Managing Community Expectations: It's Moderating Role on Community Stakeholder Involvement and Project Delivery in Tullow Oil Exploration in Turkana, Kenya

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Crossref

Abstract

Purpose: The purpose of the study was to examine the moderating consequence of management of community expectations on the relationship between community stakeholder involvement and project delivery.

Methodology: The research study employed a descriptive research design that integrated qualitative and quantitative approaches for data gathering. Although the primary approach used was qualitative design, a modicum of quantitative methods was incorporated to evaluate views. The precision and dependability of the data were ensured using a triangulated methodological design. The study employed the questionnaire method for quantitative data collection whereas qualitative method used key informant interviews and focus group discussion for data collection. The total population of the study site/area is 1401 people spread in the villages proximal to the oil and gas wells within the two Wards of Lokori / Kochodin and Lokichar falling under the two adjacent sub-counties of Turkana East and Turkana South respectively. The sample size was 138. This study employed a multistage sampling technique, specifically cluster sampling as one of the sampling methods. In the first stage of sampling, communities were divided into clusters and then randomly selected depending on their closeness to the oil wells and presence of community projects supported by Tullow Oil Exploration Company. Samples were randomly selected from two villages in Lokori / Kochodin Ward in Turkana East Sub-County and eight villages in Lokichar Ward in Turkana South Sub-County. The quantitative data was analysed using descriptive and inferential analytic methodologies (cross-tabulation with chi square and binary logistic regression) with SPSS version 25. Analysis of qualitative data was conducted using the Content Analysis (CA) approach. Data was presented on tables.

Findings: The relationship between community stakeholder involvement and project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya is statistically significant in the management of community expectations (X_2=61.566, df=1, sig. = .000). Management of stakeholder expectations goes 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 is statistically significant (p = 0.001). This suggests that managing and meeting community expectations are crucial for improving project delivery outcomes.

Unique Contribution to Theory, Practice and Policy: This study extends Resource Dependence Theory by incorporating community expectation management as a moderating factor in the relationship between stakeholder involvement and project delivery in the oil and gas industry. To this end, this study shows that successful community expectation management reduces power imbalance caused by dependency, which is considered to result in better outcomes for project delivery. Practically, this research enlightens companies by proving that the early resolution of community concerns helps companies avoid conflicts, enhance resource acquisition, and smooth the implementation of community projects. Second, it involves policy, which calls for policies in the development of community consultation guidelines, ensuring communications are done with complete transparency, while representatives are credible to ensure the success of a resource extraction community project.

Keywords: *Management of Community Expectations, Community Stakeholder Involvement, Project Delivery, Tullow Oil Exploration Company, Moderation Effect*

JEL Codes of Classification: Q34, L72, D74, O13, M14

INTRODUCTION

Stakeholders are those who are directly affected by commercial firm and whose actions affect it. The stakeholders, according to Mulai (2011), have legal claims or rights over the firm. Matuleviciene and Stravinskiene (2015) describe stakeholders as any person or groups who can block or are affected by the success of institutional goals or project results. Stakeholders are usually grouped into two; internal and external groups. These include internal stakeholders with a contractual relationship, such as employees, and external stakeholders comprised of regulators, NGOs, monitoring agencies, and the community at large (Tulberg, 2013). Sontaite (2011) further categorizes them into primary stakeholders, which are those directly affected by the actions of the company-for instance, suppliers, customers, employees, the community-are secondary stakeholders, who are indirectly affected-for instance competitors, media, government. The community expectations from such a natural resource discovery, such as oil, tend to be both positive and negative in nature. The places of positive reactions are through the benefits anticipated to come with this discovery, especially an improvement in the social and economic aspects of infrastructure, healthcare, educational improvements, creation of jobs, and access to business opportunities. In the instance of Turkana region in Kenya, where oil has been found, the expectation of the local communities is that the revenues generated would translate into a tangible reality in the lives of the people: good roads, healthcare, schools, and job opportunities. Simultaneously, adverse expectations, too, frequently emanate. Among these are deterioration in the natural environment, slow economic growth, forced removal of local people, and fear of conflict or violent mayhem (Ikechukwu & Okolo-Obasi, 2017).

Unmet expectations can significantly disrupt stakeholder involvement in community projects and the delivery of projects. In most cases, unmet community expectations encourage protests and tensions, or even project delays. Such is the case in Turkana, where an inability to meet the expectations of the community regarding job creation, infrastructure development, and environmental protection has led to protests and disruption of operations, hence delaying the activities of Tullow Oil. True communication and inclusive involvement with the community result in dissatisfaction, loss of confidence, and resistance, which eventually undercuts project timelines and inflates operational costs (Opongo, 2017). In this regard, Tullow Oil and companies in similar situations use mechanisms to alleviate community-level tensions and ensure smoother facilitation of projects. These include Community Development Agreements that delineate shared benefits for both the company and the community, Corporate Social Responsibility initiatives, and stakeholder engagement frameworks for continued consultation with members of the community. Companies have also commenced with local hiring practices, investment in infrastructure, and environmental safeguards, which also answer other specific concerns of the communities. Such strategies aim at aligning community expectations with project realities for the reduction of conflict and the instigation of cooperation. When implemented well, such strategies assist in mitigating risks, enabling projects to be completed on time and within budget. This paper draws on an exploratory insight into how management of community expectations could be fundamentally important in the moderation of the stakeholder involvement-successful project delivery relationship in the oil and gas sector. It is expected that if companies address both positive and negative expectations in advance and if clear communications are established, they would be able to minimize conflict, strengthen ties with the community, and often improve project results. Without appropriate expectation management, resource extraction projects are at risk of conflict and possible delays and damage

to their reputation, with the quality of community stakeholder engagement therefore normally a critical determinant of whether such projects reach completion.

Statement of the Problem

Extractive industries community projects have often relied on successful community-level involvement and expectation management. The expectations of the communities, especially from oil exploration community projects, will usually be high, as in the case of Tullow Oil in Turkana, Kenya, where poor or unmet expectations were confronted with community unrests that caused huge disruptions and delays. Despite the importance of the involvement of community stakeholders in the delivery of a community project, the failure to properly manage expectations of such stakeholders has continued to drag community project outcomes (Matuleviciene & Stravinskiene (2015). In Kenya's Turkana region, oil discoveries have raised expectations among the local communities for improved infrastructure, jobs, and increased economic prosperity. However, in event of failures on such expectations, or in the case of poor communication and involvement, potential conflicts emerge-characterized by delays in community projects, protests, and even a work standstill (Opongo, 2017; Kamya, 2013). Unfortunately, community expectation management becomes important in terms of achieving stakeholder buy-in to make sure that the successful completion of community projects within scope, time, and budget agreed upon is realized. Whereas there is an awareness of how the management of community expectations works in tempering the association between stakeholder involvement and community project success, much of the literature now has only focused on the direct association between community involvement and community project results, giving little attention to how managing community expectations throughout the implementation phase can influence these dynamics. It is against this backdrop that this study seeks to interrogate how management of community expectations influences the success of stakeholder engagement and project delivery for oil exploration community projects, and by extension, the operations of Tullow Oil in the Turkana region of Kenya.

LITERATURE REVIEW

Oil and gas exploration and development in Turkana have increased the perception of the local community concerning their rightful claim to the oil reserves. Discoveries made in the South Lokichar Basin in Kenya's Turkana County have established the country as a significant player among developing oil producers on the international scenes. These developments have nevertheless raised concern over what it portends for the future of historically marginalized Turkana County and its traditional pastoralist inhabitants. One of the FGDs at Lokichar singled out that the local leaders have been claiming 10% of the oil and gas revenues as their share of the benefits, whereas the national government is proposing a reduction to 5% (Ireri et al. 2019). In January 2017, the President declined to assent to the Petroleum Exploration and Production Bill, which provided that 10 per cent of the oil and gas revenues would be allocated to the local towns and 20 percent to the counties. Under the Mining Act, for example, 70% of mining royalties accrue to the national government, 20% to the county governments, and 10% to the local communities where the mining takes place. This framework suggests that communities under the mining areas should benefit; however, benefit-sharing still becomes the bone of contention (Opongo, 2017). The contributions of local experiences on land exploitation and displacement are also very influential in the stakeholder's participatory spaces. It means, conceptually, the community feels their land is being exploited by foreign companies without any assumed benefits accruing to them from these operations (Opongo, 2017). All these tensions are exacerbated by the rapid rise in land prices and illegal land title deeds. Moreover,

the oil drilling installations are perceived as sealing off 13 acres of land for every well during the exploration, robbing the ancestral grazing land of the Turkana pastoralist community. This has created concern and economic pressure, as the search for oil has disrupted a traditionally livelihood economy based on grazing land.

The involvement of stakeholders is very crucial to the success and endurance of any extractive industry project. The case is not different in regions like Turkana, where oil exploration activities have direct impacts on the life of the local community. This stage marks the actual beginning or commencement of the stakeholder engagement process, where the identified primary stakeholders may include government agencies, local authorities, NGOs, and the community. This will include, in Turkana, pastoralist communities affected by land use, local leaders, and advocacy groups, and environmental organizations concerned with the effects of the community project. After stakeholder identification, the company should consult with the community and any other relevant stakeholders. This will involve organizing meetings, focus groups, and public forums where members express their concerns, expectations, and suggestions. However, at the Turkana site, insufficient consultations have always been a big complaint. Most people believe that they are excluded in crucial decisions, especially on land use, compensation issues, and environmental concerns (Mkutu, Marani, & Lokwang, 2019).

It is where transparency forms a core foundation in stakeholder involvement. Essentially, a company should at all instances provide full information on the event, its benefits and risks, and possible impacts on the community. In Turkana, for instance, without this factor-that is adequate information regarding the process of exploration of oil-the people have been suspicious, un-trusting, and even unrest. There have been complaints over the lack of good and clear communication on issues of opportunities for jobs, revenue shares, and environmental risks in the perspective of community people (Opongo, 2017). After consultation and information sharing with the stakeholders, feedback from such stakeholders needs to be integrated into project planning and implementation (lack of disclosure of information). This ensures that the concerns of the community are catered for in the project and its activities are oriented towards satisfying their needs and expectations. In the absence of such consideration about community feedback, the operations in Turkana have led to protests and disruptions because residents feel their concerns on land use and displacement need attention (Opongo, 2017). The involvement of stakeholders should not be a single event; it is a continuous process along the entire life cycle of the project. This will ensure that the community stakeholders are kept informed on progress regarding the project and emerging issues needing quick resolution. In Turkana, lack of engagement has destroyed trust between the people and Tullow Oil, thereby causing conflicts and delaying the delivery of the community project. Insecurity in community stakeholder involvement that is structured and inclusive in Turkana has been a significant deterrent to community project success. Without proper consultation, sharing of information, and incorporation of community feedback, resistance to community projects is assured, which then promotes delay, disruption, and increased costs for the projects. Lack of responses concerning the community's perceptions of land exploitation and displacement issues prescribe the Social License to Operate, hence making community projects hard to proceed devoid of conflict. To avoid all these challenges, companies like Tullow Oil must employ a very solid community stakeholder engagement framework which will ensure healthy community involvement at all phases of the community project. These classes of transparent communication, fair compensation towards land use, and incorporation of the voice of the community in decision-making. When fully realized, community stakeholder involvement can

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create confidence and reduce controversy, therefore enhancing the chances of successfully delivering community projects in oil exploration.

Theoretical Framework

Resource Dependence Theory (RDT) was introduced by Pfeffer and Salancik (1978). The theory emanates from concerns about how the external resources of firms affect their behaviours. The theory rests on the notion that companies must engage other actors as well as companies in the operating environment for purposes of acquiring 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 and power as well as access to additional resources. Business companies in a bid to address such discrepancies, develop internal structures geared towards enhancing their grounds in resource-related transactions (Nienhüser, 2008). RDT is therefore based on the principle that advocates 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 the purpose of relationship continuity.

Resource Dependence Theory is notably concerned with the behaviours of companies and how it is 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 companies to efficiently gather, alter and exploit resources (raw materials) will translate to significant success for these companies. Apart from the actors engaged in the exchange transactions relationships, there exist other important aspects. The contract takes precedence above 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) argued for 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 the major strategy applied by companies in achieving 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 companies 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 companies 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 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. Especially, the strategy used by business companies is influenced by the importance that stakeholders attract due to their dependence on it.

However, as the demands of companies are constantly changing, the level of attention required may also alter overtime. This means that business enterprises need to apply different tactics based on their current needs. Frooman and Murrell (2005) contend that in order to effectively manage enterprises, managers must be aware of the many options or strategies available to stakeholders in their relationships with the company. Frooman (1999) has proposed four stakeholder tactics: Usage, Withholding, Direct, and Indirect strategies. These include stakeholders making a decision 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 for resources. The connection is determined by the 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 important and critical resources influence business companies' 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 it does has a few flaws. In their study, Casciaro and Piskorski (2005) highlighted a significant issue to 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 analyzing 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 limited resources that are crucial for the success or even the survival of the firm. This approach prioritizes the company's interests above all else, emphasizing the importance of helping the firm gain access to essential resources. Chin et al. (2004) points 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 further progression of the theory and give it more weight and credibility seemed not available.
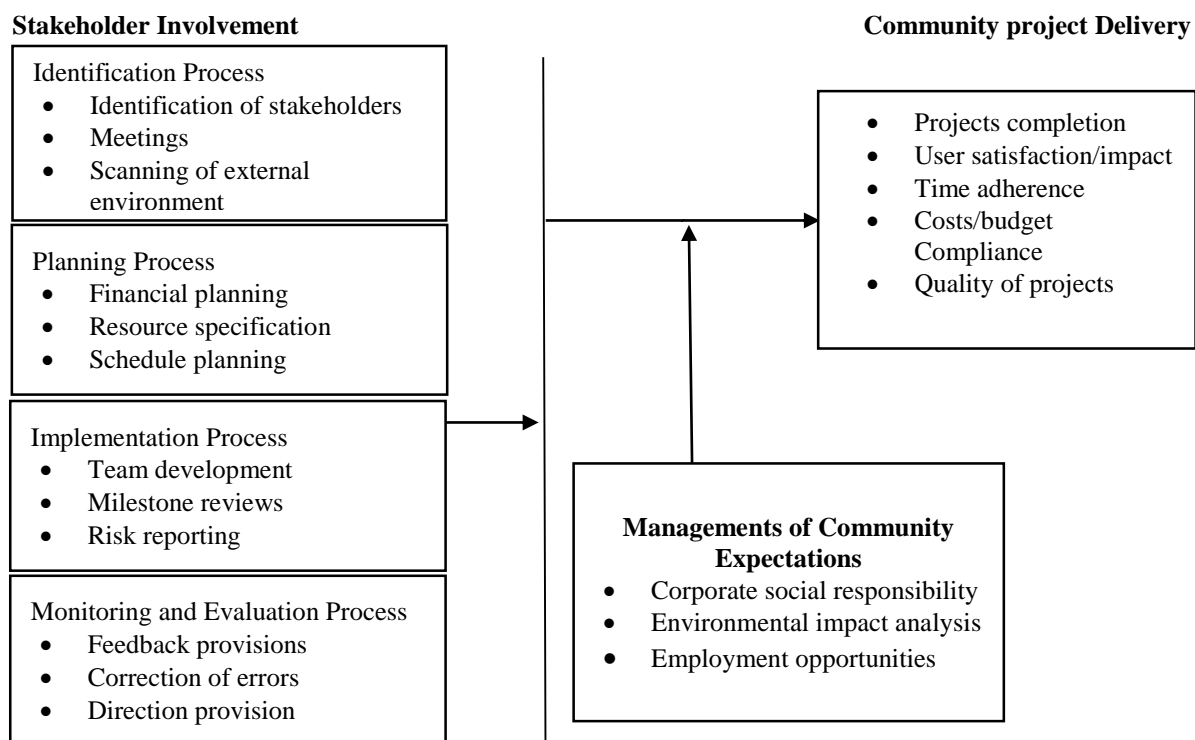
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Conceptual Framework

Figure 1: Conceptual Framework

The conceptual framework of this study adopts an exploratory investigation into the stakeholder involvement, community expectation management, and community project delivery interface. Stakeholder involvement is operationalized through identification, planning, implementation, and monitoring & evaluation. Identification Process covers the identification of key community stakeholders, holding of meetings, and scanning of the external environment for thorough engagement. Financial planning, the specification of resources, and scheduling is under the planning process to align community project activities with the needs of the stakeholders. Team development, milestone reviews, and risk reporting are covered by the implementation process to ensure that all stakeholders are involved effectively while the community project is being carried out. The M&E process provides feedback, error correction, and directional guidance to make sure the concerns of the stakeholders are taken care of in the entire life cycle of the community project. Key indicators of project delivery include community project completion, user satisfaction or impact, compliance with timelines, cost or budget compliance, and quality of the community projects. This relationship is moderated by management of community expectations, including business opportunities initiatives, environment impact analyses, and job creation. It is anticipated that active community expectation management will reinforce the linkage between effective stakeholder engagement and successful community project delivery to achieve the dual objectives of community and corporate in project delivery.

Empirical Review

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 and Darkwah, 2016). According to Maweu (2015), the active

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participation of stakeholders in community project risk management is a crucial element of every extensive development community project. When there is a lack of participation, the outcome is typically characterized by perplexity, ambiguity, and occasionally, social unrest. It is crucial that the community is provided with sufficient information on their rights, privileges, participation, and the process of addressing complaints. Such information should provide them with knowledge of the specific benefits that oil and gas exploration in their region will provide. The material should avoid making exaggerated claims or failing to meet expectations (Kalipeni and Johannes, 2014). It is crucial to successfully handle community expectations in order to prevent future disagreements that could have an influence on community project completion.

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

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

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 by the state and company as well as disruption of its operations (Mkutu, Mkutu, Marani and 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 suggest that the community has a 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 community of Lodwar expressed a clear and definite stance that the exploration and production of oil and gas will cause significant harm to their grazing land, 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 containing sacred shrines 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 on the environment, especially in terms of potential oil spills that may release hazardous carcinogenic hydrocarbons into the 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).

Research Gaps

While literature abounds, such as Akosua & Darkwah (2016) and Maweu (2015), on the necessity for community stakeholder involvement in oil and gas projects, there is still a lacuna in understanding how the management of community expectation could moderate the relationship existing between community stakeholder involvement and project delivery. Although some specific studies have documented these challenges to be a result of unmet community expectations and their impact on project success-for example, Opongo (2017) and

Kalipeni & Johannes (2014)-very few empirical data are available that explain how these expectations are managed in ways that achieve better engagement outcomes from resource extraction projects. Besides, most of the current literature focuses on direct relationships between community stakeholder involvement and project success (Idemudia, 2015; Maweu, 2015); the extent to which management of community expectation might play in moderating such relations in oil exploration contexts has not been as widely explored to date, especially in Turkana, Kenya. These expectations from the community in these regions send an interesting dynamic that must be managed for strategic success in project delivery. In this regard, the study tries to fill the gap by studying the moderating influence of the management of community expectation on the relationship between community stakeholder involvement and project delivery in the exploration activities of Tullow Oil in Turkana, Kenya.

METHODOLOGY

This research used the philosophy of Critical Realism. According to Bhaskar (1998), critical realism recognizes one real world; however, our understanding is constrained by deeper structures and mechanisms that may not be empirically observable. In this philosophy, knowledge is considered valid if it accounts for deeper layers of reality which influence observable events, considering all the complex interactions between social, cultural, and material structures (Saunders, Lewis & Thornhill, 2009). The raw data was acquired from the issuing of the questionnaires, key informant interviews and focus group discussion. Descriptive statistics (frequencies and percentages) were used to describe the characteristics of the variables. Inferential statistics (cross-tabulation with chi-square test and binary logistic regression) was used to conclude the findings of test done on a population by taking a sample of an information from the large population. Qualitative data was analyzed using content analysis. The results of the study were presented using tables and figures.

RESULTS

The 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. In view of this objective is a research question: what is the mediating effect of management of community expectations on the relationship between community stakeholder involvement and project delivery in South Lokichar Basin in Turkana, Kenya? Analysis on management of community expectations is undertaken in this section.

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

Table 1 below shows that more that 60% of the respondents rated that Tullow Oil Exploration Firm carried out various corporate social responsibilities as informed by community expectations at a great Extent (48.9%) and Very High Extent (18.1%). The table also shows that over 57% of the respondents rated that Tullow Oil Exploration Firm provided the members of the community with job opportunities to a great extent (57.1%) though low paying jobs with additional 12% rating at a very high extent. Over 70% of the respondents indicated that social impact assessment is conducted by Tullow Oil Exploration Firm to a great extent (53.4%) and to a very high extent (20.3%). 46.6% of the respondents indicated that Tullow Oil Firm carries out environmental impact analysis geared towards satisfying stakeholders' expectations to a great extent. An additional 15.8% of the respondents rate the item being undertaken at a very high extent.

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Table 1: 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 Firm carry out various corporate social responsibilities 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 Firm 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 Firm	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 Firm 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
There is efficient community project delivery by Tullow Oil Exploration Firm	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 Firm carry out various livelihood community 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 development community projects are delivered by Tullow Oil Firm 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)

The Table 1 shows quite over 70% of respondents rated the statement that there is efficient project delivery by Tullow Oil Exploration Firm at a great extent (60.9%) and very high extent (13.5%). About 60% of the respondents rated that Tullow Oil Firm carries out various livelihood projects in line with the needs of the host community at great extent (42.1%) and very high extent (18.8%). Slightly more than half of the respondents rated the various community development projects being delivered by Tullow Oil Firm in line with the expectations of the local community to a great extent (38.3%) and very high extent (15.8%). The results align with those of Maweu (2015) who discovered that the success of community-based projects is greatly influenced by the active participation of community stakeholders.

Maweu concluded that when community stakeholder involvement is lacking, it often leads to confusion, uncertainty, and in certain instances, civil unrest. It is crucial that the community is provided with sufficient information on their rights, privileges, participation, and the process for addressing complaints. If key community stakeholders fail to fulfil their responsibilities in managing community expectations, it will have a negative impact on the project's conclusion. The values obtained from participant's responses to create 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 higher than the benchmark of reliability set at 0.7. Low involvement, moderate involvement, and high involvement are all categorical variables that were provided by the responses, lending insight to the study as presented in Table 2.

Table 2: 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 2 shows that 40.6% of respondents observed to there being low degree of management of community expectations on project delivery, while 37.6% of the respondents indicated 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 high level of management of community expectation. 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 3.

Table 3: Respondents views on the Level of Involvement in the Management of Community Expectations and Quality of Completed Projects (N=133)

Level of Involvement	Community project Satisfactorily completed	Community 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 3 indicate that more of the respondents (53.49%) who had low involvement in Management of Community Expectations and Quality of completed projects rated community 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 are seen in the level of involvement of the respondents in the categories of high involvement and very high involvement as community project not 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 quality of community completed projects. It is evident, therefore, that the higher the level of involvement of community stakeholders in management of their expectations the higher the view that the community projects were successfully completed.

Table 4 below shows the 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 represent odds ratios. Management of community expectation was coded 1 for community project satisfactorily completed and 0 otherwise and the moderating variable was management of community expectation which shows the estimated coefficients for management of community expectation, gender, age and level of education. The coefficient analysis of the regression model provides valuable insights into the relationships between each independent variable (management of community expectation, gender, age, and level of education) and the dependent variable, community project delivery.

The coefficient for the management of community expectation (ref: low involvement) is 1.554, indicating that a one-unit increase in the management of community expectation variable is associated with an increase in the log odds of the outcome. This effect is statistically significant (p = 0.001), suggesting that higher involvement in the management of community expectation is associated with increased odds of the outcome (odds ratio of 4.732). The odds of the outcome are approximately 4.732 times higher for each one-unit increase in the management of community expectation. The significance of management of community expectations are crucial for improving community project delivery outcomes. The negative coefficient (-.564) for gender indicates that being male relates to 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 is around 43.1% lower for males compared to females. However, it is important to note that this effect is not statistically significant, as indicated by a p-value of 0.216. The variable "age" has a positive coefficient of 0.003, which means that for every one-unit increase in age, there is a rise in the log chances of the outcome. This relationship holds true even when all other variables are held constant. The odds ratio (Exp(B) = 1.003) indicates that for each extra year of age, the probabilities of the result rise by approximately 3.0%. However, this effect is not statistically significant (p = 0.884).

The level of education is a categorical variable with four levels and reference category is level 0 (absence of education). The coefficients for levels 1 (primary education), level 2 (secondary education), and level 3 (tertiary education) represent the change in log odds compared to the reference category, holding all other variables constant. Primary education has positive coefficient (0.471), suggesting that primary education is associated with an increase in the log odds of the outcome compared to absence of education. At odds ratio (Exp(B) = 0.624], the odds of the outcome are about 37.6% higher for primary education compared to absence of

education, but this is not statistically significant (p = 0.491). Secondary education has negative coefficient (-1.380) and compared to absence of education; secondary education is associated with a decrease in the log odds of the outcome. At odds ratio (Exp(B) = 0.252], the odds of the outcome are about 74.8% lower for secondary education compared to absence of education, this effect is marginally statistically significant (p = 0.058). Tertiary education has a coefficient of -1.828 with a significance level of 0.005, indicating a statistically significant effect. This suggests that tertiary education is associated with lower odds of the outcome (odds ratio of 0.161). The constant value of 0.953 suggests that when the independent variable is zero, the baseline level of community project delivery is 0.953 units, indicating that a one-unit increase in the management of community expectation is 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 increase by about 40.7% when all predictors are zero, but this is not statistically significant (p = 0.371). The analysis of binary logistic regression are presented in Table 4.

Table 4: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Management of Community Expectations and Satisfactory Completion of Community projects (N=133)

Model	Unstandardized Coefficients		Standardized Coefficients				
	B	**SE**	**Wald**	**df**	**Sig.**	**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 reveals that the management of community expectation significantly affects the outcome, with higher involvement correlating with increased odds of the outcome. Tertiary Education also shows a significant negative effect, suggesting that tertiary level of education is associated with lower odds of the outcome. Gender, age, primary education and secondary education do not have significant effects on the outcome variable. These findings highlight the importance of the management of community 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 organisations has transformed and goes beyond creating incomes for shareholders. Rather, it is obligatory for organisations or companies to incorporate a variety of profits that are cherished by their stakeholders in order to be seen as a node of interactions between the business companies, and Murwanashyaka and Shukla (2015) found that stakeholder management had a beneficial impact on the performance of the Kigali-Gatuna Road restoration community project. As a

result, it is documented that dispute resolution, contract management, and communication management strategies have a favourable impact on community project performance. The study discovered that in the South Lokichar Basin in Turkana, Kenya, community stakeholders' management of community expectations influenced the oil Exploration Company quality of community 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 on environmental responsibility, including honesty, respect, and adherence to environmental norms, openness, and accountability. They promote a resource policy that is beneficial and engage 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 reveals that the Tullow Oil Exploration Firm employed temporary workers from the nearby communities and reserved certain roles for different villages in the area. This contrasts with the findings from the quantitative data. As such, the communities felt that they were significantly involved and their expectation to secure jobs during community project implementation was met. Nonetheless, the expectations of the community stakeholders were too high, since even though various community projects were rolled out, such as scholarship opportunities for students in the region, construction of classes and water projects, unskilled manpower, the community stakeholders still felt that the Tullow Oil Exploration Company could have done more. An interview with staff of ministry of mining and petroleum in Lokichar community provided the following:

> The companies' efforts to provide local 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 South Lokichar Basin by Tullow Oil Exploration Firm. Together with the National Environment Management Authority (NEMA), an environmental impact assessment was carried out before construction began on each of the projects (43years old ministry of mining and petroleum staff in Turkana).

The results of the study showed that Tullow Oil Exploration Company have a strong commitment to their 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 giving back to the community responsibility, provided casual jobs to people from the villages around the vicinity of the oil and gas exploration companies' wells within South Lokichar Basin especially Turkana South and Turkana East. Because of this, living standards have changed and some infrastructure has been developed in some parts. Even though several CSR initiatives were launched, it wasn't enough to satisfy the community's high expectations. Tullow Oil Exploration Firm 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 firm has funded more water projects in 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 produce jobs. It's tainted because the individuals involved just care about themselves and their families. When they do harm to the environment, they don't stop to consider the consequences before acting. They complete their corporate social responsibilities but fail to deliver on agreed-upon initiatives. Most rural areas complain that essential infrastructure 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 (62years 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 community project to move forward. Tullow Oil drilling company has confirmed community engagement in environmental and social impact assessment in 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 project delivery. According to Tullow official, a thorough environmental impact assessment opens the door to public scrutiny and involvement in decision-making. A discussion with a prominent staff of Tullow on the issue has this to say;

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

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 community 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 own benefit since they were involved in the management of community expectations. The community stakeholders considered this as lack of transparency, or lack of mechanisms to address grievances on local relevant concerns, this planted seeds of distrust and discord. This study's results are consistent with those of Mandala (2018), who found that properly managing community expectations is necessary to avoid future disputes that might have an influence on community project delivery.

Also, Andriof and Waddock (2002) disentangle stakeholder requirements for community 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, according to research by Andriof and Waddock. 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 stakeholders in terms of economic, social, and environmental entities. As a result, business companies and 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 that, villages expects the following community projects; stable employment to most of the community members, most community projects be implemented and delivered to the communities where oil wells are situated, improve living condition of community members, Tullow Oil Exploration Company to take a long time and invest a lot to the communities, those employed will work for a long time and no redundancy will be done that will affect them, infrastructural development like roads, railways, airports, schools, hospitals, water projects and many more will be implemented and delivered to the communities, the community will benefit directly by getting the 5% shares through CASH TRANSFER (locally christened as "KIWAAK NAKAAD" and all the needs of the community will be addressed.

The findings obtained appeared that Tullow Oil Exploration Company has been able to meet some community expectations through employment, as most of the manpower (unskilled low cadre employees) was 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. Although, the study found that Tullow Oil Exploration Company has not been able to meet some community expectations in terms of project implementation and delivery. Expectations not met include; most projects are still not done as promised to the communities by Tullow Oil Exploration Company as the firm takes a long time and still haven't invested a lot to the producing communities, those employed mostly casual workers were not engaged for a long time and some affected by redundancy, there are still not any or inadequate infrastructural development like roads, railways, airports, schools, hospitals, water projects and many more, the community

has 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 have 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, lack of educational and community business support.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The cross tabulation with chi square indicated that the relationship between community stakeholder involvement and community project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya is statistically significant in the management of community expectations ($X2=61.566$, df=1, sig. = .000). Community expectation does not guarantee the best operational basis for corporate-community involvement in the oil and gas industry. Management of stakeholder expectations goes a long way in determining the type of projects to be initiated, hence influencing the level of stakeholder involvement and community project delivery. According to binary logistic regression, the effect is statistically significant ($p = 0.001$). This suggests that managing and meeting community expectations are crucial for improving community project delivery outcomes. The research found that the link between community stakeholder involvement and project delivery by Tullow Oil Exploration enterprise in South Lokichar Basin in Turkana, Kenya is moderated by the way in which those community members' expectations are 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 dash 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.

Conclusions

The study established that the management of community expectations is critical to community stakeholder involvement and community 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 exists high optimism in the form of expectations by community members. The various expectations by members of the host community serve as important link of understanding the potential causes of conflict and ultimately avenue for possible solutions.

Recommendations

The study recommends that there should be proper, careful and objective selection of communities' representatives should be ensured to portray the understanding of the various interests and demands of community members with the oil and 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 suggests that communities should pick representatives with care and objectivity so that their needs and interests are accurately represented to oil and gas companies. In order to make sure that the funds set aside for

community initiatives are utilized in a prudent manner, it's important for stakeholders in such projects to come to an agreement on the most appropriate ways of channeling 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 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.

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