning at great extent. Another portion 17.3% rated it as a very high extent.

A combined great extent and very high extent were rated at 54.9% and 7.5% respectively in the stakeholder analysis carried out to identify the extent of decision-making. Similarly, over 60% of the respondents (41.4%+18.8%) rated the problem analysis done to assess the extent of community stakeholder contribution as great and very high extent. The trend is seen in the extent of assessment of community stakeholder contribution in problem analysis at 41.4% and 18.8% for great extent and very high extent respectively.

Slightly over half of the respondents rated the extent of development of the preliminary proposal carried out along with community stakeholders as great and very high extent 37.6% and 15.8% respectively. Notably, the respondents showed a divided extent of involvement between a low extent (26.3%) rating and a great extent (38.3%) in seeking and obtaining preliminary community project approval. On the other hand, more than 60% of the respondents indicated a great and very high extent of assessment of community stakeholder resources done by the community projects. The results also showed that over 70% of the respondents indicated a great extent and very high extent about the establishment of working groups for efficiency (Great Extent 51.9% and Very High Extent 19.5%).

ST PAUL'S UNIVERSITY

Table 4.11: Percent Distribution of Views of Community Stakeholder With Respect to Involvement in Identification Process (N=133)

Items	Extent of Involvement	Percent	Number
To what extent are you involved in external environment scanning?	Not At All	3.0	4
	Low Extent	21.1	28
	Moderate Extent	19.5	26
	Great Extent	39.1	52
	Very High Extent	17.3	23
Stakeholder analysis carried out to identify the extent of decision making	Not At All	0.8	1
	Low Extent	16.5	22
	Moderate Extent	20.3	27
	Great Extent	54.9	73
	Very High Extent	7.5	10
Problem analysis done to assess the extent of stakeholder contribution	Not At All	5.3	7
	Low Extent	14.3	19
	Moderate Extent	20.3	27
	Great Extent	41.4	55
	Very High Extent	18.8	25
Development of preliminary proposal carried along with stakeholders	Not At All	3.0	4
	Low Extent	24.1	32
	Moderate Extent	19.5	26
	Great Extent	37.6	50
	Very High Extent	15.8	21
Preliminary project approval sought and obtained	Not At All	3.8	5
	Low Extent	26.3	35
	Moderate Extent	21.8	29
	Great Extent	38.3	51
	Very High Extent	9.8	13
Assessment of stakeholder resources done	Not At All	3.0	4
	Low Extent	21.1	28
	Moderate Extent	12.0	16
	Great Extent	47.4	63
	Very High Extent	16.5	22
Establishment of working groups done for efficiency	Not At All	1.5	2

ST. PAUL'S UNIVERSITY

	Low Extent	17.3	23
	Moderate Extent	9.8	13
	Great Extent	51.9	69
	Very High Extent	19.5	26

Source: Survey Data (2021)

To understand better the level of involvement of community stakeholders in community project identification, individual questions relating to involvement were combined to create a scale that had a Cronbach's alpha level of 0.8, (which is above the minimum acceptable value of 0.7) and then were categorized into low involvement, moderate involvement and high involvement. The actual distribution enabled the study to provide categorical variables based on the responses of participants as presented in Table 4.12. The degree to which community stakeholders were involved in both the identification and execution of a project varied. Table 4.12 shows the extent to which community stakeholders were involved in defining and carrying out the community project. In the study area, the findings suggested that 30.8% of respondents had a low level of involvement in the identification process, 35.4% had a moderate level of involvement, and 33.8% had a high level of involvement in project identification.

Table 4.12: Respondents Views on the Level of Involvement in Community Project Identification (N=133)

Results n=133		
Level of Involvement	**Percent**	**Number**
Low level of Involvement in Identification	30.8	41
Moderate level of Involvement in Identification	35.4	47
High level of Involvement in Identification	33.8	45

Source: Survey Data (2021)

4.4.2.2. Level of Involvement in Project Identification and Community Project Completion

The first objective of the study was to determine the effect of community stakeholder involvement in the identification process on project delivery. The study further analyzed the impact of community stakeholders' involvement in community identification and project delivery. This was to confirm whether or not the level of involvement of community stakeholders impacted/ affected project delivery and the results were presented in Table 4.13:

Table 4.13: Respondents Views on the Level of Involvement in Project Identification and Community Project Completion (Delivery) (N=133)

ST. PAUL'S UNIVERSITY

Results n=133				
Level of Involvement	**Project Satisfactorily Completed (%)**	**Project Not Satisfactorily Completed (%)**	**Total (%)**	**Number**
Low Involvement	46.5	53.5	100	43
Moderate Involvement	45.7	54.3	100	46
High Involvement	44.0	56.0	100	25
Very High Involvement	47.4	52.6	100	19
Total	**Mean score = 45.9**	**Mean score = 54.1**	**100**	**133**

Chi-Square Value, X^2=3.051 df=3; p-value=.081

Source: Survey Data (2021)

Table 4.13 shows that the respondents' views on project delivery did not vary markedly across the various levels of involvement. Indeed, the proportion of those who felt that the community project was successfully delivered ranged between 44% and 47.4%, with a mean of 45.9%. Comparing the two categories of project satisfaction with project completion, the mean for community project satisfactorily completed (45.9%) and community project Not Satisfactorily Completed (54.1%) were not statistically different.

The results further revealed the participation of community stakeholders at various levels of involvement in the project identification process. Under a low involvement level with 43 respondents, 53.5% of them rated the community project as not completed satisfactorily. For the moderate cadre of involvement, of the 46 respondents, 54.3% thought that the community project was not satisfactorily completed. Of those who are at a high level of involvement in project identification (n=25), 56% of them indicated that the project was not satisfactorily completed. Lastly, of the respondents who were very highly involved in project identification (n=19) 54.1% of them indicated that the project was not satisfactorily completed.

It could, therefore, be concluded that from these results, there was no statistically significant association between community stakeholders' involvement in the identification process and timely project delivery made by the Tullow Oil Exploration Company (p-value=.081).

In addition, binary logistic regression analysis was employed to examine the connections between the identification process and project delivery utilized in the study. This was crucial in quantifying the degree to which alterations in one or more factors (predictors) collectively influenced changes in another variable (outcome variable, project delivery).

ST. PAUL'S UNIVERSITY

Table 4.14 below shows the results of binary logistic regression analysis. The dependent variable was coded (1) for project satisfactorily completed and (0) otherwise The independent variable was identification which showed the estimated coefficients for the identification process, gender, age, and level of education and the constant under the column heading B. The coefficient analysis of the regression model provided valuable insights into the relationships between each independent variable (identification process, gender, age, level of education) and the dependent variable, (project delivery).

For the identification process, the unstandardized coefficient was negative (-0.956), indicating that a one-unit increase in the identification process was associated with a decrease in the log odds of the outcome, holding all other variables constant. However, this effect was only marginally significant (p=0.057). This suggested that the identification process did not reliably predict delivery in this model.

The coefficient for gender was -0.052, indicating that being male was linked to a drop in the log odds of project delivery compared to being female while keeping all other variables constant. Nevertheless, this effect did not have a statistically significant impact (p=0.902). Regarding age, the coefficient had a positive value of 0.017, which implied that a one-unit increase in age was linked to an increase in the log chances of the result. Nevertheless, this effect did not exhibit statistical significance (p=0.356). The education level was a discrete variable with four distinct categories. The reference category corresponded to level 0, indicating a complete lack of education. The coefficients for levels 1 (Primary education), level 2 (secondary education), and level 3 (tertiary education) indicated the difference in log odds when compared to the reference group while keeping all other factors equal/constant. Individuals with primary education were more inclined to acknowledge that community projects were successfully finished/completed (coefficient 0.321), indicating that primary education was linked to a rise in the logarithm of the probabilities of the outcome compared to having no education. Nevertheless, this effect did not demonstrate statistical significance (p=0.623). Secondary education was more likely to indicate that projects were satisfactorily finished/ completed, with a coefficient of 0.866. This suggested that having secondary education related to an increase in the log odds of the outcome, compared to having no education. Nevertheless, this effect did not exhibit statistical significance (p=0.190). The coefficient of -1.165 indicated that tertiary education was less likely to acknowledge the satisfactory completion of community projects. This suggested that having tertiary education

ST. PAUL'S UNIVERSITY

related to a decrease in the log odds of the outcome, relative to having no education. The observed effect was statistically significant with a p-value of 0.044.

The constant value of 1.480 suggested that when the identification process was zero, the baseline level of project delivery was 1.480 units, indicating that a one-unit increase in the identification process was associated with an increase in the log odds of the outcome, holding all other variables constant. Thus, at odds ratio [Exp(B) = 4.377], the odds of the outcome increased by about 7.7% when all predictors were zero, but this was not statistically significant (p = 0.160). The results of the binary logistic regression were presented in Table 4.14.

Table 4.14: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Project Identification and Satisfactory Completion of Projects (N=133)

Model	Unstandardized Coefficients		Standardized Coefficients	Df	p-value	
	B	SE	Wald			Exp(B)
Identification Process (ref: low involvement?)	-.956	.502	3.628	1	.057	.384
Gender (ref: female?)	-.052	.426	.015	1	.902	.949
Age	.017	.018	.850	1	.356	1.017
Level of education (0)			4.377	3	.224	
Level of education (1)	.321	.653	.241	1	.623	.726
Level of education (2)	.866	.660	1.719	1	.190	.421
Level of education (3)	-1.165	.579	4.051	1	.044	.312
Constant	1.480	1.052	1.970	1	.160	4.377

a. variable(s) entered on step: Involvement in Identification Process, gender, age, and level of education.

The analysis indicated that; the identification process was marginally significant, tertiary education was the significant predictor of the outcome while gender, age, and other education levels did not show significant effects. The results suggested a complex relationship between tertiary education and the outcome variable, highlighting the importance of involvement in the identification process.

PAUL'S UNIVERSITY

These results seemed to be marginally consistent with the findings of Aapaoja et al. (2013) who found a significant influence of stakeholders' involvement in the community project identification process and delivery. The study findings on community stakeholder involvement in the identification process and project delivery was further at variance with those of (Menoka, 2014). The previous study examined stakeholder involvement and its effect on sustainability on the performance of projects in the construction industry in the United Kingdom (UK) focusing on construction companies. The outcome of the study revealed that effective presentation, as well as preparation of stakeholder involvement, highly leads to improvement in project performance in the construction industry through the attainment of sustainability of construction projects. Valid and legitimate stakeholder needs must be identified as well as their influence, proximity, and power understood for purposes of dealing with their potential effects on community projects' successful completion. Community stakeholder involvement in the identification process in Turkana did not significantly impact the community project delivered by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya.

Despite the findings presented above appearing to marginally dispute previous research, some insights were collected from qualitative data through key informants' interviews with selected community stakeholders. The qualitative data collected from key informants corroborated the results, revealing that community stakeholders were only involved in the selection of community projects or initiatives sought by the community for execution. Members of the community may blame a faulty representative selection procedure. The level of stakeholder involvement in the community project's execution was discussed, in fact, with a primary source. A participant noted that: "*In certain cases, the stakeholders are not properly brought along from the moment of identification until the completion of the community project (A 52-year-old male community Chief in Lokichar).*"

Communities in Turkana South and Turkana East in the South Lokichar Basin, for example, would benefit greatly from community involvement in the identification process, as a Tullow Oil Exploration Company representative acknowledged. This proved that, despite the company's best efforts to strike a balance, not many people in the communities in the study region had a say in which community projects were funded. Nakukulas's prominent village head was the subject of another conversation on stakeholders' levels of involvement in the selection and implementation of community projects. So far as he could tell, a participant noted that:

ST. PAUL'S UNIVERSITY

> *Tullow Oil often convened chief Baraza's, when the host community's committee was first established. Community liaison officers and village socialization officers were often chosen via the Barazas to function as go-betweens for the company and the community rather than as contributors to the process of identifying and implementing projects. This has complicated matters for the Tullow Oil Company's project delivery (The Nakukulas village chief, a 49-year-old man).*

Although projects are seen as transitory organizations, the research found that Tullow Oil Exploration Corporation operating in the South Lokichar Basin in Turkana used the optimal strategy for the selection of community stakeholders by having the community pick their representative. This supports the findings of Hanisch and Wald (2012), who view projects as social systems where behaviour through social interactions is extremely predisposed by the perspective of the environment, and who recognize community development projects and stakeholders operating within the same framework as temporary organizations. Projects are temporary and unique, so it takes effort to build trust among the community's tradition, structure, and society about the project (Yang *et al*., 2011a, 2011b). This is because the community can generate stakeholders with the trustworthiness and desired competence to participate in a company's community development projects.

There is no doubt that oil and gas exploration companies incorporated community stakeholders in the project identification process; the issue is, to what degree did these stakeholders participate in the project identification? An influential member of the community gave the following response.

> *Members of the community are elected at the village level, and these representatives have communicated their priority needs to Tullow Oil Exploration Company on a variety of fronts, including the need to increase spending on water, healthcare, and education. Thus, the Company sought input from locals about where changes may have the most effect. Community stakeholders are typically only involved in the beginning stages of a project, in terms of non-skilled jobs, and their involvement typically wanes from there until delivery. However, stakeholders are always involved in solving crises between the Tullow Oil Company and community whenever a strike action occurs, as provided by the Kapese community; for example, when the Tullow Oil Company fails to provide the appropriate process to give back to the neighbourhood where the company is headquartered, the neighbourhood's residents go on strike." (48-year-old male Kapese community leader).*

The results of the research on community stakeholder involvement in the identification process and project delivery were further confirmed by the conversation that took place in the focus group. A young community leader from the Lokichar area offered the information;

ST. PAUL'S UNIVERSITY

> *The community was involved in the identification of the community projects since they called for meetings to ask the community what needed to be done for them, though they did not fulfil all the community projects. They normally talk to the community through the community liaison officers, county government administrators, and chiefs who communicate with the community concerning the projects. It is vital because they provide rightful information regarding the process of community project identification although the link of the Tullow Oil Company to the community is slow (37years Male Lokichar Youth Leader).*

In a similar vein, a woman who was a part of the Kapese Community Women's Forum, discussed the involvement of community stakeholders in the identification of community projects and the implementation of such projects. Apparently, in her opinion,

> *The important community stakeholders are selected according to the power and influence they wield at the village level. Yet, the community often keeps mute when the Tullow Oil Company attempts to meddle with the environment; as a result, the community is typically caught off guard by the repercussions. The community stakeholders are often partially involved in the identifying of community projects in certain instances; nevertheless, communication between Tullow Oil Exploration Company and the community is very lacking (57-year-old Female Kapese women Leader).*

The results that were collected in Lokitoeliwo village suggested a low involvement of community stakeholders in the process of community project identification since the community stakeholders were excluded from the process of project execution. A conversation took place with a female member of the youth forum from the Lokitoeliwo village and she reported that;

> *The process of project identification is done efficiently and is well organized. The challenge lies in execution since Tullow Oil Exploration Company often carries out the same projects but with subtle variations from what was agreed upon with the community (A 29-year-old female youth from Lokitoeliwo village).*

The company included key stakeholders in developing community-impacting initiatives since they had a deep understanding of community needs and the timing of possibilities. The social performance team set priorities and made suggestions based on social analysis. To this end, the Tullow Oil Company and the stakeholders worked together to determine what kind of community projects were most urgently required in the community, such as water projects, health facility development, classroom building, or construction or rehabilitation of any educational infrastructure. The results backed up the findings of Aapaoja, Haapasalo, and Söderström (2013), who discovered that community stakeholders may affect the outcome of delivered community projects by ensuring that choices are taken early, reducing the likelihood of unneeded adjustments later on.

ST. PAUL'S UNIVERSITY

The results also implied that community members were consulted earlier on during the project's identification phase to help generate viable community project ideas that required few alterations. Although community members are not always directly involved in the community project identification process, they have helped tremendously in areas like external environment scanning, conflict resolution between the exploration Company and the community, establishing working groups (CLOs and VSOs) to aid in the process, informing residents of both high- and low-skilled employment opportunities, and participating in decision-making. The study's results corroborated those of Odera *et al*. (2018), who argued that community involvement in community project identification leads to the delivery of high-quality projects that match community members' expectations.

4.4.3 Community Stakeholder Involvement in Planning Process and Project Delivery

The second objective of the study was to examine the effect of community stakeholder involvement in the planning process on project delivery; an examination of community projects supported by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. From this objective, the study sought to answer the question: what is the effect of community stakeholder involvement in the planning process on project delivery? The research looked at various avenues via which community members might have actively participated in the organization's service provision. One hundred and thirty-three (133) participants filled out a 5-point Likert scale closed-ended survey and in-depth interviews with oil extractive industry experts were conducted/ contacted to compile this data.

It was established that community members were mostly consulted throughout the community project planning process by Tullow Oil Exploration Company. According to the study's findings tabulated in Table 4.15, the items assessed included community members' involvement in the community project feasibility planning process, budgeting for project delivery, resource specification and allocation, involvement in delivery methods, and contingency planning. According to the findings, some of the series had a low degree of involvement, while others had a moderate level, and yet others had a high level of involvement.

Table 4.15 shows that more than half of the respondents (53.4%) had a great extent of involvement in community project feasibility planning with another (18.1%) having a very high extent of involvement. A combined great extent and very high extent of involvement in the identification of roles and responsibilities was more than half (54.2%)).

ST. PAUL'S UNIVERSITY

The table showed that more than 70% of the respondents were involved to a great extent (54.2%) and a very high extent (20.3%) in budgeting for project delivery. More than 50% of the respondents indicated that they had been involved in stakeholder resource specification of the project to either a great extent (48.9%) or a very high extent (13.5%). Comparatively, only 44% of the respondents indicated having been involved in resource allocation of community project delivery at a great extent 59(44.4%) with none being at a very high extent.

Involvement in project delivery methods was rated at a great extent (52.6%) and very high extent (21.1%). The table also shows that more than 70% of the respondents were involved to a great extent (51.1%) and very high extent (17.3%) involved in contingency planning of the projects during the planning process.

Table 4.15: Respondents views on their level of Involvement in Planning Process (N=133)

Items	Extent of Involvement	Percent	Number
Project feasibility planning	Not At All	0.0	0
	Low Extent	23.3	31
	Moderate Extent	5.3	7
	Great Extent	53.4	71
	Very High Extent	18.1	24
Identification of roles and responsibilities	Not At All	1.5	2
	Low Extent	21.1	28
	Moderate Extent	23.3	31
	Great Extent	45.9	61
	Very High Extent	8.3	11
Budgeting for project delivery	Not At All	0.8	1
	Low Extent	14.3	19
	Moderate Extent	10.5	14
	Great Extent	54.2	72
	Very High Extent	20.3	27
Stakeholder resource specification of project	Not At All	3.0	4
	Low Extent	12.8	17
	Moderate Extent	21.8	29
	Great Extent	48.9	65
	Very High Extent	13.5	18
Resource allocation of project delivery	Not At All	12.0	16
	Low Extent	20.3	27
	Moderate Extent	23.3	31
	Great Extent	44.4	59
	Very High Extent	0.00	0
Delivery methods of project	Not At All	0.0	0
	Low Extent	15.8	21
	Moderate Extent	10.5	14

ST. PAUL'S UNIVERSITY

Contingency planning	Great Extent	52.6	70
	Very High Extent	21.1	28
	Not At All	0.0	0
	Low Extent	19.6	26
	Moderate Extent	12.0	16
	Great Extent	51.1	68
	Very High Extent	17.3	23

Source: Survey Data (2021)

It was expected that the planning process would not need involvement from community stakeholders before Tullow Oil Company delivered the projects to local communities. The findings were in consistence with those of Yu, *et al*, (2018) who found that, stakeholder involvement in the planning process provides significant benefits of allowing project managers to strengthen the implementation process of community projects or their subsequent outcomes by influencing the goals of projects during planning of activities, allocation of resources, specification of tasks and ultimately project performances.

To provide an insight into the level of involvement of community stakeholders in project planning, several questions were combined to create a scale that had a Cronbach's alpha level of 0.8, which is above the minimum acceptable value of 0.7. Using the aforementioned, the research produced categorical variables such as low involvement, moderate involvement, and high involvement, which allowed for the following insights to be drawn from the data. The findings are shown in Table 4.15.

Table 4.16: Respondents views on the Level of Involvement in Project Planning (N=133)

Results n=133			
Level of Involvement		Percent	Number
Low level of Involvement in Planning		31.6	42
Moderate level of Involvement in Planning		35.3	47
High level of Involvement in Planning		33.1	44

Source: Survey Data (2021)

According to the results shown in Table 4.16, the degree of stakeholders involvement throughout the community project planning phase and project delivery was rated as low by 31.6% of the respondents. This was in contrast to the 33.1% of respondents who reported being highly active in the process. During the community project planning stage, the majority (35.3%) participated moderately.

ST. PAUL'S UNIVERSITY

Analysis of the nature of the relationship between community members' views on their level of involvement in project planning on one hand and project delivery on the other involved a cross-tabulation with Chi-square test of the two variables and the results are presented in Table 4.17.

Table 4.17: Respondents views on the Level of Involvement in Project Planning and Timely Completion of Projects (N=133)

Results n=133				
Level of involvement in Project Planning	**Project satisfactorily completed (%)**	**Project not satisfactorily completed (%)**	**Total (%)**	**Number**
Low involvement	57.4	42.6	100	47
Moderate involvement	55.8	44.2	100	43
High involvement	60.6	39.4	100	33
Very High involvement	70.0	30.0	100	10
Total	61.0	39.0	**100**	**133**

Chi-Square Value, X^2=3.133; df=1; p value=.000.

Source: Survey Data (2021)

The Results indicated that there were differences in stakeholders' involvement levels during project planning. Table 4.17 shows that 70% of the respondents who were involved in project planning at a very high level indicated that the community projects were satisfactorily completed. However, these were only (7.5%) of the total study population. The table shows that of the 133 respondents, 47 of them were involved in the project planning at a low extent with more than half of them (42.6%) indicating that the community projects were not satisfactorily completed.

In general, the table shows varied levels of involvement in project planning and respective ratings on the level satisfaction with the completion of community projects. . Results showed that the level of involvement in project planning was statistically significant in the satisfactory completion of community projects within the South Lokichar Basin in Turkana County (p-value of 0.000).

The result affirmed that the various levels of involvement in planning influenced the timely delivery of a few community projects identified and delivered by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. Therefore, community stakeholder

ST. PAUL'S UNIVERSITY

involvement in the planning process significantly impacted/affecetd community project identification and timely delivery made by the Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya, according to the outcome of the analysis.

The analysis demonstrated that stakeholders' involvement in the planning phase was not anticipated to be compulsory for Tullow Oil to proceed with project completion in the beneficiary communities. This means that the satisfactory completion of projects by Tullow Oil Exploration Company in Turkana was influenced by stakeholders' involvement despite being involved at varied levels of the planning phase. Tullow Oil Exploration Company planned, implemented, and completed projects for local communities and it was assumed that they would not need the engagement of stakeholders in the planning process. Therefore, the study found that Tullow Oil Exploration Company in South Lokichar Basin in Turkana implemented and delivered community projects with substantial involvement of community stakeholders. However, community stakeholder involvement during the project-planning phase significantly influenced the timely completion and delivery of community projects.

Table 4.18 presents the results of a logistic regression analysis, focusing on the relationship between various predictors and a binary outcome variable. The table below includes coefficients (B), standard errors (SE), Wald statistics, significance levels (Sig.), and the exponentiated coefficients (Exp(B)), which represent odds ratios. The dependent variable was coded as (1), project satisfactorily completed and (0) project not satisfactorily completed and the independent variable was the planning process which showed the estimated coefficients for the planning process, gender, age, and level of education. The coefficient analysis of the regression model provided valuable insights into the relationships between each independent variable (planning process, gender, age, and level of education) and the dependent variable, project delivery. The planning process had a negative coefficient (-0.928), signifying that a one-unit increase in the planning process was associated with a decrease in the log odds of the outcome. This effect was statistically significant (p=0.030), suggesting that higher involvement in the planning process was associated with increased odds of the outcome (odds ratio of 2.530).

Gender had a negative coefficient (-0.037), suggesting that being male was associated with a decrease in the log odds of the outcome compared to being female, holding all other variables constant. However, this effect was not statistically significant (p=0.933). Age had a positive coefficient (0.009), indicating that a one-unit increase in age was associated with an increase

ST. PAUL'S UNIVERSITY

in the log odds of the outcome, holding all other variables constant. However, this effect is not statistically significant (p=0.623), suggesting that age did not significantly influence the outcome.

The level of education is a categorical variable with four levels. The reference category is level 0 (no education). The coefficients for levels 1 (primary education), level 2 (secondary education), and level 3 (tertiary education) represented the change in log odds compared to the reference category, holding all other variables constant. Those who had primary education were less likely to say/rerport that projects were satisfactorily completed (coefficient -0.003), indicating that primary education was associated with a decrease in the log odds of the outcome compared to absence of education. However, this effect was not statistically significant (p=0.997). Those with secondary education had a positive coefficient (0.579), signifying that the level of secondary education was associated with an increase in the log odds of the outcome compared to no education. However, this effect was not statistically significant (p=0.385). Tertiary education had a negative coefficient (-1.068), suggesting that secondary education was associated with a decrease in the log odds of the outcome compared to the absence of education. However, this effect was not statistically significant (p=0.069).

The constant value of 0.417 suggests that when the planning process is zero, the baseline level of project delivery is 0.417 units, suggesting that a one-unit increase in the planning process is associated with an increase in the log odds of the outcome. At odds ratio [Exp(B) = 1.517], the odds of the outcome increased by about 48.3% when all predictors were zero, but this was not statistically significant (p = 0.689). The results of the binary logistic regression were presented in Table 4.18.

Table 4.18: Results of logistic Regression Analysis of Respondents Views on the Level of Involvement in Project Planning and Satisfactory Completion of Projects (N=133)

Model	Unstandardized Coefficients		Standardized Coefficients	df	Sig.	
	B	SE	Wald			Exp(B)
Planning Process (ref: low involvement?)	-.928	.427	4.731	1	.030	2.530
Gender (ref: female?)	-.037	.433	.007	1	.933	.964
Age	.009	.018	.242	1	.623	1.009

ST. PAUL'S UNIVERSITY

Level of education (0)			4.074	3	,254	
Level of education (1)	-,003	.669	.000	1	.997	.997
Level of education (2)	.579	.667	.755	1	.385	.560
Level of education (3)	-1.068	.588	3.299	1	.069	.344
Constant	.417	1.041	.160	1	.689	1.517

a. Variable(s) entered on step: Involvement in Planning Process, gender, age, and level of education.

The analysis indicated that the planning process significantly affected the outcome, with higher involvement correlating with increased odds of the outcome. Other variables, such as gender and age, did not show significant effects. Level of education (3) approaches significance, suggesting that it may also influence the outcome. In summary, the the planning process was the only statistically significant predictor in the model was, which was associated with a decrease in the log odds of the project delivery, holding all other variables constant.

This reaffirmed Gardiner's (2014) conclusions that organizations, for the common interest of their communities, must ensure stakeholder engagement in community development programs. The likelihood of success decreases if project stakeholders are not included in inadequate planning. Stakeholder input on the nature and extent of the resources needed for a community development project, as well as the knowledge and ability to create a work breakdown structure, was found to have the greatest impact on the final product (Musau & Kirui, 2018). However, Awini (2018) discovered contrasting opinions, with 45.2% of respondents claiming that stakeholders are ignored in community development projects due to the mistaken belief that project beneficiaries are incapable of making meaningful contributions to the decision-making process or that project planning does not directly relate to the interests of the beneficiaries. However, they concluded that excluding community stakeholders from the planning process would fuel some implementation difficulties.

Qualitative data showed that community members participated in the planning process and this was supported by the quantitative data. According to the survey participants, Tullow Oil Exploration Company included community members in Project feasibility planning and the assignment of roles and tasks when a community project was identified. A prominent member of the local community averred that,

> *Tullow Oil Exploration Company engaged the selected committee members in coming up with requirements for the various priority community projects suggested. The resources were efficiently allocated to not only complete the community project but*

ST. PAUL'S UNIVERSITY

> *also to ensure that the quality was not compromised. The community was directly represented by the committee or gave its direct input through the suggestion boxes provided. Community stakeholders however felt that it was the responsibility of the Company and thus were not well involved (A 51-year-old male, a prominent Kapese community member).*

Despite having community members working for Tullow Oil Exploration Company, it was found that resource definition was not done adequately because community members were not appropriately informed following negotiations between the company and the community stakeholders. A conversation with a NEMA staff yielded the following outcome/response.

> *All community projects had delivery plans, with some community stakeholders frequently taking the lead by assuming responsibility for these plans. This is because many stakeholders are also members of the project delivery committee and they know what has to be done and how so they can get the project off the ground once funding is secured. Two project delivery strategies were found in the research: First, it is delivered verbally in a community meeting held in the chief's office; second, it is posted on a community bulletin board and made available online at a cybercafé. Experts working for the Tullow Oil Exploration Company handled the contingency planning rather than the community stakeholders and community members saw it as the company's responsibility, which made it hard for proper inclusion (A 42-year-old male staff of NEMA, Turkana South).*

According to the research, community project stakeholders were also engaged in emergency planning. In the event of an emergency, stakeholders generally made preparations for numerous community projects. For instance, in the event of an emergency, a dry well would be sealed and a dormant one reopened, or water tinkering woud be initiated. Successful project delivery was aided by community stakeholder involvement in the planning phase, which provided Tullow Oil Exploration Company with valuable insight from residents about where and how to conduct community projects. There was a resulting synergy that allowed the community project to be completed quickly. The results of this research corroborated those of Ahmed (2016), who examined the role of oil and gas industry stakeholders in Libya. According to the results, community members helped to determine what resources would be needed for a community project and how those resources would be distributed so that everyone participating could reach their goals. The results of the focus group discussion showed that:

> *However, in the case of us (the community), we do not feel like we are being taken into account to the extent that we would like. Occasionally they plot without our knowledge, and we become aware of something happening out of the blue. The community's input is crucial throughout the planning stage since we will be the ones experiencing the most impact from the oil and gas development. They are given careful thought throughout the planning stage, even if members of the community aren't directly engaged. They don't stick to the schedule they set up for themselves. This might be because some of their initiatives are put into action without including*

ST. PAUL'S UNIVERSITY

> *the community. The community water supply project, for example, was supposed to include drilling boreholes, but instead, they put in water tanks that would be serviced by trucks. Though they have a say in the planning process, they may not receive responses to concerns raised by members of the community (A 39years FGD participant at Kapese village in Lokichar town, March 2021).*

To ensure that the community project is completed successfully, it is important to organize the many tasks that must be completed in advance (Chandrasekara & Herath, 2019). Building a common blueprint with resource specifications, delivery methods, and time frame is an example of stakeholder engagement in project planning (Ling & Ma, 2014). Better planning should assess each stage of activity independently to attain the intended project result. Heravi et al. (2015), who looked at stakeholder involvement in bettering community project planning, found similar results to those found in the current research. Data was gathered via surveys from those directly engaged in the construction of 200 different enterprises' house-building community projects. Heravi et al. (2015) discovered that stakeholders were actively involved in the project, which led to improved results, and they suggested ways to increase community stakeholder involvement. However, material or resource profits, development interest, development essential, prior development know-how, interest to serve the community, project convening need, and peer group pressure were identified by Waweru (2015) as the dynamics that would enhance community stakeholder active involvement in community development projects.

4.4.4. Community Stakeholder Involvement in Implementation Process and Project Delivery

The third objective of the study aimed to investigate the effects of community stakeholder involvement in the implementation process on project delivery; an examination of community projects supported by Tullow Oil Exploration Company in the south Lokichar Basin in Turkana, Kenya. Consequently, the study had the research question: what is the effect of community stakeholder involvement in the implementation process on project delivery? Data was gathered using five-point Likert scale closed-ended questionnaires from 133 respondents, focus group discussion interviews, and key informants' interviews using global best practices. The data obtained from the close-ended questionnaires were organized as ordinal data and analyzed using frequencies and percentages. The analyses of the data for community stakeholder involvement in the implementation phase are shown in Table 4.19. Results indicated that the effective involvement of stakeholders enhances integrative project execution as well as collaboration between teams.

ST. PAUL'S UNIVERSITY

Table 4.19 shows that more than 70% of the respondents were involved in the modification of community project plans as needed to a great extent (54.9%) and very high extent (16.5%). More than 60% of the respondents indicated having been involved in the execution of task assignments progress in the community project implementation to a great extent (54.1%) and very high extent (13.5%). More than 70% of the study participants indicated having been involved in updating project schedules to a great extent (51.9%) and a very high extent (21.8%).

The table shows that 56.4% and 13.5% of the study respondents were involved in project status meetings to a great extent and a very high extent respectively. A similar trend was seen in the respondents' involvement in milestone reviews rating at a great extent (57.9%) and a very high extent (9.8%). The trends remained unchanged in respondents' involvement in risk reporting as well as control activities carried out in line with a risk management plan. The involvement in the two activities was rated to a great extent at 58.77% and 53.4% respectively.

Table 4.19: Respondents views on the Level of Involvement in Project Implementation Process (N=133)

Items	Level of Involvement in Implementation	Percent	Number
Modification of project plans as needed	Not At All	0.0	0
	Low Extent	15.8	21
	Moderate Extent	12.8	17
	Great Extent	54.9	73
	Very High Extent	16.5	22
Execution of task assignments progress	Not At All	1.5	2
	Low Extent	15.8	21
	Moderate Extent	15.1	20
	Great Extent	54.1	72
	Very High Extent	13.5	18
Update of project schedules	Not At All	2.3	3
	Low Extent	14.3	19
	Moderate Extent	9.8	13
	Great Extent	51.9	69
	Very High Extent	21.8	29
Status meetings	Not At All	0.0	0
	Low Extent	16.5	22
	Moderate Extent	13.5	18
	Great Extent	56.4	75
	Very High Extent	13.5	18

ST. PAUL'S UNIVERSITY

Milestone reviews	Not At All	2.3	3
	Low Extent	14.3	19
	Moderate Extent	15.8	21
	Great Extent	57.9	77
	Very High Extent	9.8	13
Risk reporting	Not At All	1.5	2
	Low Extent	12.8	17
	Moderate Extent	8.3	11
	Great Extent	58.7	78
	Very High Extent	18.8	25
Control activities carried out in line with risk management plan	Not At All	1.5	2
	Low Extent	15.8	21
	Moderate Extent	13.5	18
	Great Extent	53.4	71
	Very High Extent	15.8	21

Source: Survey Data (2021)

The findings of the research indicated that there was evidence of stakeholders' involvement in the implementation process in a variety of activities, such as the modification of the project plan, keeping stakeholders well informed about the progress of the execution of task assignments during the implementation stage, maintaining project update schedules, holding status meetings with the community while the project was being implemented, conducting milestone reviews and risk reporting, and ensuring that control activities were carried out in accordance with the risk management plan at various stages of the community project. Concerning the involvement of community stakeholders in the implementation process, it was abundantly clear that there was never a period of time during which stakeholders were not involved in the implementation process by the oil and gas Exploration Company. The findings of the research are summarised in Table 4.19, which demonstrated that stakeholders are engaged in a variety of implementation processes. However, the degree to which they are involved varies, since the findings revealed that certain stakeholders had a moderate level of involvement, while others had low involvement and a high level of involvement.

The findings were consistence with those of Atiibo, (2012) who found that the delivery of a development project is largely dependent on stakeholder attributes. Therefore, if key stakeholders of projects are not committed to carrying out their roles during implementation, the community project outcome would be adversely affecetd. Similarly, Demirkesen and Reinhardt (2021) reported that the involvement of stakeholders is a critical component that impacts the success of projects in the context of Poland. Agwu (2013) analyzed community involvement and sustainable development in Nigeria focusing on the Niger Delta region. The

ST. PAUL'S UNIVERSITY

study reported that community involvement in the execution of community projects leads to improved welfare and sustainable development of oil-producing communities. Ebekozien & Njogu (2016) in the context of automobile control projects in Nairobi, Kenya, reported that stakeholder involvement in project implementation has a significant influence on the performance of Automobile Emission control projects. Omondi and Kinoti (2020) reported that the completion rate of roadway-building initiatives in Kilifi County, Kenya, was profoundly affected by the involvement of stakeholders in the execution of the project. Cusmus (2021) determined the nexus between the participation of stakeholders and the delivery of construction projects by the Kenya Ports Authority. It was reported that project execution was positively as well as significantly impacted/affected by stakeholder empowering individuals, interaction, especially complaint handling. Aigbavboa and Ramotshela (2023) assessed the involvement of South African stockholders in building projects while offering suggestions for effective countermeasures.

To provide and understand the level of involvement of stakeholders in project implementation and delivery, several questions were combined to create a scale that had a Cronbach's alpha level of 0.7, which is equivalent to the minimum permissible value of 0.7. The responses gave the researcher the ability to offer categorical variables like/such as low, moderate and high involvement as follows.

Table 4.20: Level of Involvement in Project Implementation (N=133)

Results n=133		
Level of Involvement	**Percent**	**Number**
Low level of Involvement in Implementation	38.4	51
Moderate level of Involvement in Implementation	32.3	43
High level of Involvement in Implementation	29.3	39

Source: Survey Data (2021)

Table 4.20 indicates the degree of stakeholders' involvement throughout the implementation phase and delivery of the project. The results showed that the largest portion of the respondents (38.4%) had low involvement in the project implementation. 32.3% of the respondents were involved at a moderate level compared to the involvement level of those who were highly active in the implementation process, which was 29.3%.

ST. PAUL'S UNIVERSITY

The study investigated the progress and outcomes to ascertain the degree to which stakeholders' involvement correlated with the caliber of projects completed. The findings are presented in Table 4.21.

Table 4.21: Respondents views on the Level of Involvement in Project Implementation and Community Project Completion (N=133)

Results n=133				
Level of Involvement of Project Implementation	**Project satisfactorily completed (%)**	**Project not satisfactorily completed (%)**	**Total (%)**	**Number**
Low Involvement	51.2	48.8	100	43
Moderate Involvement	54.5	45.5	100	44
High Involvement	44.4	55.6	100	27
Very High Involvement	52.6	47.4	100	19
Total	**50.7**	**49.3**	**100**	**133**

Chi-Square value, X^2= 8.161, df=1, p-value= .004

Source: Survey Data (2021)

Table 4.21 shows variations in community stakeholders' involvement level throughout the project implementation. This also varied with the rating of the community project completion satisfaction levels. The results indicated that there was a statistically significant association between the level of involvement in project implementation and respondents' views on community project completion at p-value =0.004. The table also revealed that more than 50% rated the community project completion as satisfactory. Of these, (n=44) 30.8% was the largest portion of the respondents and were moderately involved in implementation.

Table 4.22 below shows a summary results of a logistic regression analysis, examining the relationship between various predictors and a binary outcome variable. The table includes coefficients (B), standard errors (SE), Wald statistics, significance levels (Sig.), and the exponentiated coefficients (Exp(B), which represented odds ratios. The dependent variable was coded as (1) for project satisfactorily completed and (0) otherwise and the independent variable was implementation which shows the estimated coefficients for the implementation process, gender, age, and level of education. The coefficient analysis of the regression model provided valuable insights into the relationships between each independent variable

ST. PAUL'S UNI

(implementation process, gender, age, level of education) and the dependent variable (project delivery).

The implementation process had a positive coefficient (0.895), indicating that a one-unit increase in the implementation process variable was associated with an increase in the log odds of the outcome. The odds of the outcome were approximately 2.448 times higher for each one-unit increase in the implementation process. This effect is statistically significant (p = 0.037), suggesting that higher involvement in the implementation process was associated with increased odds of the outcome (odds ratio of 2.448). This indicated a positive trend and the effect of the implementation process on project delivery was strong or consistent enough to be considered reliable within this model.

Gender had a negative coefficient (-0.250), suggesting that being male (or the reference category) was associated with a decrease in the log odds of the outcome compared to being in the female category, holding all other variables constant. At Exp(B) = 0.779, the odds of the outcome were about 22.1% lower for males compared to females, but this effect was not statistically significant (p = 0.561). Age has a positive coefficient (1.014), indicating that a one-unit increase in age was associated with an increase in the log odds of the outcome, holding all other variables constant. At Exp(B) = 1.014; the odds of the outcome increased by about 1.4% for each additional year of age, but this effect was not statistically significant (p = 0.458), suggesting that age did not significantly influence the outcome.

The level of education was a categorical variable and the reference category was level 0 (absence of education). The coefficients for levels 1 (primary education), level 2 (secondary education), and level 3 (tertiary education) represented the change in log odds compared to the reference category, holding all other variables constant. Those who posded primary education were less likely to recognize that projects were satisfactorily completed (negative coefficient -0.144), suggesting that primary education was associated with a decrease in the log odds of the outcome. The odds of the outcome were about 13.4% lower for primary education, but this was not statistically significant (p = 0.827). Those who possed secondary education were less likely to know/report that projects were satisfactorily completed (coefficient -0.820). Secondary education was associated with a decrease in the log odds of the outcome. At Exp(B) = 0.441, the odds of the outcome were about 55.9% lower for secondary education compared to the absence of education, but this was not statistically significant (p = 0.218). Tertiary education had a coefficient of -1.274 with a significance

ST. PAUL'S UNIVERSITY

level of 0.031, indicating a statistically significant effect. This suggested that Level of Education (3) was associated with lower odds of the outcome (odds ratio of 0.280).

The constant value of 0.627 suggested that when the independent variable (implementation process) was zero, the baseline level of project delivery was 0.627 units, indicating that a one-unit increase in the implementation process variable was associated with an increase in the log odds of the outcome, holding all other variables constant. Hence at odds ratio [Exp(B) = 1.073], the odds of the outcome increase by about 7.3% when all predictors were zero, but this was not statistically significant (p = 0.542). The results of the binary logistic regression were presented in Table 4.22.

Table 4.22: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Project Implementation and Satisfactory Completion of Projects (N=133)

Model	Unstandardized Coefficients		Standardized Coefficients	df	Sig.	
	B	SE	Wald			Exp(B)
Implementation Process (ref: low involvement?)	.895	.430	4.340	1	.037	2.448
Gender (ref: female?)	-.250	.429	.338	1	.561	.779
Age	.014	.018	.551	1	.458	1.014
Level of education (0)			5.297	3	.151	
Level of education (1)	-.144	.660	.047	1	.827	.866
Level of education (2)	-.820	.665	1.519	1	.218	.441
Level of education (3)	-1.274	.590	4.660	1	.031	.280
Constant	.627	1.029	.371	1	.542	1.073

S UNIVERSITY

a. Variable(s) entered on step: Involvement in Implementation, gender, age, and level of education.

In conclusion, the analysis revealed that the implementation process significantly affected the outcome, with higher involvement correlating with increased odds of the outcome, and project delivery. Tertiary education also showed a significant negative effect, suggesting that this level of education was associated with lower odds of the outcome. Gender, age. Primary education and secondary education did not have statistically significant effects on the outcome variable. These findings highlighted the importance of the implementation process and tertiary education in influencing the outcome variable, while other factors may not have a meaningful impact in this context.

With the significant role played by community stakeholders in the timely completion of community development projects, stakeholder involvement in the implementation phase played a significant role in impacting timely community project completion made by the Tullow Oil exploration Company in South Lokichar Basin in Turkana, Kenya, according to the results of the analysis. Therefore, there was a direct relationship between community stakeholder involvement in the project implementation process and the timely completion of community projects by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. This outcome collaborated the research conducted by Agwu (2013) in the Niger Delta region of Nigeria, which found that when communities are involved in the implementation of community initiatives, it leads to enhanced well-being and long-term growth of oil-producing communities. The results also validated those of Owuor and Moronge (2017) who found that stakeholder involvement contributed to the completion of water supply and sanitation projects in informal settlements in Kenya.

When stakeholders are involved in the project's implementation, it enhances the coordination of available resources and staff members, which is crucial for carrying out the community project's plan. Involvement from key stakeholders modifies community project goals and approaches, which in turn yields a more accurate grasp of what is occurring on the ground. The results of this study were consistent with those of Kobusingye (2017), who found a positive correlation between stakeholder involvement and project outcomes. According to Kobusingye (2017), stakeholders remained engaged throughout the project, helping to acquire resources, coordinate the necessary personnel and materials, assess potential dangers, and bring the project to fruition. Similarly, Maina (2013) and Njogu (2016) discovered that

ST PAUL'S UNIVERSITY

involving community stakeholders improves the likelihood of a successful implementation of community developmental projects by allowing for the delegation of roles and responsibilities, the raising of funds from individuals and donor agencies, and other measures all geared towards the improvement of project organization.

Stakeholders within the community were also heavily engaged in the implementation process, as shown/demonstrated/illustrated by the qualitative data. Community opinion leaders, religious leaders, civil society groups, community special groups, Provincial and County government administration, Non-governmental organizations (NGOs), and Tullow Oil Exploration Company officials reported that community members were involved in all activities conducted by the Tullow Oil Exploration Company during the implementation stage, either directly through meetings or indirectly through representation. After mapping the area and identifying any trees or burial grounds that had special significance to the local community, Tullow Oil Exploration Company sought the community's approval before using the area's coordinates to draw a boundary around the land. Stakeholders in the community, especially the elders and chiefs, guided the community and were instrumental in its early involvement in milestone reviews. After completing their first site inspection, Tullow Oil Exploration Company consulted with relevant stakeholders to determine the best course of action. An interaction with a community opinion leader provided the following statement.

> *All activation conducted by the Tullow Oil Exploration Company at the implementation stage included community members either directly through meetings or indirectly through representation. Members of the community played a significant role in carrying out their assigned tasks. Abilities were considered while assigning duties to the various groups. It was required of some to provide meat, while others were tasked with providing water. Members of the community representation group helped educate the wider community about the risks and potential consequences of the different initiatives. After each completed phase, and before the next one begins/ began, the community's stakeholders were brought in for a final review. In addition to providing crucial information on the importance of particular culturally significant trees and cemetery sites, the community also followed up to ensure that such reserved sites were not tampered with throughout the project's execution. Community members and other stakeholders were consulted throughout milestone reviews, and they are updated on the project's progress at regular intervals (41-year-old Kapese Community Religious Leader).*

The research found that traditional methods, like community meetings and suggestion boxes, were effective for disseminating information about milestone reviews, while more modern methods, like the social media platform WhatsApp, were also found to be effective. Members of the community would leave comments for the company in a community suggestion box or

ST. PAUL'S UNIVERSITY

speak directly to stakeholders during community meetings. The key informants presented evidence that stakeholders made many proposals about Tullow Oil Company's execution of the community project during meetings, particularly the one in Eldoret where the Turkana elected leaders and key community representatives and Tullow Oil Exploration Company signed an agreement that was put into effect.

In accordance with oil and gas's policy on safety for developmental projects, stakeholders were given training on safety-related issues, after which they disseminated this information to community members, warning them to stay away from the construction site to prevent the spread of disease and preventable deaths. The respondents agreed that stakeholder involvement had helped by making investors aware of additional resources they might use to help put the plan into reality. Discussions in the focus groups revealed:

> *There is variation in the implementation of projects throughout the implementation phase; in some locations, all relevant parties are consulted, while in others, the local populace is kept in the dark. Involving the community is crucial so that they may see for themselves whether the plans are being carried out. The community is often taken by surprise when a project is established even if it was agreed upon and widely supported. The status of projects is seldom evaluated. This occurrence is quite rare. The community is welcome to provide recommendations, but it is not authorized to take any action based on such suggestions. Community stakeholders have input on project implementation because they help determine, organize, and guide desired actions throughout the implementation phase. When the community is informed of the expected timeline for implementation, they are more likely to adhere to it (FGD at Kasuroi village, March 2021)*

The results of monitoring and evaluation processes analysis are shown in Table 4.23. The lowest and maximum numbers of instances encountered are also shown in the table. According to the results of the research, community members could easily keep tab on the progress being made on a project by reading updates posted in the company's lobby. Stakeholders from the local community were included in milestone assessments since the Tullow Oil Exploration Company's website detailed the process of implementation. When asked about stakeholder involvement in reviewing implementation milestones, key informants offered varying accounts in the cases of the Kapese and Kochodin sub-locations. Stakeholders from the host community said/reported that the evaluation was conducted in isolation by the Tullow Oil Exploration Company and its subcontractors, who ignored their input. As a result of the Tullow Oil Exploration company's lack of commitment to the recommendations made following the milestone review, the community's stakeholders had

ST. PAUL'S UNIVERSITY

their roles and responsibilities diminished, as they had been involved in the implementation process only at the first and second stages.

Thus, community stakeholders contributed significantly during implementation by delegating tasks to various committees, such as those concerned with safety-related issues, the supply of commodities and other project-related materials or resources, and several other responsibilities meant to guarantee the project's successful conclusion. Each eligible group was assigned a job that best matched their skillset. It was required of some to provide water, of others to provide meat, and of still others to exercise control over activities, for example, disseminating important information on the significance of certain culturally valuable trees and grave sites to prevent any tampering with such reserved sites during project implementation.

Successful project delivery was aided by the involvement of community stakeholders in the implementation process, which put the community at the centre of project delivery by, for example, assigning specific members the responsibility of supplying inputs required in the many projects that were executed. Because of this, they completed the job more quickly than expected. Community stakeholder involvement in the project implementation process was considered to be one of the most important activities, confirming the results of (Mandala, 2018). Project completion is heavily influenced by factors such as following through on assigned tasks, keeping schedules up to date, holding status meetings, reporting on progress towards milestones, reporting on risks, and performing control actions in accordance with a risk management strategy. The results of this research were congruent with those of Madeeha and Imran (2014), who found that following the risk management strategy was essential to the timely completion of a project.

4.4.5. Community Stakeholder Involvement in Monitoring and Evaluation Process and Project Delivery

The fourth objective of the study aimed to assess the ramifications of community stakeholder involvement in the monitoring and evaluation process on project delivery in south Lokichar Basin in Turkana, Kenya. Consequently, the study sought to assess the effect/impact of community stakeholder involvement in the monitoring and evaluation process on project delivery in south Lokichar Basin-Turkana, Kenya. As such, the study aimed at probing/providing answers to the question: what is the effect of community stakeholder involvement in the monitoring and evaluation process on project delivery in south Lokichar

ST. PAUL'S UNIVERSITY

Basin in Turkana, Kenya? Stakeholder involvement in the monitoring and evaluation process was measured using descriptive statistics where the responses collected from the Likert scale in which frequency and percentage for each response per item were calculated and the results for the analysis of the monitoring and assessment procedure were provided in Table 4.23.

Table 4.23: Respondents views on the Level of Involvement in Project Monitoring and Evaluation Process (N=133)

Items	Involvement in Monitoring and Evaluation Process	Percent	Number
Stakeholders provided with progress feedback	Not At All	0.0	0
	Low Extent	16.5	22
	Moderate Extent	10.5	14
	Great Extent	57.1	76
	Very High Extent	15.8	21
Direction provided to stakeholders	Not At All	0.0	0
	Low Extent	17.3	23
	Moderate Extent	12.1	16
	Great Extent	58.7	78
	Very High Extent	12.0	16
Identification of deviations in project delivery	Not At All	0.0	0
	Low Extent	14.3	19
	Moderate Extent	12.8	17
	Great Extent	49.6	66
	Very High Extent	23.3	31
Corrections of identified errors done while keeping stakeholders informed	Not At All	0.0	0
	Low Extent	15.8	21
	Moderate Extent	14.3	19
	Great Extent	57.9	77
	Very High Extent	12.0	16
Being informed about project cost deviations	Not At All	0.0	0
	Low Extent	8.3	11
	Moderate Extent	15.8	21
	Great Extent	57.1	76
	Very High Extent	18.8	25
Assessment of additional resources needed in project delivery	Not At All	0.0	0
	Low Extent	13.5	18
	Moderate Extent	9.8	13
	Great Extent	56.4	75
	Very High Extent	20.3	27
Risk reporting and carrying out actions toward improvement in project delivery	Not At All	17.3	23
	Low Extent	19.6	26
	Moderate Extent	14.3	19
	Great Extent	48.1	64
	Very High Extent	0.8	1

ST. PAUL'S UNIVERSITY

Source: Survey Data (2021)

Table 4.23 shows that to a great extent, 57.1% of the respondents were involved in stakeholder provision of progress feedback with about 15.8% of the respondents being involved to a very high extent. 54.1% of the respondents were involved in the execution of task assignments to a great extent. Over 60% of the respondents were involved in the identification of deviations in project delivery at a great extent (49.6%) and a very high extent (23.3%). Over 70% of the respondents indicated having been involved in the direction provided to stakeholders to a great and very high extent.

The table shows that less than 50% of the respondents were involved in the identification of deviations in project delivery to a great extent (49.6%) but with an additional 23.3% having been involved at a very high extent. Over 70% of the respondents were involved in corrections of identified errors done/made while keeping community stakeholders informed to a great extent (57.9%) and a very high extent (12%). Similar trends were seen in the involvement of the respondents in both being informed about project cost deviations and assessment of additional resources needed in project delivery. These were rated at great extent and very high extent of 75.9% and 76.7% respectively. On the contrary, less than 50% of the respondents were involved in risk reporting and carrying out actions towards improvement in project delivery to a great extent (48.1%).

Community stakeholders were included throughout the whole process of monitoring and evaluating project delivery in the oil and gas sector. The study's findings showed that stakeholders performed a variety of monitoring and evaluation tasks, such as providing feedback on progress, spotting deviations in the delivery of the project, fixing errors that had been spotted, and disclosing information about the project's cost and outcomes. The results revealed that the engagement of various parties varied widely, from minimal, to moderate, to high, to absent.

It was probable that the implementation process would require involvement from community stakeholders before the Tullow Oil Exploration Company could deliver projects to local communities. The findings were consistence with those of Owuor and Moronge, (2017) who found that community stakeholder involvement in the monitoring and evaluation stage of development projects facilitates the identification of challenges and obstacles surrounding the projects. Therefore, if key stakeholders of community projects were not committed to

ST. PAUL'S UNIVERSITY

carrying out their roles in evaluating and monitoring projects during the implementation process, it would adversely influence the project outcome.

Averaging the values given from participant responses to creating a new variable using three measurement scales, several questions were combined to create a scale, which had a Cronbach's alpha level of 0.8, which is much higher than the threshold of reliability set at 0.7. Insight into the research was gained from the actual distribution, which enabled the display of category variables like low, moderate, and high involvement as shown in Table 4.24.

Table 4.24: Level of Involvement in Project Monitoring and Evaluation Process

Results n=133		
Level of Involvement	**Percent**	**Number**
Low level of involvement in monitoring and evaluation process	36.8	49
Medium level of involvement in monitoring and evaluation process	37.6	50
High level of involvement in monitoring and evaluation process	25.6	34

Source: Survey Data (2021)

Table 4.24 shows that of the three categories, the medium level of monitoring and evaluation process had the largest position/portion/number of the respondents (37.5%). This was followed by a close 36.8% of the respondents who had low involvement in the monitoring and evaluation process. The high level was the least at (25.6%). The results showed that there was a gap between the percentage of respondents who were heavily active in the monitoring and evaluation process throughout project delivery (25.6%) and those whose involvement was little (36.8%).

The study investigated the progress and outcomes to ascertain the degree to which stakeholders' involvement was associated with the caliber of projects completed. The findings were presented in Table 4.25 below.

Table 4.25: Respondents views on the Level of Involvement in Monitoring and Evaluation and Project Quality (N=133)

Results n=133				
Level of Involvement	**Project satisfactorily completed (%)**	**Project satisfactorily not completed (%)**	**Total (%)**	**Number**
Low Involvement	73.17	26.83	100	41

ST. PAUL'S UNIVERSITY

Moderate Involvement	53.33	46.67	100	45
High Involvement	64.29	35.71	100	28
Very High Involvement	52.63	47.37	100	19
Grand Total	Mean score = 60.86	Mean score = 39.14	100	133

Chi-Square value, X^2=6.782, df=1, P value=.009

Source: Survey Data (2021)

There were variations in stakeholders' involvement levels throughout the project's monitoring and evaluation. Table 4.22 revealed that 73.17% of the respondents who had low involvement in the monitoring and evaluation process rated the community project completion as satisfactory. 53.33% of those who were moderately involved rated the community projects' completion as satisfactory too. On the contrary, those who had high involvement and very high involvement in project monitoring and evaluation were more satisfied with community project completions with 64.29% and 52.63% respectively. The results generally showed a higher percentage of participants admitting the fact that their involvement was based on low, moderate, and high levels in various communities within the south Lokichar Basin in Turkana County.

According to the analysis, community stakeholder involvement in the monitoring and evaluation of community projects conducted by Tullow Oil Exploration Company in South Lokichar Basin in Turkana showed statistically significant association between stakeholders' involvement in evaluation and monitoring of implemented community projects and the projects' completion satisfaction (X^2=6.78, df=1 p-value=0.009) delivered. This means that the various stakeholders who participated at different levels in monitoring and evaluation of community projects prompted the timely delivery of some community projects. The findings indicated that stakeholder involvement in the monitoring and evaluation process was not projected to be obligatory for Tullow Oil Exploration Company to proceed with project delivery to communities. It showed that stakeholders' involvement significantly influenced the quality of project delivery, lending agreement to the conclusions of prior studies conducted in other regions. The findings aligned with a research conducted by Njogu (2016), who emphasized the significance of stakeholder engagement in monitoring project resources, rectifying any errors that may arise, and identifying any deviations that could impact project performance. The present study confirmed the necessity of such involvement. Stakeholder involvement in monitoring and assessment was found to lead to cost savings and increased satisfaction among recipients.

ST. PAUL'S UNIVERSITY

The table labeled 4.26 presents a concise overview of the results obtained from a logistic regression analysis. The analysis specifically examines the correlation between different predictors (monitoring and assessment procedure, gender, age, level of education) and a binary outcome variable known as project delivery. The table contained coefficients (B), standard errors (SE), Wald statistics, significance levels (Sig.), and the exponentiated coefficients (Exp(B)), which provided odds ratios. The dependent variable was dichotomously coded, with a value of (1) indicating satisfactory completion of the project and a value of (0) indicating unsatisfactory completion. The independent variable, monitoring and evaluation, was used to estimate the coefficients for the monitoring and evaluation procedure, gender, age, and level of education.

The monitoring and evaluation process had a positive coefficient of 0.535, which means that for every one-unit increase in the monitoring and evaluation process variable, there was an increase in the log chances of the outcome. The probability of the outcome increased by approximately 1.707 times for every one-unit increase in the monitoring and evaluation procedure. Nevertheless, this effect did not exhibit statistical significance ($p = 0.189$). The absence of statistical significance indicated that this variable did not have a meaningful predictive effect on project delivery.

Gender had a negative coefficient (-.158), suggesting that being male (or the reference category) was associated with a decrease in the log odds of the outcome compared to being in the female category, holding all other variables constant. At odds ratio [Exp(B) = 0.854]; the odds of the outcome were about 14.6% lower for males compared to females, but this effect was not statistically significant ($p = 0.708$). Age had a positive coefficient 0.015), indicating that a one-unit increase in age was associated with an increase in the log odds of the outcome, holding all other variables constant. At odds ratio [Exp(B) = 1.015]; the odds of the outcome increased by about 1.5% for each additional year of age, but this effect was not statistically significant ($p = 0.405$).

The level of education was a categorical variable and the reference category was level 0 (absence of education). The coefficients for levels 1 (primary education), level 2 (secondary education), and level 3 (tertiary education) represented the change in log odds compared to the reference category, holding all other variables constant. Those who possed primary education were more likely to know that projects were satisfactorily completed (positive coefficient 0.265), suggesting that primary education was associated with an increase in the

ST. PAUL'S UNIVERSITY

log odds of the outcome compared to the absence of education. At the odds ratio [Exp(B) = 0.767], the odds of the outcome were about 23.3% higher for primary education compared to the absence of education, but this was not statistically significant (p = 0.682). Those who had secondary education were likely to recognize that projects were satisfactorily completed (positive coefficient 0.635), as secondary education was associated with an increase in the log odds of the outcome. At odds ratio [Exp(B) = 0.530], the odds of the outcome were about 47.0% higher for secondary education, but this was not statistically significant (p = 0.336). Tertiary Education had a coefficient of -1.200 with a significance level of 0.038, indicating a statistically significant effect. This suggested that tertiary Education was associated with lower odds of the outcome (odds ratio of 0.301).

The constant value of 0.586 suggested that when the independent variable (monitoring and evaluation process) was zero, the baseline level of project delivery was 0.586 units, indicating that a one-unit increase in the implementation process variable was associated with an increase in the log odds of the outcome, holding all other variables constant. At odds ratio [Exp(B) = 1.797], the odds of the outcome increase by about 20.3% when all predictors were zero, but this was not statistically significant (p = 0.708). The results of the analysis of binary logistic regression were presented in Table 4.26.

Table 4.26: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Project Monitoring and Evaluation and Satisfactory Completion of community Projects (N=133)

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	df	Sig.	
	B	SE	Wald			Exp(B)
Monitoring & Evaluation Process (ref: low involvement?)	.535	.407	1.725	1	.189	1.707
Gender (ref: female?)	-.158	.422	.140	1	.708	.854
Age	.015	.018	.695	1	.405	1.015
Level of education (0)			4.627	3	.201	
Level of education (1)	-.265	.647	.167	1	.682	.767
Level of education (2)	-.635	.660	.927	1	.336	.530
Level of education (3)	-1.200	.577	4.325	1	.038	.301

ST. PAUL'S UNIVERSITY

Constant	.586	1.030	.323	1	.570	1.797

a. Variable(s) entered on step: Involvement in Monitoring and Evaluation Process, gender, age, and level of education.

In conclusion, the analysis revealed that the monitoring and evaluation process did not have a significant effect on the outcome. Tertiary Education showed a significant negative effect, suggesting that this level of education was associated with lower odds of the outcome. Gender and age did not have significant effects on the outcome variable. These findings highlighted the potential impact of higher levels of education on the outcome, while the monitoring and evaluation process did not appear to significantly influence the odds of the outcome in this model. Other predictors (monitoring and evaluation, gender, age, primary education, and secondary education education) did not show statistically significant effects in this model.

This findings contradicted the research conducted by Waithera (2015), which found that involving project stakeholders in the process of reviewing and monitoring significantly enhanced the outcomes. Similarly, the results contravened a research by Ruwa (2016) who found that involving stakeholders in the review and monitoring processes enhanced project outcomes. Stakeholders, who enhance efficiency in terms of time, have the authority to hold implementers accountable for the money spent and assure the project's long-term sustainability. In a study conducted by Njogu (2016), the author examined the effects of stakeholder engagement on the effectiveness of vehicle control initiatives in Nairobi, Kenya. According to reports, the participation of stakeholders in monitoring projects has a substantial impact on the performance of Automobile Emission control programs. Mwewa *et al*. (2020) reported that increasing stakeholder involvement in the development of roads is a good idea because it will have significant impact on how well they operate financially, similarly reported that effective involvement of stakeholders enhances integrative construction project execution as well as collaboration between teams.

The results contradicted the findings of Mohammed, Alhassan, and Kanlisi (2018) who, found a limited level of stakeholder participation in project and program assessments. This is because, based on stakeholder comments, this group is rarely afforded the chance for complete participation. According to the Institute of Development Studies (1998), allowing stakeholders to participate in measurement and evaluation helps development organizations

ST. PAUL'S UNIVERSITY

to better prioritize their main objective of enhancing the well-being of impoverished individuals and increasing their involvement in identifying and implementing positive changes. Nevertheless, the reactions which accurately reflected the situation in reality, differed from this perspective.

Qualitative studies also showed that community members played an important role in Tullow Oil Company's monitoring and assessment efforts. However, the respondents highlighted areas in which they believed community stakeholders were not involved adequately. Based on the responses from the primary source (Focus Group Discussion), we learned that:

> *Stakeholders were engaged in providing comments to a certain extent, particularly when a topic developed that was not well understood by the community. Typically, the company's response time for inquiries was quite predictable. The community thought that input was insufficient, for instance, when trash was dumped in some locations. On the other hand, there have been significant complaints from locals about the effect the company's activities have had on their lives. In response, members of the community often voiced their complaints to company executives, either directly or via the village socialization officer. Although a grievance office was established, it was determined that the officer would not visit the community to provide feedback or answer questions, leaving it up to the stakeholders in the area to do so. While the company addressed basic needs like water, employment, and waste management for the community, it ignored suggestions for how to improve operations (FGD at Loperot village, March 2021).*

To show openness, the research revealed that stakeholders were engaged in offering guidance primarily during employment, tender, and problems of social substance. For instance, in Tullow Oil Exploration Company especially in the recruitment of junior casual laborers, community stakeholders contributed to allocating quotas across the different villages. Notably, since the company already had its own policies and corporate guidelines to follow when carrying out its mission, the involvement of community stakeholders in the provision of direction seemed minimal specifically on skilled opportunities and award of lucrative tenders to tenderpreneurs.

Responses to the question of who should be responsible for fixing mistakes, particularly those caused by contractors, were quite divergent. When asked if the companies engaged them and whether they could successfully transmit observations that needed corrections of mistakes noticed in the course of project execution, key informants responded in the affarmative. In rare cases, community stakeholders have recommended switching contractors in charge of a project. Even though there were sub-county committees tasked with the responsibilities of project identification and error correction, they often limited the responsibilities and links

ST. PAUL'S UNIVERSITY

between the community's stakeholders and Tullow Oil Exploration Company located in the community. In addition, some community stakeholders felt that they were not significantly involved in the correction of errors, explaining why there were incidents of strikes being staged by the community. Focus group results supplemented and complemented descriptive and key informant findings. Their findings suggested:

> *Since monitoring and control can reveal whether or not project plans and implementation are complete, all relevant parties should be involved. Yes. At each stage of a project's life cycle (identification, planning, implementation, monitoring, and control), the same set of stakeholders is consulted. Feedback particularly concerning about the project, from the committee or the persons appointed to represent the committee at the Company's meetings is less than satisfying. They take their sweet time doing things, and sometimes they completely ignore the mistakes they've made. The monitoring and assessment procedure is ineffective and inefficient since certain projects were completed in a manner different from what was agreed upon are not modified. The companies only get in touch with the community's most prominent figures like Area Chiefs and CLOs, leaving the rest of the community out of the loop (a 42-year women leader in Kalouchelm village).*

According to the research results, including community members in the monitoring and evaluation process helped guarantee that their concerns about the projects' progress and any potential problems caused by any deviations were constantly assessed. This was in line with Kamau's (2017) claims that any stakeholder-involved, partnership-based, cooperatively exploited, and mutually respected monitoring and evaluation process is necessary for any participatory community initiative to provide the intended outcomes. As Kamau pointed out, the community must be transformed from helpless onlookers into active contributors so that they may shape the project in accordance with their insights and priorities.

Together, the results of this study and those of Njogu's (2016) study on the effect of stakeholder engagement on project performance support the idea that thorough monitoring and evaluation, including the identification of deviations and the correction of errors, is essential to the timely and successful completion of any project. Project management monitoring and evaluation is a synopsis of the processes, systems, and tools used to track a project's development (Magutu *et al*., 2013). Monitoring and evaluation (M&E) is a crucial tool of project management and the pivot for a successful project accomplishment as it plays a continuous role in providing valuable feedback on project progress, irregularities and their causes, and the opportunity for crucial corrective mediations that increase the likelihood of achieving project objectives.

ST. PAUL'S UNIVERSITY

4.4.6. Management of Community Expectations and Project Delivery

The fifth objective of the study aimed at examining the mediating consequence of management of community expectations on the relationship between community stakeholder involvement and project delivery in south Lokichar Basin in Turkana, Kenya. The following research question was derived from the objective: what is the mediating effect of management of community expectations on the relationship between community stakeholder involvement and project delivery in the South Lokichar Basin in Turkana, Kenya? Analysis on the management of community expectations was undertaken in this section. Quantitative data (such as numbers of cases and percentages) was presented in tables, but as this my have been insufficient to address the posed research question, qualitative data was also provided. Descriptive statistics about the respondents' views on the level of involvement in the management of community expectations were presented in Table 4.27.

Table 4.27: Respondents views on the Level of Involvement in the Management of Community Expectations (N=133)

Items	**Involvement in Management of Community Expectations**	**Percent**	**Number**
Tullow Oil Exploration Company carry out various community projects as informed by community expectations	Not At All	12.0	16
	Low Extent	11.3	15
	Moderate Extent	9.8	13
	Great Extent	48.9	65
	Very High Extent	18.1	24
Tullow Oil Exploration Company provide the members of the community with job opportunities	Not At All	7.5	10
	Low Extent	9.8	13
	Moderate Extent	13.5	18
	Great Extent	57.1	76
	Very High Extent	12.0	16
Social impact assessment is conducted by Tullow Oil Exploration Company	Not At All	1.5	2
	Low Extent	18.1	24
	Moderate Extent	6.8	9
	Great Extent	53.4	71
	Very High Extent	20.3	27
Tullow Oil Company carry out environmental impact analysis geared towards satisfying stakeholders expectations	Not At All	7.5	10
	Low Extent	15.8	21
	Moderate Extent	14.3	19
	Great Extent	46.6	62
	Very High Extent	15.8	21

ST. PAUL'S UNIVERSITY

There is efficient project delivery by Tullow Oil Exploration Company	Not At All	2.3	3
	Low Extent	12.8	17
	Moderate Extent	10.5	14
	Great Extent	60.9	81
	Very High Extent	13.5	18
Tullow Oil Company carry out various livelihood projects in line with the needs of the host community	Not At All	15.0	20
	Low Extent	14.3	19
	Moderate Extent	9.8	13
	Great Extent	42.1	56
	Very High Extent	18.8	25
Various community development projects are delivered by Tullow Oil Company in line with the expectations of the local community	Not At All	17.3	23
	Low Extent	17.3	23
	Moderate Extent	11.3	15
	Great Extent	38.3	51
	Very High Extent	15.8	21

Source: Survey Data (2021)

Table 4.27 shows that more than 60% of the respondents stated/indicated that Tullow Oil Exploration Company carried out various community projects as informed by community expectations to a great Extent (48.9%) and Very High Extent (18.1%). The table also shows that over 57% of the respondents stated/ indicated that Tullow Oil Exploration Company provided the members of the community with job opportunities to a great extent (57.1%) through low-paying jobs with an additional 12% rating at a very high extent.

Over 70% of the respondents indicated that social impact assessment was conducted by Tullow Oil Exploration Company to a great extent (53.4%) and a very high/great extent (20.3%). 46.6% of the respondents indicated that Tullow Oil Company carried out environmental impact analysis geared towards satisfying stakeholders' expectations to a great extent. An additional 15.8% of the respondents rated the item being undertaken at a very high extent.

The table shows that over 70% of the respondents rated the statement that there is efficient project delivery by Tullow Oil Exploration Company to a great extent (60.9%) and a very high extent (13.5%). About 60% of the respondents explained/ stated/ indiacted that Tullow Oil Company carried out various livelihood projects in line with the needs of the host community to a great extent (42.1%) and a very high/great extent (18.8%). Slightly more than half of the respondents rated the various community development projects being delivered by Tullow Oil Company to be in line with the expectations of the local community to a great extent (38.3%) and very high/great extent (15.8%).

ST. PAUL'S UNIVERSITY

The results aligned with those of Maweu (2015) who discovered that the success of community-based projects is greatly influenced by the active participation of stakeholders. Maweu concluded that when stakeholder involvement is lacking, it often leads to confusion, uncertainty, and in certain instances, civil unrest. The community must be provided with sufficient information on their rights, privileges, participation, and the process for addressing complaints. If key stakeholders fail to fulfil their responsibilities in managing community expectations, it will have a negative impact on the community project's conclusion.

In order to understand better the level of involvement of community stakeholders in management of community expectation for successful project delivery, individual questions relating to involvement were combined to ctreate a scale which had a Cronbach's alpha level of 0.8, which is higher than the benchmark of reliability set at 0.7 then categorised into low involvement, moderate involvement and high involvement as presented in Table 4.28.

Table 4.28: Respondents views on the Level of Involvement in the Management of Community Expectations (N=133)

Results n=133		
Level of management of community expectations	**Percent**	**Number**
Low level of involvement in management of community expectations	40.6	54
Moderate level of involvement in management of community expectations	37.6	50
High level of involvement in management of community expectations	21.8	29

Source: Survey Data (2021)

Table 4.28 shows that 40.6% of the respondents had observed that there was a low level of involvement in themanagement of community expectations on project delivery, while 37.6% of the respondents indicated a moderate level. Although the study found that Tullow Oil Exploration Company's involvement was generally low, there were a selected few (accounting for only 21.8%) who confirmed the high level of management of community expectations. The study investigated the progress and outcomes to ascertain the degree to which stakeholders' engagement correlated with the caliber of projects completed. The findings are presented in Table 4.29.

ST. PAUL'S UNIVERSITY

Table 4.29: Respondents views on the Level of Involvement in the Management of Community Expectations and Quality of completed projects (N=133)

Level of Involvement	Project Satisfactorily completed	Project not Satisfactorily completed	Total (%)	Number
Low involvement	53.49	46.51	100	43
Moderate involvement	45.45	54.55	100	33
High involvement	46.15	53.85	100	39
Very High involvement	38.89	61.11	100	18
Grand Total	**46.00**	**54.00**	**100**	**133**

Chi-Square value, X^2=61.566, df=1, p value = .000

Source: Survey Data (2021)

The findings in Table 4.29 indicate that more of the respondents (53.49%) who had low involvement in management of community expectations and quality of completed community projects rated project completion as satisfactory. On the contrary, more of the moderately involved respondents were not satisfied (54.55%) with the community projects completed. Similar trends were seen in the level of involvement of the respondents in the categories of high involvement and very high involvement as project not being satisfactorily completed at 53.85% and 61.11% respectively. The table also shows that the Chi-square value, X^2=61.566; df= 1 and Sig=.000. This implies that there was a statistically significant association between the level of involvement in the management of community expectations and the quality of completed projects. It was evident, therefore, that the higher the level of involvement of community stakeholders in the management of their expectations the higher the view that the community projects were completed.

Table 4.30 below shows the summary results of logistic regression analysis, examining the relationship between various predictors and a binary outcome variable. The table includes coefficients (B), standard errors (SE), Wald statistics, significance levels (Sig.), and the exponentiated coefficients (Exp(B)), which represented odds ratios. Management of community expectation was coded (1) for project satisfactorily completed and (0) otherwise and the moderating variable was management of community expectation which showed the estimated coefficients for management of community expectation, gender, age, and level of education. The coefficient analysis of the regression model provided valuable insights into

ST. PAUL'S UNIVERSITY

the relationships between each independent variable (management of community expectation, gender, age, and level of education) and the dependent variable, project delivery.

The coefficient for the management of community expectation (ref: low involvement) was 1.554, indicating that a one-unit increase in the management of community expectation variable was associated with an increase in the log odds of the outcome. This effect was statistically significant (p = 0.001), suggesting that higher involvement in the management of community expectation was associated with increased odds of the outcome (odds ratio of 4.732). The odds of the outcome were approximately 4.732 times higher for each one-unit increase in the management of community expectations. The significance of management of community expectations was crucial for improving project delivery outcomes.

The negative coefficient (-.564) for gender indicated that being male was connected with a decrease in the log chances of the outcome, relative to being female while keeping all other variables constant. With an odds ratio of 0.569, the likelihood of the result was around 43.1% lower for males compared to females. However, it was important to note that this effect was not statistically significant, as indicated by a p-value of 0.216. The variable "age" had a positive coefficient of 0.003, which means that for every one-unit increase in age, there was a rise in the log chances of the outcome. This relationship holds even when all other variables are held constant. The odds ratio (Exp(B) = 1.003) indicated that for each extra year of age, the probabilities of the result rose by approximately 3.0%. However, this effect was not statistically significant (p = 0.884).

The level of education was a categorical variable with four levels and the reference category was level 0 (absence of education). The coefficients for levels 1 (primary education), level 2 (secondary education), and level 3 (tertiary education) represented the change in log odds compared to the reference category, holding all other variables constant. Primary education had a positive coefficient (0.471), suggesting that primary education was associated with an increase in the log odds of the outcome compared to the absence of education. At the odds ratio [Exp(B) = 0.624], the odds of the outcome were about 37.6% higher for primary education compared to the absence of education, but this was not statistically significant (p = 0.491). Secondary education had a negative coefficient (-1.380) compared to the absence of education; secondary education was associated with a decrease in the log odds of the outcome. At the odds ratio [Exp(B) = 0.252], the odds of the outcome were about 74.8% lower for secondary education compared to the absence of education, this effect was

ST. PAUL'S UNIVERSITY

marginally statistically significant (p = 0.058). Tertiary education had a coefficient of -1.828 with a significance level of 0.005, indicating a statistically significant effect. This suggested that tertiary education was associated with lower odds of the outcome (odds ratio of 0.161).

The constant value of 0.953 suggested that when the independent variable was zero, the baseline level of project delivery was 0.953 units, indicating that a one-unit increase in the management of community expectation was associated with an increase in the log odds of the outcome, holding all other variables constant. At odds ratio (Exp(B) = 2.593), the odds of the outcome increased by about 40.7% when all predictors were zero, but this was not statistically significant (p = 0.371). The analysis of binary logistic regression was presented in Table 4.30.

Table 4.30: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Management of Community Expectations and Satisfactory Completion of Projects (N=133)

Model	Unstandardized Coefficients		Standardized Coefficients	df	Sig.	
	B	SE	Wald			Exp(B)
Management of community expectation (ref: low involvement?)	1.554	.473	10.789	1	.001	4.732
Gender (ref: female?)	-.564	.457	1.528	1	.216	.569
Age	.003	.019	.021	1	.884	1.003
Level of education (0)			8.274	3	.041	
Level of education (1)	.471	.684	.475	1	.491	.624
Level of education (2)	-1.380	.726	3.608	1	.058	.252
Level of education (3)	-1.828	.657	7.736	1	.005	.161
Constant	.953	1.065	.800	1	.371	2.593

a. Variable(s) entered on step: Involvement in Management of Community Expectation, gender, age, and level of education.

In summary, the analysis revealed that the management of community expectation significantly affected the outcome, with higher involvement correlating with increased odds of the outcome. Tertiary Education also showed a significant negative effect, suggesting that

'S UNIVERSITY

a tertiary level of education was associated with lower odds of the outcome. Gender, age primary education, and secondary education did not have significant effects on the outcome variable. These findings highlighted the importance of managingcommunity expectations and the potential impact of higher levels of education on the outcome.

The study findings lend credence to the conclusions of prior studies conducted in other regions, such as Bhattacharya and Korschun (2008), who suggest that, currently, the unbiased functionality of companies or organizations has transformed and goes beyond creating incomes for shareholders. Rather, organizations or companies must incorporate a variety of profits that are cherished by their stakeholders to be seen as a node of interactions between the business firms. Murwanashyaka and Shukla (2015) found that stakeholder management had a beneficial impact on the performance of the Kigali-Gatuna road restoration project. As a result, it is documented that dispute resolution, contract management, and communication management strategies have a favourable impact on project performance. The study discovered that in the South Lokichar Basin in Turkana, Kenya, stakeholders' management of community expectations influenced the oil Exploration Company quality of the project implemented and delivered.

Further, Andriof and Waddock (2002) discovered that community stakeholder expectations for corporate social responsibility encompass environmental, social, and economic dimensions. Community stakeholders have high expectations of environmental responsibility, including honesty, respect, and adherence to environmental norms, openness and accountability. They promote a resource policy that is beneficial and engages in external social issues such as social exclusion, community regeneration, education, culture, and employee volunteerism as part of their commitment to social responsibility. Community stakeholders anticipate the creation of value, money, and wealth, as well as the generation of jobs, adherence to ethical trade norms, and compliance with advertising rules, as part of their economic responsibilities.

The study employed qualitative data to evaluate the aforementioned question due to the inadequacy of quantitative data for sophisticated statistical analysis. The qualitative data revealed that the Tullow Oil Exploration Company employed temporary workers from the nearby communities and reserved certain roles for different villages in the area. This contrasted with the findings from the quantitative data. As such, the communities felt that they were significantly involved and their expectation to secure jobs during project

ST. PAUL'S UNIVERSITY

implementation was met. Nonetheless, the expectations of the community stakeholders were too high, since even though various corporate social responsibility projects were rolled out, such as scholarship opportunities for students in the region, construction of classes and water projects, and unskilled manpower, they still felt that Tullow Oil Exploration Company could have done more. An interview with a staff of the Ministry of Mining and Petroleum in the Lokichar community provided/ revealed the following:

> *The company's efforts to provide residents with work are well-valued by the community. This resulted in the development of Lokichar and Lokori cities and a decrease in livestock rustling. Some students were given scholarships to further their education abroad. Several water projects were implemented throughout the South Lokichar Basin by the Tullow Oil Exploration Company. Together with the National Environment Management Authority (NEMA), an environmental impact assessment was carried out before construction began on each of the projects (43-year-old Ministry of Mining and Petroleum staff in Turkana).*

The results of the study showed that Tullow Oil Exploration Company had a strong commitment to their social corporate responsibilities in the areas of employment in line with the community expectation, school construction and renovation, bursaries and scholarships for students both domestically and internationally, water projects, and health care. The companies, as part of their social corporate responsibility, provided casual jobs to people from the villages around the vicinity of the oil and gas exploration Company wells within the South Lokichar Basin especially Turkana South and Turkana East. As a result/ consequently, living standards have changed and some infrastructure has been developed in some parts. Even though several community development initiatives were launched, it wasn't enough to satisfy the community's high expectations. Tullow Oil Exploration Company invested a lot of money towards promoting education by building schools and constructing water systems, as well as providing scholarships for local students to attend universities in other countries. Despite all these, members of the local community felt that more could have been done. According to the findings, the Company had funded more water projects in the South Lokichar Basin for human and livestock use. The discussions with a community opinion leader in Lokichar in Turkana revealed that:

> *The employment system is unfair, yet the oil Company produces jobs. It iss tainted because the individuals involved just care about themselves and their families. When they harm the environment, they don't stop to consider the consequences before acting. They complete their community development projects but fail to deliver on agreed-upon initiatives. Most rural areas complain that essential infrastructure*

ST. PAUL'S UNIVERSITY

> *improvements, such as a nearby hospital or reliable water supply, have not been made. The communities in each of these areas hope that the oil discoveries in Turkana South would result in the following benefits: the fencing of schools built by the companies, the construction of hospitals and roads, the treatment of disposed garbage, and the provision of salaries for the elderly. So far, everything is as expected. Sub-county hospital, water tanks in certain settlements, and schools (62-year-old community opinion leader; Lokichar in Turkana).*

The purpose of an environmental and social impact assessment (ESIA) is to provide decision-makers with the information they need to weigh the pros and cons of a project in light of its potential effects on the environment and social lives of the communities before giving their approval for the project to move forward. Tullow Oil Drilling Company confirmed community engagement in environmental and social impact assessment in the South Lokichar Basin in Turkana. Principle 17 of the Rio 1992 Declaration on Environment and Development provides the clearest sign of worldwide support for environmental effect analysis/assessment by stating, "The necessity of impact evaluation was concisely articulated in the following terms" "*Environmental impact assessment, as a national instrument, shall be undertaken for proposed activities that are likely to have a significant impact on the environment and are subject to a decision of a competent authority (Principle 17 of the Rio 1992 Declaration).*"

Additionally, Agenda 21 permits the inclusion of individuals, organizations and businesses in environmental and social impact assessment processes. It mandates that countries ensure environmental and social impact assessments precede relevant verdicts, that environmental considerations are incorporated into decision-making at all stages, that transparency and responsibility for environmental implications on social and economic policies are ensured, and that countries assess the environmental appropriateness of infrastructure during community project delivery. According to Tullow officials, a thorough environmental impact assessment opened the door to public scrutiny and involvement in decision-making. A prominent staff of Tullow reported that;

> *To lessen the environmental damage caused by different projects, Environmental and social impact analysis/assessment was frequently conducted, especially before the start of the various projects in partnership with the National Environment Management Authority (55-year-old head of operations, Tullow Oil in Turkana).*

ST. PAUL'S UNIVERSITY

There was confusion and discord about what the community should anticipate from Tullow Oil Exploration Company since some members were more interested in the completion of large-scale infrastructure projects than others. Therefore, community expectation management was crucial in avoiding future conflicts between community members and Tullow Oil Exploration Company. As a result, the community stakeholders believed that the community projects were being rolled out for their benefit since they were involved in the management of community expectations. The community stakeholders considered this as a lack of transparency or lack of mechanisms to address grievances on local relevant concerns and this planted seeds of distrust and discord. This study's results were consistent with those of Mandala (2018), who found that proper management of community expectations is necessary to avoid future disputes that might influence project delivery.

Also, Andriof and Waddock (2002) disentangle stakeholder requirements for project completion from other facets of social corporate responsibility, like the economy and the environment. Integrity, respect, environmental standards, openness, and accountability are what stakeholders look for when it comes to environmental expectations. In addition, they want the company to take an active role in addressing social concerns such as social exclusion, community regeneration, education, culture, and staff volunteerism. Stakeholders depend on a company to provide value in the form of revenue and wealth creation, employment creation, ethical trade standards, or advertising standards, among other things. When it comes to stakeholders' environmental expectations, however, empirical research by Soule *et al*. (2013) shows that businesses have come a long way towards eradicating the idea that business is to gain wealth and the need to strike a balance between the full demands of community stakeholders in terms of social and environmental impacts. As a result, business companies have shifted the focus of their environmental policies to prioritize the common good, shared worth, community social responsibility, sustainability, and stakeholder management.

The study findings revealed villagers' expectations from Tullow Oil Exploration Company in Turkana South and Turkana East since oil was discovered. There was uniformity in terms of responses obtained from the key informants who provided/revealed that villages expected the following projects; stable employment for most of the community members, most projects be implemented and delivered to the communities where oil wells are situated, improved living conditions of community members, Tullow Oil Exploration Company to take a long time and invest a lot to the communities, those employed would work for a long time and no

ST. PAUL'S UNIVERSITY

redundancy would be done/declared affecting them, infrastructural development like roads, railways, airports, schools, hospitals, water projects and many more would be implemented and delivered to the communities, the community would benefit directly by getting the 5% shares through cash transfer (locally christened as "KIWAAK NAKAAD" and all the needs of the community would be addressed.

From the findings obtained, it appeared that Tullow Oil Exploration Company had met some community expectations through employment, as most of the manpower (unskilled low cadre employees) was reserved for the host community members, most projects delivered to the communities, improving living standards of the community and improvements of infrastructural facilities within host communities had somehow been met. However, the study found that Tullow Oil Exploration Company had not met some community expectations in terms of project implementation and delivery. Unme expectations include; most projects still not done as promised to the communities by Tullow Oil Exploration Company as the Company took a long time and still had nott invested a lot to the producing communities, those employed, mostly casual workers, were not engaged for a long time and some were affected by redundancy, there were still inadequate infrastructural development like roads, railways, airports, schools, hospitals, water projects and many more, the community had not benefited directly from the 5% shares through CASH TRANSFER even after the Kenya government and Tullow Oil sold the first consignment of crude oil through Early Oil Pilot Scheme (EOPS) in June 2018 and all the needs of the community had not been addressed as promised by Tullow Oil Exploration Company.

The study documented the perceptions relating to the positive and negative aspects of Tullow Oil Exploration Company which included; lack of social development and compensation, environmental responsibility concerns, health effects, lack of employment opportunities and neglect of host communities, and lack of educational and community business support.

ST. PAUL'S UNIVERSITY

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings established in the study; conclusions derived from these findings as well as recommendations deduced from the outcome of the study. The study sought to examine the effect of community stakeholder involvement on project delivery; an examination of community projectssupported by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya. The structure of the various sub-sections of this chapter is largely in line with the order of the specific objectives as well as the corresponding answered research questions of the study. Additionally, suggestions for further research were documented in this chapter in line with the thrust of the study.

5.2 Summary of Findings

The study sought to assess the effect of community stakeholder involvement on project delivery: The case of community projects funded by Tullow Oil Exploration Company in Turkana, Kenya. Thus, the specific objectives of the study focused on the effect of community stakeholder involvement in the identification, e planning, implementation, and monitoring and evaluation processes on one hand and project delivery by Tullow Oil Exploration Company in Turkana County, Kenya on the other hand. The mediating effect of management of community expectations on the nexus between community stakeholder involvement and project delivery by Tullow Oil Exploration Company in Turkana, Kenya was further examined.

Theory of Constraints, Stakeholder Theory, Conflict Theory, and Resource Dependence Theory underpinned the relationship between the study variables. A total of 1,401 persons were targeted in this descriptive study of the two Wards of Lokori / Kochodin and Lokichar;

ST. PAUL'S UNIVERSITY

138 respondents were considered/selecetd as a result of multistage sampling, and another 30 respondents were selected through purposive sampling. The research used both descriptive statistics, cross-tabulation with chi-square test, and binary logistic regression.

5.2.1. Community Stakeholder involvement in Identification Process and Project Delivery

The study sought to examine the outcome of community stakeholder involvement in the identification process of project delivery in South Lokichar Basin in Turkana, Kenya. The descriptive statistics of the study indicated that the largest portion of the respondents agreed that community stakeholders were involved in the identification process of projects by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya.

The study's descriptive data showed that the respondents were never left out of the process of identifying community initiatives. Community stakeholder involvement by Tullow Oil Exploration Company in identification and project delivery in Kenya's South Lokichar Basin in Turkana had comparable results, according to the descriptive analysis's findings. As a result, there was evidence that the respondents were included at appropriate levels of project identification together with/by community stakeholders. There was no discernible pattern in the responses. However, cross tabulation with chi-square analysis findings indicated that community stakeholder involvement in the identification process had no statistically significant effect on project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya (X^2=3.051, df =1, Sig .081). This findings confirmed the results of the binary logistic regression analysis, which indicated that the identification process was marginally significant (p=0.057) and affirmed that the identification process did not reliably predict project delivery in this model.

5.2.2 Community Stakeholder involvement in Planning Process and Project Delivery

The study sought to assess the effect of community stakeholder involvement in the planning process on project delivery by Tullow Oil Exploration Company in Turkana, Kenya. The outcome of the descriptive analysis further indicated that the statements relating to community stakeholder involvement in the planning process and project delivery of Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya were largely agreed upon by the respondents. Hence, an indication that community stakeholders were engaged in the planning stages of community projects.

ST. PAUL'S UNIVERSITY

With respect to the second specific objective, both cross-tabulation and binary logistic regression analyses established that community stakeholder involvement in the planning process had a statistically significant effect on project delivery by Tullow Oil Exploration Company in Turkana County, Kenya (X^2=31.033, df=1, p-value=.000) and p-value=.030(<0.05) respectively. In line with theoretical underpinnings, the findings further provided evidence that the planning phase of a project, just like other phases, remains of key importance, hence going through this process with relevant stakeholders in the host community resulted in successful project delivery

5.2.3. Community Stakeholder involvement in implementation Process and Project Delivery

The third objective of the study examineed the effect of community stakeholder involvement in the implementation process on project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. The respondents were largely in agreement with the statements relating to community stakeholder involvement in the implementation process and project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. Even though the findings showed that not all stakeholders were fully involved during the implementation phase of the projects, some were engaged at a moderate level and others at a minimal level, respondents generally agreed that the Tullow Oil Company often involved stakeholders in the implementation process and project delivery.

In view of this specific objective, both cross tabulation with chi-square and binary logistic regression found that community stakeholder involvement in the implementation process had a statistically significant effect on project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya (X^2=8.161, df=1, p-value = .000) and (p-value=.037, <0.05) respectively. Apart from the involvement of relevant community stakeholders in identification and planning processes, their further engagement in the implementation phase additionally provided them with unanimity and a sense of belonging, as such cooperating and ensuring the successful delivery of undertaken community projects.

5.2.4. Community Stakeholder Involvement in Monitoring and Evaluation Process and Project Delivery

The fourth specific objective further sought to establish the ramifications of community stakeholder involvement in the monitoring and evaluation process of project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya. The

ST. PAUL'S UNIVERSITY

descriptive statistics further indicated that the respondents highly agreed that community stakeholders were involved in the monitoring and evaluation process of projects by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya. The respondents largely concurred with the statements relating to the management of community expectations by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. The descriptive analysis of data showed that the respondents were involved in community expectation management to varying degrees.

The cross tabulation with chi-square analysis indicated that community stakeholder involvement in the monitoring and evaluation process had a statistically significant (X^2=6.782, df=1, p-value=.009) effect on project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya. Hence, the evidence that effective feedback provision, direction provision, and correction of errors contributed significantly to the successful project delivery of Tullow Oil Exploration Company. The quality of project performance by Tullow Oil Exploration enterprise in South Lokichar Basin in Turkana, Kenya, was shown to be statistically influenced by the engagement of community stakeholders in the management of community expectations. According to binary logistic regression analysis, the monitoring and evaluation process had a positive coefficient (0.535), indicating that a one-unit increase in the monitoring and evaluation process was associated with an increase in the log odds of the outcome. The odds of the outcome were approximately 1.707 times higher for each one-unit increase in the monitoring and evaluation process. However, this effect was not statistically significant (p = 0.189). The lack of statistical significance suggested that this variable did not significantly predict project delivery.

5.2.5 Management of Community Expectations and Project Delivery

The cross tabulation with chi-square indicated that the relationship between community stakeholder involvement and project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya was statistically significant in the management of community expectations (X^2=61.566, df=1, sig. = .000). Community expectation did not guarantee the best operational basis for corporate-community involvement in the oil and gas industry. Management of stakeholder expectations went a long way in determining the type of community projects to be initiated, hence influencing the level of stakeholder involvement and project delivery. According to binary logistic regression, the effect was statistically

ST. PAUL'S UNIVERSITY

significant (p = 0.001). This suggested that managing and meeting community expectations were crucial for improving project delivery outcomes.

5.3 Conclusions

The study found that the involvement of community stakeholders in the identification process was commendable. However, this had an insignificant effect on project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. This finding was in line with the study's specific objectives and observations. Involving community members earlier on allowed for a more robust interchange of ideas and the development of novel solutions, which in turn allowed for the development of streamlined, phased processes. As a result, major adjustments or variations in succeeding stages of a project would be avoided by early and collaborative choices made by all key stakeholders during the identification stage.

The research found that community members' involvement in the planning phase was significant in facilitating project delivery by Tullow Oil Development Company in South Lokichar Basin in Turkana, Kenya. Therefore, it was found that the necessity for adherence to the projected budget by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya was significantly affected by community stakeholder involvement in the planning process. Successful community project delivery was ensured by the establishment of clear guidelines to inform project participants of the numerous underlying tasks to be carried out. Community stakeholders were more interested in seeing the project through to a successful conclusion if they had clear information about the design specifications' intended outcomes. Tullow Oil Exploration Company can improve community project execution in the next phase by allocating resources wisely, specifying duties, and making contingency plans during this phase.

Even though Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya recognized the importance of involving community stakeholders at varying levels and in varying ways in the projects' implementation process, the study found a statistically significant positive effect on project delivery or user satisfaction. The research concluded that the level of community stakeholder involvement in the implementation process was a prerequisite and a critical factor of community project execution by the Tullow Oil Exploration enterprise in the South Lokichar Basin in Turkana, Kenya. With the right stakeholder involvement strategy, Tullow Oil Exploration Company would have concluded delivery ofcommunity projects within the specified time.

ST. PAUL'S UNIVERSITY

The study found that in the context of Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya, there was a significant relationship between the variables, even though community stakeholder involvement in the identification process had no significant effect on the completion and quality of projects delivery. The volume of community stakeholder involvement would provide insight on whether or not actual community initiatives met the standards set by the community. The research also found that the link between community stakeholder involvement and project delivery by the Tullow Oil Exploration enterprise in South Lokichar Basin in Turkana, Kenya was moderated by how those community members' expectations were handled. However, in developing nations like Kenya, where community stakeholder involvement in community projects is encouraged at every stage, subjective opinions, views, and ideas are not generated usually/hence dashing the hopes and dreams of the host community. As a result, meeting the high expectations of the host community is essential to completing a high-quality community project. Tullow Oil Exploration Company may get more support from the host community and reduce the risk of friction and conflict if they take the time to learn about local perspectives and community stakeholder expectations.

The study contributed to knowledge in various ways; the study documented various theories which included the Theory of Constraint, Stakeholder Theory, Conflict Theory and Resource Dependence Theory in support of the nexus between the study variables. The postulations of these theories underpinned the association between the variables of the study, hence the study documented comprehensive theoretical backings on community stakeholder involvement and project delivery relationship which was not well elaborated in previous research relating to the subject matter. While filling the gaps in the literature, these theoretical contributions were important to the existing body of knowledge.

The study contributed significantly to knowledge by documenting comprehensive empirical evidence on the subject matter based on rigorous statistical procedures. Statistical relationships between community stakeholder involvement attributes and project delivery in the context of South Lokichar Basin in Turkana, Kenya were largely isolated by previous empirical works especially those conducted within the contextual landscape of Kenya. The study, therefore, addressed the previous empirical gaps in the literature by documenting sound insight on community stakeholder involvement and project delivery relationships in the context of South Lokichar Basin in Turkana, Kenya. Apart from these relations being portrayed in a well-elaborated conceptual framework with accompanying underlying

ST. PAUL'S UNIVERSITY

indicators, the relationships were statistically expressed in an analytical model which enabled its subsequent empirical analysis, hence contributing immensely to the existing empirical body of knowledge. Through the suggested areas for further studies, the subject area can fully be explored based on different dimensions.

The study notably provided significant findings for practice as the management of Tullow Oil Exploration Company would find the outcome of this study useful since it provides them with practical implications about community stakeholder involvement and project delivery. The management of Tullow Oil Company was provided with additional insight into the various components of community stakeholder involvement spanning from stakeholder involvement in the identification, planning, implementation; monitoring and evaluation processes and how these components determined project delivery. Community projects undertaken by Tullow Oil Exploration Company in the host communities serve as a vital aspect of their projects. Community stakeholders remain critical in any given community, hence their involvement in community projects is paramount. Oil and gas and other exploration companies are attracted to a certain location due to the underlying natural resources of that community, hence the activities of these companies affect and are affected by the host community. The study outlined the importance of considering the yearnings of the community especially given exploration activities by companies. As recommended in this study, there was need to address the expectations of the host community which could be through the extensive involvement of stakeholders across identification, planning, implementation, monitoring, and evaluation stages.

The study documented important findings for policy formulation which stood as a significant contribution to this study. The study findings on the statistical relationship between community stakeholder involvement and project delivery by Tullow Oil Exploration Company in South Lokichar Basin are of significance to the Government of Kenya as they are useful to policymakers and the government in general. The government through the outcome of this research is more informed on the underlying linkages between community stakeholder involvement, management of community expectations, and project delivery. Community expectations that could be divergent and conflicting were comprehensively studied in this research and various policy recommendations in line with community stakeholder involvement provided to the government which when carefully considered would lead to the betterment of the extractive industry of Kenya. Stakeholders who were regarded as groups, companies, or individuals are often affected or perceived to be affected by activities,

ST. PAUL'S UNIVERSITY

decisions, and outcomes of projects. Notably, stakeholders contribute to project delivery through their involvement in the identification, planning, implementation, and monitoring and evaluation processes. Therefore, their involvement is key in the management of community expectations. As such, the current study sought to investigate the effect of community stakeholder involvement on project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, which stands as the oil and gas exploration site in Kenya. In a quest to arrive at lasting solutions to this dilemma, the study specifically examined community stakeholder involvement in the identification, planning, implementation; monitoring and evaluation processes, and how the management of community expectations affected project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya.

5.4. Recommendations

The relationship between community stakeholder involvement and project delivery by Tullow Oil Exploration Company in Turkana County, Kenya is of utmost importance. While community stakeholders exert influences on the success and sustainability of projects, equally community development projects improve the livelihood of members of the host community. The findings of the study on the effect of community stakeholder involvement on project delivery by Tullow Oil Exploration Company in Turkana County, Kenya had several implications for policymaking and implementation. Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya can draw several policymaking and implementation considerations from the study's results on the impact of stakeholder involvement on project delivery. The study established that community stakeholder involvement remained important in ensuring successful community project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. South Lokichar Basin is an important area for oil and gas development, and the interaction between community stakeholder involvement and community project execution was crucial. Community members' quality of life was enhanced by community development initiatives, and stakeholders in the community had a say on whether or not such community projects succeeded and remained viable.

The descriptive findings established that community stakeholder involvement in the identification process remained important in ensuring successful project delivery by Tullow Oil Exploration Company in Turkana, Kenya. Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya, was shown to benefit from community stakeholder involvement in the identification process, according to the study's findings. The study

ST. PAUL'S UNIVERSITY

recommended that while determining which projects to pursue, it is important to take into account community needs priorities and expectations. By prioritizing the identification of community projects based on the needs of the community's various stakeholder groups, companies in the oil and gas exploration industry can better prepare for the challenges they may face in the future. The study further recommended that the demands of the community needed to be fully understood during the process of project identification. Community projects should be identified by all relevant community stakeholders in order of priority. Through this, Tullow Oil Exploration Company can easily identify potential issues that may bring about a high rise in the community and have a strategic approach towards addressing such issues, hence ensuring the survival of the Company. Notably, the Government of Kenya through the Ministry of Petroleum and Mining can provide guidance upon which effective community stakeholder involvement with regards to identification of projects can be undertaken. On the other hand, both cross tabulation and binary logistic regression analyses revealed that community stakeholder involvement in the identification process had no statistical significant relationship with project delivery.

It was established that community stakeholder involvement in the planning process was significant in predicting the success of project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. Success in delivering community projects by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya, was shown to be significantly affected by community stakeholder involvement in the planning process. Since their involvement in the planning process brings about a better understanding of their roles in developing the milestones, identification of deliverables, and estimation of required resources, the study recommended that a strategic planning approach be put in place. A strategic planning strategy would improve everyone's awareness of their part in setting goals, figuring out what has to be done, and determining how much funds would be needed. This should comprise activities that include the definition of the community project work requirements, quality, objective(s), specifications as well as allocation of needed resources. Importantly, the definition of projects with relevant community stakeholders should be based on the principle of sustainability thereby ensuring that the functions, activities, and in general the planning process are geared towards successful project delivery.

The study established that community stakeholder involvement in the implementation process was significant in predicting the success of project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. Given the findings, that

ST. PAUL'S UNIVERSITY

community stakeholder involvement in the implementation process was critical to ensuring successful project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya, it was recommended that an appropriate stakeholder involvement approach be put in place. Regular meetings should have been arranged to inform stakeholders of the status of assigned tasks and any other relevant developments. Maintaining unity via an appropriate approach to stakeholder engagement in the implementation phase would facilitate the work of project delivery. The wants and needs of locals may be taken into account with relative ease.

Cross-tabulation with chi square analysis established that community stakeholder involvement in the monitoring and evaluation process had a significant effect on project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. The study found that including locals in South Lokichar Basin oil and gas development projects' monitoring and assessment was crucial to the projects' eventual success. Since the involvement of community stakeholders in monitoring and evaluation process enhanced the success of project delivery due to its importance in ensuring that everything conformed to stated rules, objectives, and guidelines, it was recommended that project appraisals be carried out at both before and after stages of implementation. Project quality assessment should be undertaken alongside underlying corrective measures in case of any defects. There should be a well-informed and constructive stakeholder approach in the monitoring and evaluation phase since it contributes significantly to project delivery. However, binary logistic regression analysis revealed that the monitoring and evaluation process did not have a significant effect on the outcome variable (project delivery). Hence, the monitoring and evaluation process did not appear to significantly influence the odds of the outcome in this model.

The study established that the management of community expectations was critical to community stakeholder involvement and project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya. Due to the imminent underlying resources possessed by the host community, there existed high optimism in the form of expectations by community members. The various expectations of members of the host community served as important links for understanding the potential causes of conflict and ultimately avenues for possible solutions. The study recommended that there should be proper, careful, and objective selection of communities' representatives to ensure the understanding of the various interests and demands of community members within the oil and

ST. PAUL'S UNIVERSITY

gas companies. When trying to figure out what led to a disagreement and how to resolve it, it might be helpful to look at what people in the host community expected. The research suggested that communities should pick representatives with care and objectivity so that their needs and interests are accurately represented by oil and gas companies. To make sure that the funds set aside for community initiatives were utilized prudently, stakeholders in such projects needed to agree on the most appropriate ways of channelling and utilizing these funds. Mutual agreements should be put in place regarding projects and available resources to ensure adequate resource control and proper management of the industry thereby ensuring that such resources allocated for community projects are judiciously utilized. Through this, the underlying community expectations will be effectively and efficiently achieved devoid of disruption of operations thereby ensuring the longevity of the exploration companies. This will ensure the lifespan of the exploration companies by meeting the underlying community expectations in a way that doesn't interfere with daily operations. Proper community stakeholder involvement approach and management of community expectations will sustain unanimity which in turn will make the task of project delivery imminent. Through this, the demands and expectations of community members can easily be factored in.

5.5 Suggestions for Further Research

The study concluded that community stakeholder involvement had a significant effect on project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya. It was further concluded that management of community expectations played an important role in the relationship between community stakeholder involvement and project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya. Additional studies can be conducted on the effect of project delivery by Tullow Oil Exploration Company in the South Lokichar Basin in Turkana, Kenya on the livelihood of the host community.

Further studies can also examine the factors that affect community stakeholder involvement in the identification, planning, implementation, and monitoring and evaluation processes. Further studies can also examine the factors that affect the management of community expectations.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

REFERENCES

Aapaoja, A., Haapasalo, H. and Söderström, P. (2013). *Early Stakeholder Involvement in the Project Definition Phase: Case Renovation*, Research Article | Open Access.

Agle, B.R., Mitchell, R.K. and Sonnenfeld, J.A. (1999). *Who matters to CEOs? An Investigation of Stakeholder Attributes and Salience, Corporate Performance and CEO Values*. Academy of Management Review, 42(5), pp. 507-525

Agwu, M., O. (2013). *Community Involvement and Sustainable Development in the Niger Delta.* British Journal of Education, Society and Behavioural Science, 3(1): 33-46.

Ahmed, T., A. (2016). *The Influence of Stakeholders on Organisation Decision-Making: Focus on Tullow Oil Industry in Libya*. European International Journal of Science and Technology, 5(5)28-42.

Akall, G. (2012). *Changing Landscapes and Livelihoods in Turkana, Kenya* (Cambridge University);http://www.truth-out.org/news/item/29845-wind-powers-green-growth-in-kenya-but-for-whom.

Akosua, K. and Darkwah. (2016). *The Impact of oil and gas Discovery and Exploration on Communities with Emphasis on Women*.

Allen, R, Letourneau, H. and Hebb, T. (2012). *Shareholder Engagement in the Extractive Sector*, Journal of Sustainable Finance and Investment, 2(1), 3-25.

Aragón, F. and Rud, P. (2013). *Natural Resources and Local Communities: Evidence from a Peruvian Gold Mine.*

ST. PAUL'S UNIVERSITY

Audu, N., P. and Arikawei, A., R. (2013). *Oil Exploration in the Niger Delta: Assessment of Its Impact on Rural Development in Bayelsa State*.

Auty, Richard M. 1993. *Sustaining Development in Mineral Economies: The Resource Curse Thesis*. London and New York: Routledge.

Akwen, G., T. and Gever, D., T. (2012). *Challenges of democracy and development in Nigeria's NigerDelta region*: an appraisal", European Scientific Journal, Vol. 8 No. 16, pp. 52-67.

Alayande, A. and Wasiu, A. (2021). *Analysis of Stakeholder management of construction projects in Abuja, Nigeria.*

Banu, D. (2011). *Do the Shareholders Really Care about Corporate Social Responsibility?* International Journal of Business and Social Science, 2 (10), 71-76

Bassey, C. and Akpan, F. (2012). *The politics of resource control in Nigeria*, European Journal of Social Sciences, Vol. 27 No. 2, pp. 222-232.

Betsill, M. Barry. G. Rabe (2009). *Climate Change and Multilevel Governance: The Evolving State and Local Roles. Toward sustainable communities: Transition and Transformations in Environmental Policy*.

Bloomfield, S. (2008). *The Niger Delta: The Curse of Black Gold*. The Independent. http://www.independent.co.uk/news/world/africa/the-niger-delta-the-curse-of-the black-gold-882384.html. Accessed on 03/01/2011.

Blumberg, B., Cooper, D. R., & Schindler, P., S. (2005). *Business Research Methods. Berkshire:* McGrawHill Education.

Boon, E., Bawole, J., N. and Ahenkan, A.(2013). *Stakeholder involvement in community development projects: an analysis of the quadripartite model of the International Centre for Evaluation and Development (ICED) in Ghana*, Community Development,44:1,38-54,DOI: 10.1080/15575330.2011.651729.

Brunnschweiler, C. and Bulte, E. (2008). *Cursing the Blessings? Natural Resource Abundance, Institutions, and Economic Growth.*

Brunnschweiler, C. and Bulte, E. (2009). *Natural resources and violent conflict: Resource Abundance, Dependence, and the Onset of Civil Wars.*

ST. PAUL'S UNIVERSITY

Bujang, M. A., Omar, E. D., & Baharum, N. A. (2018). *A review on sample size determination for Cronbach's alpha test*: a simple guide for researchers. The Malaysian journal of medical sciences: MJMS, 25(6), 85.

Casciaro, T. and Piskorski, M. J. (2005). *Power Imbalance, Mutual Dependence and Constraint Absorption: A Closer Look at Resource Dependence Theory*. Administrative Science Quarterly, 50, pp. 167-199.

Chakrabartty, S. N. (2013). *Best Split-Half and Maximum Reliability*. IOSR Journal of Research & Method in Education, 3(1), 1-8.

Chang, Y. (2013). *Performance measurement and adoption of balanced scorecards: a survey of municipal governments in the USA and Canada*, International Journal of Public Sector Management, 17 No.3, pp.204-21.

Chepchirchir, G. and Nyang'au, S. (2022). *Stakeholder's Involvement Practices And Performance of Street Children Rehabilitation Projects in Nairobi City County*.

Chin, J., Widing, R., and Paladino, A. (2004). *Influence of Resource Dependency Theory on Company Performance: Managing the Competitive Environment*. Paper presented at the 2004 ANZMAC Conference, Auckland.

Chindo, M. (2015). *Environmental risks associated with developing oil sands in South Western Nigeri*, Singapore Journal of Tropical Geography, Vol. 36 No. 1, pp. 3-22.

Chindo, M., L. (2011). *An Examination of the Socio-Economic and Environmental Impact of Planned Oil Sands Development in Nigeria*, PhD Thesis, University of Leicester.

Cordraid (2015) Oil Exploration in Kenya: Success requires consultation.

Cosmus K., M. and Rugami, M. (2021). Stakeholder *Involvement and Infrastructure Projects Implementation at Kenya Ports Authority.*

Creswell, J., W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches 2nd Edition.*

Crotty, M. (1998). *The Foundations of Social Research: Meaning and Perspectives in the Research Process*. Thousand Oaks, CA: SAGE Publications.

Daniel, W., W. (1999). *Biostatistics: A Foundation for Analysis in the Health Sciences*. 7th edition. New York: John Wiley & Sons.

ST. PAUL'S UNIVERSITY

Davis, Graham, and John Tilton. (2005). *The Resource Curse*. Natural Resources Forum 29(3):233 42.

Deloitte (2013). *The Deloitte Guide to oil and gas in East Africa*. Available at http://www2.delotte.com/content/dam/deloitte/global/documents/energy-and resources/gx-er-D-Deloitte-guide-to-oilandgas-in-eastafrica-April%202014.pdf. Accessed on 08th August 2021.

Demirkesen, G. K., & Reinhardt, G. M. (2021). *Effect of Stakeholder Involvement on Performance of the Government Projects in Poland.*

Denscombe, M. (2010). *Ground Rules for Social Research*: Guidelines for Good Practice. 2nd Edition. Berkshire: Open University Press.

Donaldson, T. and Preston, L. (1995). *The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications*. Academy of Management Review, 20, 65-91.

Dwivedi, R. and Dwivedi, P. (2021). *Role of Stakeholders in Project Success: Theoretical Background and Approach.*

Ebekozien, A.; Aigbavboa, C. and Aigbedion, A., I. (2023). *Construction industry post COVID-19 recovery: Stakeholders perspective on achieving sustainable development goals.* International journal of construction management.

Eweje, G. (2007). *Multinational oil companies' CSR initiatives in Nigeria: The scepticism of stakeholders in host communities.* Managerial Law, 49(5/6), pp. 218-235.

Extractive Industries Overview (2021). *Helping Developing Countries Manage their Natural Resource Wealth Responsibly and Sustainably to Contribute to Sustainable Growth and Development, Protect Communities and Reduce Carbon Emissions*.

Florian, S., and Vald, P. (2008). *Building a 'culture of dialogue' among stakeholder in North-West Russian oil extraction*. Europea-Asia Studies. Vol.60, No.5, 831-849.

Food Economy Group (FEG), (2012). *Livelihood Profiles. Six Livelihood Zones in Turkana County, Kenya.* Report Prepared for Oxfam and Save the Children UK, p. 10.

Frankfort-Nachmias, C and Nachmias, D. (2005). *Research Methods in the Social Science,* reprint. London: Anorld.

Freeman, M., & Beale, P. (1992). *Measuring project success*. Project Management Institute.

Freeman, R., E and Robert A. Phillips, R., A. (2002). *Stakeholder Theory*: *A Liber Defense.*

ST. PAUL'S UNIVERSITY

Friedman, A., L. (2002). *Developing Stakeholder Theory*. https://doi.org/10.1111/1467 6486.00280.

Frooman, J. (1999). *Stakeholder Influence Strategies*. The Academy of Management Review Vol. 24, No.2 (Apr - 1999), pp. 191-205.

Frooman, J. and Murrell, A. (2005). *Stakeholder Influence Strategies: The Roles of Structural and Demographic Determinants.*

Frynas, J. G. (2001). *Corporate and State Responses to Anti-oil Protests in the Niger Delta*. African Affairs, 100(398), pp. 27-54.

Gboyega, A., Søreide, T., Le, T.M. and Shukla, G.P. (2011). *Political economy of the petroleum sector in Nigeria*, The World Bank Africa Region.

Gerald, B. (2018). *A brief review of independent, dependent and one sample t-test*. International Journal of Applied Mathematics and Theoretical Physics, 4(2), 50-54.

Githinji, C. N., Ogolla, P., & Kitheka, S. (2020). *Influence of stakeholder's involvement on project performance. A case study of Kenya Ferry Services*. The Strategic Journal of Business & Change Management*, 7(3), 738 – 756.*

Goldratt, E.M., Cox, J. (1984). *The Goal. Croton-on-Hudson*, The North River Press, NY.

Goldratt, EM and Cox, J. (1992). *The Goal: A Process of Ongoing Improvement*. North River Press, Croton-on-Hudson, NY, USA.

GoK-ALRMP, (2008). *Government of Kenya: Arid Land Resource Management Project.* District Development Plan 2002-2008; Turkana district profile.

Gray, D.E. (2009). *Research in the Real World.* 2nd Edition. London: Sage Publication Ltd.

Hair, Jr., J., F., Money, A., H., Samouel, P. and Page, M. (2007). *Research Methods for Business. Chichester*, West Sussex: John Wiley & Sons.

Harish, U, C (2019). *Implementation of Theory of Constraints (TOC) in a Manufacturing Plant*. International Journal of Advanced Scientific Research and Management, 4 (5), 228-232.

Ibrahim, E. H., Siti-Nabiha, A., K. Jalaludin, D. and Abdalla, Y., A. (2013). *Community engagement of petroleum company: getting the right fit in Sudan'*, Int. J.Human Resources Development and Management, 13 (2/3), 169–177.

ST. PAUL'S UNIVERSITY

ICES, (2014). *Oil and gas*. Available at http://ices.or.ke/sectors/oil-gas/ downloaded on 12 July 2021.

Idemudia, U. (2011). *Corporate social responsibility and the Niger Delta conflict: issues and prospects*", in Obi, C. and Rustad, S.A. (Eds), *Oil and Insurgency in the Niger Delta: Managing the Complex Politics of Petro-Violence*, Zed Books, LondonandNew York.

Idemudia, U. (2014). *Corporate-community engagement strategies in the Niger Delta: some critical reflection*, The Extractive Industries and Society, Vol. 1 No. 2, pp. 154-162.

Ikechukwu, U., J. and Okolo-Obasi, N., E. (2017). *Multinational Oil Companys' CSR Initiatives in Nigeria*: The Need of Rural Farmers in Host Communities.

Inman, RA, Sale, ML and Green, KW. 2009. *Analysis of the Relationships among TOC use, TOC Outcomes, and Organisational Performance*. International Journal of Operations and Production Management 29(4): 341-356.

Ireri, K, Chege, N., Kibarabara, J. and Onyalla, D. (2019). *Frame Analysis: Newspaper Coverage of Kenya's Oil Exploration in the Post-2012 Discovery Era*, African Journalism Studies.

Israa, F., A. (2018). *The Effects of Stakeholder's Engagement and Communication Management on Projects Success*. MATEC Web of Conferences 162, 02037 (2018).

Johannes, E., M. Zulu, L., C. and Kalipeni, E. (2014). *Oil discovery in South Lokichar Basin Turkana, Kenya: a source of conflict or development?* African Geographical Review, pp 1-23.

Kagwa, W. (2013). *Tullow strikes new oil well, doubles estimates*. All Africa. Retrieved from http://allafrica.com/stories/201307040991.html.

Kamais, C., E. Mwangi, S., W. and Bor, E., K. (2019a). *Security implications of oil Exploration on social activities in South Lokichar Basin, South Lokichar Basin-Turkana, Kenya*. Journal of African Studies and Development, Vol. 11(5), pp. 64-72.

Kamais, C., E, Mwangi, S., W. and Bor, E., K. (2019b). *Emerging Security Management Issues Due to Oil Exploration Activities in South Lokichar Basin, Turkana, Kenya*.The International Journal of Humanities and Social Studies, 7 (6), 171-183.

Kamya, M., O. (2013). *Tullow Oil in Uganda*: Survey of Issues, in a pamphlet for papers presented in a one week course at Hotel Africana compiled by Uganda Management Institute.

ST. PAUL'S

Karl, Terry. (1997). *The Paradox of Plenty: Oil Booms and Petro States*. Berkeley and Los Angeles: University of California Press, 1997.

Katiku, F., K. (2011). *Factors influencing the rehabilitation of street children in Kisii Town; Kisii County* (*Doctoral dissertation, University of Nairobi, Kenya).*

Kimanzi, A. and Ngugi, L. (2022). *Stakeholder Involvement and Implementation of Projects by Kitui County Government, Kenya.*

Kiragu, P. (2013). *State to gazette new oil blocks*. All Africa. Retrieved from http://allafrica.com/stories/201306071740.html.

Kothari, C., R. (2011). *Research methodology, methods and techniques.* New Delhi: New Age International Publishers.

Krippendorff, K. (2004). *Content Analysis: An Introduction to its Methodology.* 2nd Edition. London: Sage Publications.

Kumar, R. (2005). *Research Methodology: A Step-by-Step Guide for Beginners.* 2nd Edition. London: Sage Publications.

Le Billon, P. (2012). *Wars of plunder: Conflicts, profits and the politics of resources*. London/New York: Hurst/Columbia University Press.

Lebura, S. (2009). *Corporate Social Responsibility (CSR) and the Nigerian Oil Industry*. Unpublished Dissertation (M.Sc), De Montfort University.

Lederman, Daniel, and William F. Maloney. (2007). *Neither Curse nor Destiny: Introduction to Natural Resources and Development. In Natural Resources: Neither Curse nor Destiny*, edited by Daniel Lederman and William F. Maloney. Washington, D.C., and Palo Alto: World Bank and Stanford University Press.

Lomunan I., K. (2014). *Stakeholder involvement in the realization of strategic objectives at Tullow oil, Kenya.*

Lwanga, S., K. and Lemeshow, S. (1991). *Sample Size Determination in Health Studies:* A Practical Manual. Geneva: World Health Organization.

Magassouba, S. M., Tambi, A. M. B. A., Alkhlaifat, B. I., and Abdullah, A. A. Bin. (2019). *Influence of Stakeholders Involvement on Development Project Performance in Guinea*. *International Journal of Academic Research in Business and Social Sciences*, *9*(1), 1111–1120.

ST. PAUL'S UNIVERSITY

Mambwe, M., Mwanaumo, E. M., Phiri, F. & Chabota, K., (2020). Construction subcontracting policy framework for developing local contractors' capacities in Zambia. Journal of Construction Business and Management, 4(1), pp. 60-70.

Mandala, E. (2018). *Influence of Stakeholder Involvement in Project Management on the Performance of Road Construction projects in Kenya: A Case of Bondo Sub-county, Siaya County.* A Research Project Report Submitted to University of Nairobi.

Mathu, K. (2014). *Applying the Theory of Constraints in the South African Coal Supply Chain.* Mediterranean Journal of Social Sciences. ISSN 2039-2117. Available at: <https://www.mcser.org/journal/index.php/mjss/article/view/2621>.

Matuleviciene, M. and Stravinskiene, J. (2015). T*he Importance of Stakeholders for Corporate Reputation*. Inzinerine Ekonomika-Engineering Economics, 26(1), 75–83.

Maweu, C., K. (2015). *Assessing the level of stakeholders' participation in project risk management in mineral exploration in Kenya. A case of Tullow oil in Turkana County*.

Mbelwa, L. (2018). *Investigation of Stakeholder Management in the Tullow Oil Industry in Tanzania.* Business Management Review 21 (1), 33-59.

Menoka, R. (2014). *Stakeholder Engagement and Sustainability-related Project Performance in Construction.* Journal of Project Management. Vol.3.

Mir, R. and Watson, A. (2001). *Critical Realism and Constructivism in Strategy Research: Toward a Synthesis*. Strategic Management Journal, 22, pp. 1169 – 1173.

Mkutu, K., MKutu, T., Marani, M. and Lokwang, A., E (2019). New Oil Developments in a Remote Area: Environmental Justice and Involvement in Turkana, Kenya. *Journal of Environment and Development,* 0(0) 1-30.

Mohammad, B., S.; Khawaja, F., L.; Aymen, S.; Eweje, G. (2021). *Revisiting the Relationship between Sustainable Project Management and Project Success*: *The Moderating Role of Stakeholder Engagement and Team Building.*

Mugenda, A. and Mugenda, O. (2013). *Research methods: Quantitative and Qualitative Approaches.* Nairobi: ACTS Press.

Mukherji, P. & Albion, D. (2010). *Research Methods in Early Childhood: An Introductory Guide.* London: SAGE Publications Limited.

Mulai, M. E. (2011). *Role of board governors in the management of secondary schools in Kasikeu Division, Nzaui District, Kenya*. (Unpublished research).

Murwanashyaka, T. and Shukla, J. (2015). *Effect of Stakeholder Management Practices on Performance of Community Projects in Rwanda*. International Journal of Science and Research (IJSR) ISSN (Online): 2319-7064, 987-992.

Mwanaumo, E. M., Thwala, W. D. & Mambwe, M., (2018). *Multi Stakeholder Consultative Framework for Construction Health and Safety: Role of Client and Project Manager*. Livingstone, Zambia, DII Conference Series, pp. 235-246.

Mwangi, A., G. (2018). *Effective external stakeholder engagement: a case study for upstream Tullow Oil sector in Kenya.*

Mwanza, W., P.; Namusonge, S., G. and Elizabeth Makokha, N. (2020). *Influence of Project Planning Practice on Performance of Construction Projects in Kenya.*

Mwewa, M.;Mwanaumo, M., E.; Nsefu, K., M. and Sakaja, N. (2021). *Impact of Stakeholder Engagement on Performance of Construction Projects in Lusaka District.*

Nienhüser, W. (2008). *Resource Dependence Theory: How well does it explain behavior of organizations?* Management Revue, ISSN 1861-9916, Rainer HamppVerlag, Mering, 19 (1/2), 9-32.

Nixon, P., Harrington, M., & Parker, D. (2012). *Leadership performance is significant to project success or failure: a critical analysis*. International Journal of productivity and performance management, 61(2), 204-216.

Njogu, E., M. (2016). *Influence of Stakeholders Involvement on Project Performance: A Case of Nema Automobile Emissions Control Project in Nairobi County, Kenya*.

Nowlin, C. (2004). Integrating long-run strategic decisions into the theory of constraints. *Journal of Cost Management* (January/February): 11-19.

Nwosu, U., W. (2017). *The Relationship between Oil Industries and their Host Communities in Nigeria's Niger Delta Region.*

Nzeadibe, T., C. and Ajaero, C., K. (2010), *Assessment of socio-economic characteristics and quality of life expectations in rural communities of Enugu state, Nigeria*, Applied Research in Quality of Life, Vol. 5 No. 4, pp. 353-371.

Nzeadibe, T., C. Ajaero, C., K. Okonkwo, E., E. Okpoko, P., U. Akukwe, T., I. and Njoku-Tony, R., F. (2015), *Integrating community perceptions and cultural diversity in social impact assessment in Nigeria*" Environmental Impact Assessment Review, Vol. 55, pp. 74-83.

Odek, A., Koyi, S., Akujah, P., E. and Mana, L. (2019). *Managing Stakeholder Expectations: A Case of Oil Exploration in South Lokichar Basin-Turkana, Kenya*.African Journal of Emerging Issues (AJOEI), 1 (12), 1-16.

Odera, O. Scott, A. and Gow, J. (2018). *Community perceptions of Nigerian oil companies' commitment to social and environmental concerns*, Journal of Global Responsibility, https:// doi.org/10.1108/JGR-02-2017-0006.

Okoth, J. (2012): *A fair share of oil revenue resources for the Turkana. AllFrica*. Retrieved from http://allafrica.com/stories/201206010991.html

O'Leary, Z. (2005). *Researching Real-World Problems: A Guide to Methods of Inquiry.* London: Sage Publications Limited.

Omondi, K., Kinoti, K. (2020). *Stakeholder participation and performance of road construction projects in Kilifi County, Kenya.* International Academic Journal of Information Sciences and Project Management, 3(6), 274-292.

Onziru, B. Kimutai, G. (2022). *Stakeholder Participation and Sustainability of World Bank Funded Water Projects in Karamoja, Uganda.*

Opongo, E. (2017). *Knowledge and Policy Gaps in Extractive Industries in Kenya. A Baseline Survey in Turkana, Kwale, Lamu, Migori, Kitui and Taita Taveta*. Copyright © Hekima Institute of Peace Studies and International Relations

Owuor, M., O. and Moronge, M. (2017). *Influence of Stakeholder Involvement On Completion of Water Supply and Sanitation Projects in Informal Settlements in Nairobi City County, Kenya. The Strategic Journal of Business and Change Management,* 4 (3), 42 – 59.

Parker, D. W., Parsons, N., & Isharyanto, F. (2015). *Inclusion of strategic management theories to project management.* International Journal of Managing Projects in Business, 8(3), 552-573.

Petkov, B. (2018). *Natural Resource Abundance: Is it a Blessing or is it a Curse*. Journal of Economic Development 25 volume 43, number 3.

Pfeffer, J. and Salancik, G. (1978). *The External Control of Organizations: A Resource Dependence Perspective.* Harper & Row, New York.

Pyagbara, L., S. (2007). *The Adverse Impacts of Oil Pollution on the Environment and Wellbeing of a Local Indigenous Community*: The Experience of the Ogoni People of Nigeria.

Rand, G. K. (2000). *The Theory of Constraints Applied to Project Management*. International Journal of Project Management, 18(3), 173-177.

Remenyi, D., et al. (1998). *Doing Research in Business and Management: An Introduction to Process and Method*. Thousand Oaks, CA: Sage Publications Limited.

Robson, C. (2011). *Real World Research: A Resource for Users of Social Research Methods in Applied Settings*, (2nd Ed.). Sussex, A. John Wiley and Sons Ltd.

Rowley, T., J. (1997). *Moving beyond Dyadic Ties: A Network Theory of Stakeholder Influences.*

Sacconi, L. (2006). *A Social Contract Account for CSR as an Extended Model of Corporate Governance (I)*: Rational Bargaining and Justification. Journal of Business Ethics, 68, pp. 259–281.

Sachs, Jeffrey, and Andrew Warner. (1997). *Natural Resource Abundance and Economic Growth.* Working paper. Cambridge, Mass.: Harvard Institute for International Development.

Salaria, N. (2012). *The Meaning of the Term – Descriptive Survey*: International Journal of Transformation in Business Management (IJTBM), Vol. No. 1, Issue No. 6, April-Jun.

Samwel, K., A.; Marube, D., N.; Lucy Ndung'u, L., W. and Muriu, S., W. (2023). *Influence of Stakeholders' Management on Public Project Success*: Evidence from Kenya.

Saunders, M., Lewis, P., and Thornhill, A. (2009). *Research methods for businessstudents,* 5th edition, Great Britain, Prentice Hall.

Sekaran, U. and Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach,* 5th Edition. Chichester, West Sussex: John Wiley & Sons.

Senelwa, K. (2012). *Kenya unveils new Tullow Oil licensing rules*. The East African. Retrieved from http://www.theeastafrican.co.ke/news/Kenya-unveils-new-oil-and-gaslicensing-rules-/-/2558/1644652/-/3x2pfy/-/index.html.

S.P. UNIVERSITY

Simatupang, TM, Wright, AC and Sridharan, R. (2004). *Applying the Theory of Constraints to Supply Chain Collaboration*: An International Journal 9(1): 57-70.

Sontaite, M. (2011). *Suinteresuotu grupiu vaidmuo korporatyvines reputacijos valdyme*. Organizaciju vadyba: Sisteminiai tyrimai, 60, 129–140.

Stevens, P. (2003). *Resource Impact: Curse or Blessing? A Literature Survey*. Dundee, UK: Centre for Energy, Petroleum and Mineral Law and Policy, University of Dundee.

Stevens, P.; Kooroshy, J.; Lahn, G & Lee, B (n.d). *Conflict and Coexistence in the Extractive Industries*. A Chatham House Report.

Stijns, Jean-Philippe. (2005). *Natural Resource Abundance and Economic Growth Revisited*. Resources Policy 30(2):107–30.

Taylor, L.,J. and Churchwell, L. (2004). *Goldratt's thinking Process Applied to the Budget Constraints of a Texas MHMR facility*. Journal of Health and Human Services Administration 26(4): 415-437.

Theodori, G., L. (2009). *Paradoxical perceptions of problems associated with unconventional naturalgas development*, Southern Rural Sociology, Vol. 24 No. 3, pp. 97-117.

Tsang, W. K. and Kwan, K. (1999). *Replication and Theory Development in OrganizationalScience:* A Critical Realist Perspective. The Academy of Management Review, 24(4): pp. 759-780.

Tulasi, C. L., & Rao, A. R. (2012). *Review on Theory of constraints*. International Journal of Advances in Engineering & Technology, 3(1), 334

Tulberg, J. (2013). *Stakeholder Theory:* Some Revisionist Suggestions 42:127–135

Turkana Government (2013). *First County Integrated Development Plan*, 2013/14 –2017/18, p. xxiii and pp. 1–5.

Turkana Government (2018). *Second County Integrated Development Plan*, 2017/18 - 2022/23.

Verbeek M. (2012). *A guide to Modern Econometrics.* (4th Ed) West Sussex: John Wiley and Sons.

Wall, C. (2012). *Managing Community Expectations through Strategic Stakeholder Engagement*. Society of Petroleum Engineers. doi:10.2118/153330-MS

Watt, A. (2014). *Risk Management Planning. A. Watt, Project Management*, 150-158.

Walsh, B. Plank, S., V. and Behrens, P. (2017). T*he effect of community consultation on perceptions of a proposed mine:* A case study from southeast Australia, Resources PolicyVolume 51, 163-171.

Wanjue, C. (2023). *Local Stakeholders' Involvement in Community Development Projects in Kenya.*

Watt, A. (2014). *Risk Management Planning*. A. Watt, Project Management, 150-158.

Wheeler, D., Fabig, H. and Boele, R. (2002). *Paradoxes and Dilemmas for Stakeholder Responsive Companies in the Extractive Sector: Lessons from the Case of Shell and the Ogoni.* Journal of Business Ethics, 39(3), pp. 297-318.

Wimmer, R., D and Dominick, J., R. (2003). *Mass Media Research: An Introduction Wadsworth series in journalism and mass communication* and *Wadsworth series in mass communication and journalis*m.

Yu, M., Zhu, F., Yang, X., Wang, Land Sun, X. (2018). *Integrating Sustainability into Construction Engineering Projects: Perspective of Sustainable Project Planning*, Sustainability, 10, 1-17.

ST. PAUL'S

APPENDICES

Appendix I: Introduction Letter

Dear Madam/Sir,

RE: REQUEST FOR PERMISSION TO COLLECT DATA

My name is **Protus E. AKUJAH**, a postgraduate student at St. Paul's University pursuing a Doctor of Philosophy degree in Development Studies. As a requirement for this degree, I am carrying out a research study titled "**Community Stakeholder Involvement and Project Delivery: an examination of community projects supported by Tullow Oil Exploration Company in South Lokichar Basin-Turkana, Kenya".** In this regard, I hereby invite you to participate (direct participants) or request your permission to visit your organization and collect information from your personnel which will be so helpful in my study.

The enclosed questionnaire herein has been designed to gather information on individual participants: You will be requested to provide answers to a number of questions related to Community Stakeholder Involvement and Project Delivery by Tullow Oil Exploration Company in Turkana.

Participating in this research project is on an absolutely voluntary basis. If you do not feel t comfortable participating, you can altogether decline or refuse to respond to some questions you do not wish to. There are no known threats to participate outside the normal encounters in everyday life.. All information from this research will remain anonymous and only reported by the researcher as a collective total of responses. It will only be the researchers who will know your individual responses to the questionnaire.

If you decide to take part in this exercise, kindly assist respond to the questions on the questionnaire to the best of your knowledge. It should not take more than 45 minutes to finish.

Thank you for in anticipation of your favorable response

Yours faithfully,

Protus Ewesit AKUJAH

ST. PAUL'S UNIVERSITY

Appendix II: Household Questionnaire

TARGET GROUP: LOKORI AND LOKICHAR WARDS RESIDENTS

Village Name: …… Household Number: ……... Date: ……

This research seeks to study "**COMMUNITY STAKEHOLDER INVOLVEMENT AND PROJECT DELIVERY; AN EXAMINATION OF COMMUNITY PROJECTS FUNDED BY TULLOW OIL EXPLORATION COMPANYS IN SOUTH LOKICHAR BASIN-TURKANA, KENYA".** Note that all answers will be treated with high confidentiality and will only be used for the intended purpose. Thank you.

Please answer all the questions in all the sections provided as indicated by either ticking or filling in the blank space.

Section A: Background Information

1. Kindly indicate your gender Male ( ) Female ( )

2. What is your age at the moment? _____ years

3. What is your highest completed level of education? (tick one option)

Primary certificate [ ]
Secondary certificate [ ]
College diploma [ ]
University Graduate [ ]
Post graduate [ ]

Other, specify ……..

SECTION B: Project Delivery

4. This section contains statements relating to project delivery by Tullow Oil Exploration Company in South Lokichar Basin-Turkana, Kenya. Tick one box accordingly. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3- undecided, 4= agree and 5= strongly agree.

Project Delivery	1	2	3	4	5
Projects initiated by Tullow Oil Exploration company are executed in line with stipulated time schedule					
Projects by Tullow Oil Exploration company are implemented in line with planned budgets					
Projects carried out by Tullow Oil Exploration company meet the satisfaction of users					
Projects by Tullow Oil company meet intended standards and quality					
There is efficient project delivery by Tullow Oil Exploration company					
Project delivery by Tullow Oil company is influenced by stakeholder involvement					

ST. PAUL'S UNIVERSITY

Which community project(s) have you been involved in?, Name them a) …… b) …… c) ……..		
was/were the community Project (s) satisfactorily completed	Yes = 1	No = 0
According to you, was/were the project (s) completed within the stipulated timeframe	Yes = 1	No = 0

Section C: Community stakeholder Involvement in Identification Process

5. Indicate the extent to which you agree or disagree with the following statements. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3- neutral, 4= agree and 5= strongly agree.

Community stakeholder Involvement in Identification Process	1	2	3	4	5
Meetings held with various concerned stakeholders					
Stakeholders involved in external environment scanning					
Stakeholder analysis carried out to identify the extent of decision making					
Problem analysis done to assess the extent of stakeholder contribution					
Development of preliminary proposal carried along with stakeholders					
Preliminary project approval sought and obtained					
Assessment of stakeholder resources done					
Establishment of working groups done for efficiency					

Section D: Community stakeholder Involvement in Planning Process

6. Indicate the extent to which you agree or disagree with the following statements. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3- neutral, 4= agree and 5= strongly agree.

Community stakeholder Involvement in Planning Process	1	2	3	4	5
Project feasibility planning carried out with concerned stakeholders					
Identification of roles and responsibilities done					
Budgeting for project delivery done					
Stakeholders involved in the resource specification of projects					
Stakeholders carried along in the resource allocation process of project delivery					

ST. PAUL'S UNIVERSITY

Stakeholders contribute to the decision of delivery methods of projects					
Contingency plans put in place in the case of any event leading to delays					

Section E: Community stakeholder Involvement in Implementation Process

7. Indicate the extent to which you agree or disagree with the following statements. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3- neutral, 4= agree and 5= strongly agree.

Community stakeholder Involvement in Implementation Process					
Stakeholders involved in the modification of project plans as needed					
Stakeholder informed about execution of task assignments progress					
Stakeholders updated of project schedules done					
Status meetings held with stakeholders					
Milestone reviews carried out					
Risk reporting undertaken by company while informing stakeholders					
Control activities carried out in line with risk management plan					

Section F: Community stakeholder Involvement in Monitoring and Evaluation Process

8. Indicate the extent to which you agree or disagree with the following statements. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3- neutral, 4= agree and 5= strongly agree.

Community stakeholder Involvement in Monitoring and Evaluation Process	1	2	3	4	5
Stakeholders provided with progress feedback					
Direction provided to stakeholders					
Stakeholders engaged in the identification of deviations in project delivery					
Corrections of identified errors done while keeping stakeholder informed					
Stakeholders informed about project cost deviations					
Assessment of additional resources needed in project delivery					

ST. PAUL'S UNIVERSITY

Risk reporting and carrying out actions towards improvement in project delivery occur					

SECTION G: Management of Community Expectations

9. This section contains statements relating to the management of community expectation by Tullow Oil Exploration Company in South Lokichar Basin-Turkana, Kenya. Tick one box accordingly. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3- undecided, 4= agree and 5= strongly agree.

Management of Community Expectations in Project Delivery	1	2	3	4	5
Tullow Oil Exploration company carry out various corporate social responsibilities as informed by community expectations					
Tullow Oil Exploration company provide the members of the community with job opportunities					
Social impact assessment is conducted by Tullow Oil Exploration company					
Tullow Oil company carry out environmental impact analysis geared towards sativsfying stakeholders expectations					
There is efficient project delivery by Tullow Oil Exploration Company					
Tullow Oil Company carry out various livelihood projects in line with the needs of the host community					
Various development projects are delivered by Tullow Oil Company in line with the expectations of the local community					

ST. PAUL'S UNIVERSITY

Appendix III: Interview Guide

KEY INFORMANTS AND FOCUS GROUP DISCUSSION GUIDE
TARGET GROUP: TULLOW OIL AND OTHER STAKEHOLDERS

Section A: Stakeholder Category

Which category of stakeholders do you belong?

Lokori Ward opinion leader [ ]

Lokichar Ward opinion leader [ ]

Tullow oil officials [ ]

South Lokichar Basin-Turkana political leaders	[ ]
Provincial administration leaders	[ ]
TCG administrators	[ ]
Non-Governmental Organizations	[ ]
Civil society organizations officials	[ ]
Religious leaders	[ ]
Petroleum and mining officials	[ ]
Special community groups (youth, women, disabled)	[ ]
Others (specify) ……	[ ]

Section B: Stakeholder Involvement in Identification Process

i) To what extent are key stakeholders identified by Tullow Oil Exploration Company when considering projects?

ii) What is the contribution of stakeholders in external environment scanning?

iii) What is the extent to which stakeholders are engaged in Tullow Oil Exploration Company in identifying key projects?

Section C: Stakeholder Involvement in Planning Process

i) To what extent are stakeholders involved by Tullow Oil Exploration Company in resource specification?

ii) To what extent are stakeholders involved by Tullow Oil Exploration Company in delivery plans?

iii) What is the contribution of stakeholders in contingency plans with regards to project delivery by Tullow Oil Exploration Company?

Section D: Stakeholder Involvement in Implementation Process

i) To what extent are stakeholders involved in milestone reviews with regards to project implementation process by Tullow Oil Exploration Company in South Lokichar Basin-Turkana, Kenya?

ii) To what extent are stakeholders involved in providing suggestions regarding project implementation process by Tullow Oil Exploration Company in South Lokichar Basin-Turkana, Kenya?

iii) What is the contribution of stakeholders involved in execution of task assignments with regards to project implementation process?

ST. PAUL'S UNIVERSITY

Section E: Stakeholder Involvement in Monitoring and Evaluation Process

i) To what extent are stakeholders involved in feedback provisions with respect to projects by Tullow Oil Exploration Company in South Lokichar Basin-Turkana, Kenya?

ii) To what extent are stakeholders involved in correction of errors with respect to projects by Tullow Oil Exploration Company in South Lokichar Basin-Turkana, Kenya?

iii) To what extent are stakeholders involved contribute in providing direction to company with regards to projects in South Lokichar Basin-Turkana, Kenya?

Section F: Management of Community Expectations

i) What is the contribution of Tullow Oil Exploration Company in creating employment opportunities to members of the community?

ii) To what extent to the Tullow Oil Exploration company carry out environmental impact analyses?

iii) To what extent to the Tullow Oil Exploration Company carry out corporate social responsibility?

Section G: Project Delivery by Tullow Oil Exploration Company in South Lokichar Basin-Turkana, Kenya

i) What is your take on the duration taken by Tullow Oil Exploration Company in project delivery?

ii) What is the level of user satisfaction derived from the projects by Tullow Oil Exploration Company?

iii) What is your take on the quality taken by Tullow Oil Exploration Company in project delivery?

ST. PAUL'S UNIVERSITY

ST. PAUL'S UNIVERSITY

Appendix IV: Summary of Assessed Host Community Projects Funded, Implemented and Delivered by Tullow Oil Exploration Company in South Lokichar Basin in Turkana



Figure 4.1: Plate one - Some Projects Delivered to Kapese Community



Figure 4.2: Place two - Some Projects Implemented and Delivered to Lokichar Community



Figure 4.3: Plate three - Some Projects Delivered to Lomokamar Village Community



ST. PAUL'S UNIVERSITY

Figure 4.4: Plate four - Some Projects Implemented by Tullow Oil Companys Delivered to Nakukulas Village



Figure 4.5: Plate five - Projects implemented and delivered to Lotiman Village



Figure 4.6: Plate six - Kallouchelem Village Tankard Water Project

UNIVERSITY



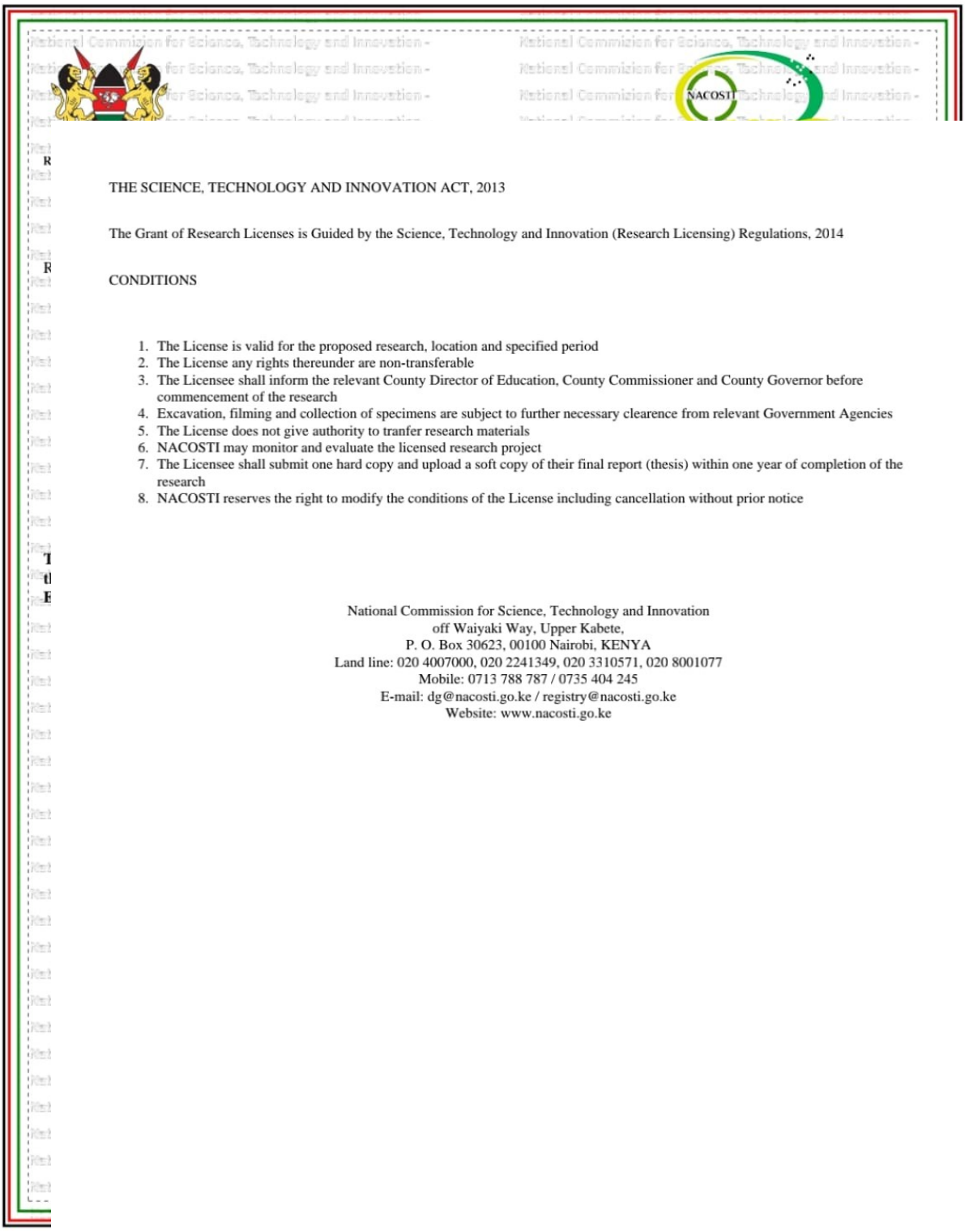
Figure 4.7: Plate seven - Lokitoeliwo Village Water Tank Project



ST. PAUL'S U

Figure 4.8: Plate eight - Nakukulas, Lotiman, Kalouchelem, Lokitoeliwo and Kasuroi Unsatisfued Projects

Appendix V: Pre-requisite Documents



THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearence from relevant Government Agencies
5. The License does not give authority to tranfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

National Commission for Science, Technology and Innovation
off Waiyaki Way, Upper Kabete,
P. O. Box 30623, 00100 Nairobi, KENYA
Land line: 020 4007000, 020 2241349, 020 3310571, 020 8001077
Mobile: 0713 788 787 / 0735 404 245
E-mail: dg@nacosti.go.ke / registry@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix VI: Similarity Index



turnitin Page 1 of 220 - Cover Page Submission ID trn:oid:::1:3049692484

Protus Akuja

Protus Akuja Final Thesis 21st Oct 2024

Dissertations and theses checking

Postgraduate Students June 2024

ODEL SPU

Document Details

Submission ID

trn:oid:::1:3049692484

Submission Date

Oct 21, 2024, 6:32 PM GMT+3

Download Date

Oct 21, 2024, 6:45 PM GMT+3

File Name

t._Paul_s_University_PhD_Thesis_OCTOBER_2024_Final_Document.docx

199 Pages

64,496 Words

377,932 Characters

St. Paul's University Repository

18% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

Filtered from the Report

- Bibliography
- Quoted Text

Exclusions

- 1 Excluded Source
- 11 Excluded Matches

Match Groups

- 100 Not Cited or Quoted 16%
  Matches with neither in-text citation nor quotation marks
- 135 Missing Quotations 2%
  Matches that are still very similar to source material
- 0 Missing Citation 0%
  Matches that have quotation marks, but no in-text citation
- 0 Cited and Quoted 0%
  Matches with in-text citation present, but no quotation marks

Top Sources

17% Internet sources
6% Publications
4% Submitted works (Student Papers)

Integrity Flags

0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

ST. PAUL'S UNIVERSITY