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**Implementation Dynamics and Project Delivery: A Case Study of Tullow Oil  
Exploration in Turkana, Kenya**

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**Abstract**

**Purpose:** The purpose of the study was to investigate the effect of community stakeholder involvement in the implementation process on project delivery by the Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya.

**Methodology:** The study utilized a descriptive research design that incorporated both qualitative and quantitative methods for data collection. While qualitative design was predominantly utilized, a small amount of quantitative methodology was included to assess perceptions. A triangulated methodological design was employed to ensure the accuracy and reliability of the data. The study involved the use of questionnaire method to collect quantitative data and key informants guide and focus group discussion to collect qualitative data. This research adopted multistage sampling utilizing cluster sampling as one of the sampling methods and the first stage of sampling, where villages were divided into clusters which were later randomly sampled based on their proximity to the oil wells. 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. Quantitative data was analyzed using descriptive analysis and inferential analysis (cross-tabulation with chi-square and binary logistic regression analyses) by use of SPSS version 25. Qualitative data was analysed based on Content Analysis (CA) method.

**Findings:** The study revealed community stakeholder involvement in the implementation process had statistically significant effect on community project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya ( $X^2=8.161$ ,  $df=1$ ,  $p\text{-value} = .000$  and  $p\text{-value}=.037$  ( $<0.05$  respectively).

**Unique Contribution to Theory, Practice and Policy:** The Stakeholder Theory emphasizes the need for companies to take a wider view of their economic activities and consider all other stakeholders' interests, not just the shareholders. Its contributions to the descriptive, normative, and instrumental elements of Stakeholder Theory are thus underlined by the fact that community engagement may make or break the success and sustainability of community projects in this industry even during the implementation phase itself. It hence requires a balancing of the expectations of a Company with those of the community so that all the stakeholders really share goals and vision in similar ways concerning the community project at hand. The actual study indicates that, in practice, the effective participation of community stakeholders throughout the entire community project cycle-identification, planning, and especially implementation-enhances project delivery while at the same time enhancing ownership and cooperation at the local level. Such understanding of stakeholder management is key when companies operate their business in marginalized areas for the purpose of mitigating risks, community resistance, and ensuring easier ways of executing community projects. This research, therefore, calls for legal and regulatory environments that enhance stakeholder involvement in resource extraction projects. From a policy perspective, the government of Kenya and any other relevant country should develop policies that ensure that companies adopt formal mechanisms involving direct consultations of communities in the decision-making and operations processes. It is through this that the process reflects transparency, inclusiveness, and accountability-one of the facets of successful long-term community projects in resource-rich areas. These contributions are aimed at the improvement of project delivery in a sustainable manner together with social harmony across large-scale extraction-impacted areas.

**Keywords:** *Community Stakeholder Involvement, Project Delivery, Tullow Oil Exploration Company, Implementation Process*

**JEL Codes of Classification:** D23, L71, O22, Q35

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## INTRODUCTION

Internationally, the efficient execution and completion of public projects play a critical role in enhancing public satisfaction and contributing to a country's prosperity. Demirkesen and Reinhardt (2021) argue that community stakeholders are very instrumental in the successful implementation of government projects, as was evidenced in their research into Polish government projects. Most importantly, stakeholder engagement appears to be strongly segmented with project delivery in those industries, perhaps, where large-scale resources' extraction is meant; community stakeholders' endorsement becomes inalienable in project delivery. From this perspective, the extractive industry, or more precisely oil exploration, presents specific challenges in terms of involving community stakeholders because such ventures are very risky ((Nwosu, 2017). Boon et al. (2013) assert that relevant mechanisms must be in place to ensure proper stakeholders' involvement in the development of projects. To this end, the paper discusses some of the activities involved in Tullow Oil's exploration process about South Lokichar Basin, Turkana, Kenya, where community stakeholder involvement is a significant success factor in its business projects. The region, with all its socio-economic challenges, does indeed provide an interesting case study on the role of community participation in project delivery within the oil exploration sector.

In regard to this, project delivery is, in effect, defined as an effective implementation and completion of projects within the planned scope at the right time and cost, to be acceptable by the community in operational fashion, quality, safety, environmental preservation, and functionality, among other considerations. This involvement of the local communities within the risk mitigation process, as has been undertaken by Tullow Oil in South Lokichar, provides an impressive opportunity for these communities and the company itself to meet the project needs of the communities in line with the operational objectives of the corporation (Magassouba et al. 2019). It will then explain how the stakeholder engagement strategies of Tullow Oil at the project implementation phases affect the timely delivery and overall success of the company's oil exploration community projects. This research will contribute to the knowledge on community stakeholder dynamics and project delivery interfaces using the Tullow Oil case. It underpins the need for stakeholder expectation management, especially in marginalized areas where such projects by Tullow Oil tend to have a considerably pervasive effect on the socio-economic outlook.

### Statement of the Problem

Large-scale community projects in the extractive industries rely highly on effective community stakeholder involvement. Of the stakeholders, community members are the ones who tend to enjoy the decisive influence on community project outcomes. In the case of the operations that Tullow Oil undertook in the South Lokichar Basin, Turkana, Kenya, challenges persist toward ensuring meaningful community engagement in the implementation of the projects. The lack of this often leads to critical problems undermining the success of the community projects. Particular results of the deficiency in sufficient involvement of community stakeholders are delay-whereby community resistance disrupts the timeline of the project and budget overruns due to unexpected obstacles that may also involve addressing conflicts or environmental degradation that could have been mitigated with early involvement. Moreover, lack of involvement from community stakeholders almost always leads to social conflicts between project developers and the local communities because of frustrated expectations interoperable with both parties and also being left out from decision-making processes. These issues put into question not only the short-term implementation of the project but also the long-term

sustainability of it. In the context of the South Lokichar Basin, structured engagement and meaningful involvement of the local communities with projects cannot afford to be done incorrectly since it helps to minimize resistance, ensures project objectives meet the needs of the community, and assures project delivery. This study tries to fill that knowledge gap by investigating how oil exploration projects are delivered when the involvement of community stakeholders differs in level during the implementation phase. Attention will be given to the mechanisms that could be used either to enhance or hinder effective collaboration between Tullow Oil and the local communities. It will then be about formulating strategies that will assist in meeting or enhancing project outcomes for sustainability.

## **LITERATURE REVIEW**

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 community 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 reach the community project goals (Menoka, 2014). The level of difficulty in getting stakeholders to agree to the implementation process depends on the type of community project being worked on. Long length, 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 and risks that come with involving community stakeholders in the planning and carrying out of community projects. Some of these problems have to do with the way business is done, the growth of community project sponsorship, political impact, the ability to pay for things, government rules, buying things, and social acceptance (Madeeha and Imran, 2014). The success of a growth community project depends on the qualities of the people who have a stake in it. So, if important people involved in a community 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 in order to reach project goals (Akosua and Darkwah, 2016).

Remarkably, the relationship between community stakeholder involvement and projects is characterized by a bilateral effect (Mbelwa, 2018). That is, while community stakeholders possess an influence on the success and sustainability of community 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 entails positive effects. However, the destruction and pollution of the environment will imply the adverse effect of 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).

## **Theoretical Framework**

The theory of 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 only the investors of the companies. 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), Stakeholder Theory is a management task that involves balancing, managing, or influencing all relationships that can impact 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 the business companies serve as a wealth-creating avenue not just for shareholders but all the companies' stakeholders. The Theory is based on three components which are descriptive, instrumental, and normative (Donaldson and Preston, 1995). Stakeholder theory from the normative perspective postulates that a Company stands as a social construction which is made up of various stakeholders' interactions. Notably, a Company also serves as the centre, comprising of 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 have the obligation of pursuing and ensuring 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 part, is very predictive and pragmatic. It aims to establish a connection between reality and desired outcomes through the implementation of various activities and behaviors. The descriptive aspect is the final layer of the Theory, serving as the fundamental level that 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.

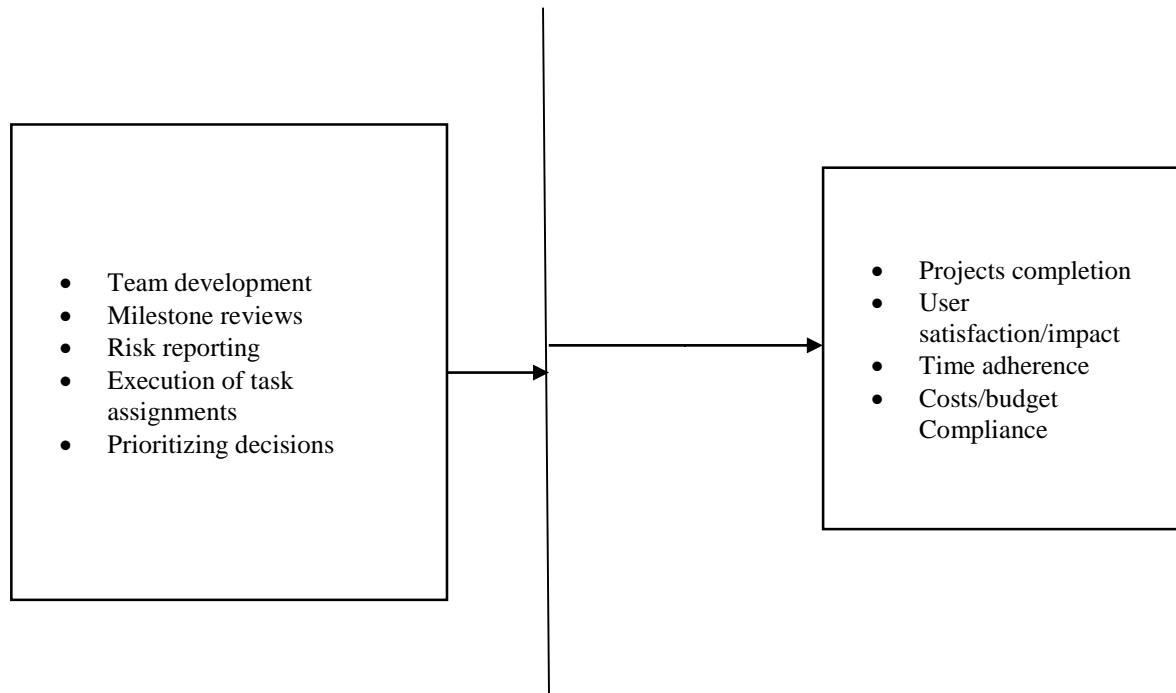
In this study, stakeholder Theory is important in predicting the reactions as well as actions of stakeholders to each other, and the results of such interactions. In relevance to this study, the prepositions of stakeholder Theory provide the connection between stakeholder involvement and project delivery. Markedly, community expectations are adequately managed by engaging the various stakeholders in the community which will provide input on the interest 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.

### Conceptual Framework

#### Implementation Process

#### Project Delivery



*Figure 1: Conceptual Framework*

Team development, milestone reviews, risk reporting, execution of task assignments, and prioritizing decisions put forth that stakeholders are not only kept engaged but also aligned with the project's objectives at critical stages of implementation. Effective participation from stakeholders in the process of implementation is bound to positively influence: completion of the community project, satisfaction or impact of users, adherence to time, and compliance with cost or budget. The process of implementation should effectively involve stakeholders at the community level. This is expected to enhance general project delivery and make the approach to handling major oil exploration projects at Turkana in Kenya more inclusive and effective.

### Empirical Review

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 reach the project goals (Menoka, 2014). The level of difficulty in getting stakeholders to agree to the implementation process depends on the type of community project being worked on. Long length, 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 and risks that come with involving community stakeholders in the planning and carrying out of community 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, government rules, buying things, and social acceptance (Madeeha and Imran, 2014). The success of a community 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 community project's result (Atiibo, 2012). So, getting community stakeholders involved is important for delivering community projects; it's very important to think about their needs and concerns during the implementation process in order to reach community project goals (Akosua and Darkwah, 2016).

Remarkably, the relationship between community stakeholder involvement and project delivery 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 community 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 entails positive effects. However, the destruction and pollution of the environment will imply the adverse effect of 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).

### **Research Gaps**

While previous studies emphasize that the involvement of stakeholders in project implementation and delivery is crucial, most studies have focused on general frameworks of stakeholder engagement without considering a sector-specific context, in this case, the extractive industry in south Lokichar Basin in Turkana, Kenya. A few scholars, among them Menoka (2014) and Chang (2013), have acknowledged that gaining stakeholder buy-in can be a hard task from stakeholders, given some aspects of projects, high investment with unexpected risks being one of them. Nevertheless, on the higher plane of stakes and profound impacts, there is still much to be desired in the ways the dynamic interplay between community stakeholders and project delivery outcomes are investigated in the oil exploration sector.

While Mbelwa (2018) and Odera et al., (2018) recognized the interactive influences of community engagement for both community stakeholders and project delivery, there was a serious lack of empirical data regarding how these interactions occur, especially within the most marginalized regions such as Turkana, Kenya. In fact, this gap is even more pronounced in oil exploration, where socio-environmental contexts and community expectations are high in shaping community project delivery outcomes. The study, therefore, tries to fill this knowledge gap by examining how community stakeholder involvement influences community project delivery for oil exploration initiatives from the case of Tullow Oil in South Lokichar Basin, 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 guide. 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 investigating the effect of community stakeholder involvement in the implementation process on project delivery by Tullow Oil Exploration Company in 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 and key informants' interviews using global best practices. The data obtained from the close-ended questionnaires were organized as ordinal data and analysed using frequencies and percentages. The analyses of the data for community stakeholder involvement in the implementation phase are shown in table 1.0. Results indicate that effective involvement of community stakeholders enhances integrative community project execution as well as collaboration between teams.

Table 1 shows that more than 70% of the respondents were involved in 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 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 community project schedules to a great extent (51.9%) and very high extent (21.8%).

The table shows that 56.4% and 13.5% of the study respondents were involved in community project status meetings at a great extent and a very high extent respectively. Similar trend is seen in the respondents' involvement in milestone reviews rating at great extent (57.9%) and at 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 risk management plan. The involvement in the two activities were rated to the great extent at 58.77% and 53.4% respectively.



**Table 1: Respondents views on the Level of Involvement in Community Project Implementation Process (N=133)**

Items	Level of Involvement in Implementation	Percent	Number
Modification of community 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 community 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
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 community project plan, keeping stakeholders well informed about the progress of the execution of task

assignments during the implementation stage, maintaining community project update schedules, holding status meetings with the community while the community 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 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 1.0, which demonstrates that stakeholders are engaged in a variety of implementation processes. However, the degree to which they are involved varies, since the findings reveal that certain community stakeholders had a moderate level of involvement, while others had low involvement and a high level of involvement.

The findings are in consistence with those of Atiibo, (2012) who found that, the delivery of a development project is largely dependent on stakeholder attributes. Therefore, if key community stakeholders of projects are not committed to carrying out their roles during implementation, it will affect adversely on the project outcome. 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 study reported that community involvement in the execution of community projects leads to improved welfare and sustainable development of oil-producing communities. Ebekezien, Also, Njogu (2016) in the context of automobile control projects (NEMA) in Nairobi, Kenya, reported that stakeholder involvement in project implementation has 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 involvement of community stakeholders in execution of the community projects. Cusmus (2021) determined the nexus between participation of stakeholders and delivery of construction projects by Kenya Ports Authority. It was reported that project execution was positively as well as significantly impacted 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.

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

**Table 2: Level of Involvement in Community 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 2 indicates that the degree of engagement of stakeholders' involvement throughout the implementation phase and delivery of the community project. The results show that the largest portion of the respondents (38.4%) had low involvement in the community project implementation process. Those who were involved at moderate level were 32.3% of the respondents, compared to the involvement level of those who were highly active in the implementation process, which was 29.3%.

The study investigated the progress and outcomes to ascertain the degree to which stakeholders' involvement correlated with the quality of projects completed. The findings are presented in Table 3.

**Table 3: Respondents views on the Level of Involvement in Community project Implementation and 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
<b>Total</b>	<b>50.7</b>	<b>49.3</b>	<b>100</b>	<b>133</b>

Chi-Square value,  $X^2 = 8.161$ ,  $df=1$ ,  $p\text{-value} = .004$

Source: Survey Data (2021)

Table 3 shows variations in community stakeholders' involvement level throughout the project implementation. This also varied with the rating of the project completion satisfaction levels. Results indicate that there is a statistically significant association between the level of involvement in project implementation and respondents' views on project completion at  $p\text{-value} = 0.004$ . The table also revealed that more than 50% rated the 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 below shows 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. 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 implementation process, gender, age and level of education. The coefficient analysis of the regression model provides valuable insights into the relationships between each independent variable (implementation process, gender, age, level of education) and the dependent variable, project delivery.

The implementation process has positive coefficient (0.895), indicating that a one-unit increase in the implementation process variable is associated with an increase in the log odds of the outcome. The odds of the outcome are 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 is associated with increased odds of the outcome (odds ratio of 2.448). This indicates a positive trend and the effect of the implementation process on community project delivery is strong or consistent enough to be considered reliable within this model.

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

The level of education is a categorical variable, and the 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. Possessing primary education is less likely to recognize that projects were satisfactorily completed (negative coefficient -0.144), suggesting that primary education is associated with a decrease in the log odds of the outcome. The odds of the outcome are about 13.4% lower for primary education, but this is not statistically significant ( $p = 0.827$ ). Possession of secondary education is less likely to know that projects were satisfactorily completed (coefficient -0.820).

Secondary education is associated with a decrease in the log odds of the outcome. At  $\text{Exp}(B) = 0.441$ , The odds of the outcome are about 55.9% lower for secondary education compared to absence of education, but this is not statistically significant ( $p = 0.218$ ). Tertiary education has a coefficient of -1.274 with a significance level of 0.031, indicating a statistically significant effect. This suggests that Level of Education (3) is associated with lower odds of the outcome (odds ratio of 0.280).

The constant value of 0.627 suggests that when the independent variable (implementation process) is zero, the baseline level of community project delivery is 0.627 units, indicating that a one-unit increase in the implementation process variable is associated with an increase in the log odds of the outcome, holding all other variables constant. Hence at odds ratio [ $\text{Exp}(B) = 1.073$ ], the odds of the outcome increase by about 7.3% when all predictors are zero, but this is not statistically significant ( $p = 0.542$ ). The result of the binary logistic regression is presented in Table 4.

**Table 4: Results of Logistic Regression Analysis of Respondents Views on the Level of Involvement in Community project Implementation and Satisfactory Completion of Projects (N=133)**

Model	Unstandardized Coefficients		Standardized Coefficients	df	Sig.	Exp(B)
	B	SE	Wald			
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

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

In summary, the analysis reveals that the implementation process significantly affects the outcome, with higher involvement correlating with increased odds of the outcome, community project delivery. Tertiary education also shows a significant negative effect, suggesting that this level of education is associated with lower odds of the outcome. Gender, age. Primary education and secondary education do not have statistically significant effects on the outcome variable. These findings highlight 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 timely completion of community development projects, stakeholder involvement in the implementation phase played 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 is a direct relationship between community stakeholder involvement in community project implementation process and timely completion of community projects by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya. The results corroborated those of Owuor and Moronge (2017) who found that, stakeholders involvement contributes 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 project's plan. Involvement from key stakeholders modifies project goals and approaches, which in turn yields a more accurate grasp of what is really occurring on the ground. The results of this study are consistent with those of Kobusingye (2017), who found a positive correlation between stakeholder involvement and community project outcomes. According to Kobusingye, stakeholders remained engaged throughout the community project, helping to acquire resources, coordinate the necessary personnel and materials, assess potential dangers, and bring the community project to fruition. Similarly, Maina (2013) and Njogu (2016) discovered that involving community stakeholders improves the likelihood of a successful implementation of 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 organisation.

Stakeholders within the community were also heavily engaged in the implementation process, as seen by the qualitative data. Community opinion leaders, religious leaders, civil society group, community special groups, Provincial and County government administration, non-governmental organisations (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 have 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 risks and potential consequences of the different initiatives. After each completed phase, and before the next one begins, the community's stakeholders were brought in for a final review. In addition to providing crucial information on the importance of culturally significant trees and cemetery sites, the community also all followed up to ensure that such reserved sites were not tampered with over the course of 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 years 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 might leave comments for the company in a community suggestion box or speak directly to stakeholders during community meetings. The key informants presented evidence that stakeholders made many proposals about the 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. 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 authorised to take any action based on such suggestions. Community stakeholders have input on project implementation because they help determine, organise, 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)*

According to the results of the research, community members may easily keep tabs 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 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 have had their roles and responsibilities diminished, and they have been involved in the implementation process only at the first and second stages.

Thus, community stakeholders contribute 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 like, 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 community 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 community members the responsibility of supplying inputs required in the many community projects that were executed. Because of this, they were able to complete the job much more quickly than expected. Community stakeholder involvement in the project implementation process was one of the most important activities in project management, confirming the results of Mandala (2018). Project completion is heavily influenced by things like 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 are congruent with those of Madeeha and Imran (2014), who found that following the risk management strategy was essential to the timely completion of a community project.

Indeed, the analysis affirms that stakeholder engagement, at the implementation stage, significantly affects project delivery, especially those requiring resource extraction, akin to operations Tullow Oil executed in the South Lokichar Basin. The findings indicate a positive

correlation between community stakeholder involvement and project completion on time. However, despite the possible advantages of stakeholder engagement, the limitations identified above regarding Stakeholder Theory will render effective management of Tullow Oil's stakeholder relationships problematic. For instance, the inability of stakeholder theory to provide managerial directions, as noted by Sacconi (2006), could explain why some stakeholders have indicated only a partial feeling of engagement with the project. Without clear frameworks that can help in measuring the contribution that each stakeholder makes, inconsistency in the level of engagement at different phases of the project could set in as Tullow Oil managers may not appreciate the efforts put forth by individual stakeholders. As threatened, managerial abuses may also occur since biased decision-making may favor one stakeholder to the detriment of the other (Donaldson and Preston, 2005). It might result in a discordant system of resource allocation or miscommunication, which further promotes conflicts, causing delays in the progress of a project.

Meanwhile, the multidisciplinary nature of Stakeholder Theory itself is, according to Agle et al. (2008) posing some challenge in amalgamating community feedback into the project plan-an industry involving very crucial variables such as project timelines and financial constraints. This is reflected in community feedback when the communities highlight disparities in the level of engagement at different project stages. Tullow Oil cannot ensure that communication remains consistent and transparent in the absence of any standardized approach to stakeholder involvement; this is highly instrumental in managing expectations of stakeholders and preventing conflicts. While therefore the results emphasize the role of stakeholder involvement in enhancing project delivery, they also highlight the practical limitations of Stakeholder Theory once applied to complex large-scale projects like those in the extractive industry. It is over these theoretical and practical hurdles that Tullow Oil needs to succeed if its strategies for stakeholder engagement are to be effective and sustainable.

## **CONCLUSION AND RECOMMENDATIONS**

### **Summary**

The respondents were largely in agreement to the statements relating to community stakeholder involvement in the implementation process and project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya. Even though the findings showed that not all stakeholders are fully and highly involved during the implementation phase of the projects, some were engaged at a moderate level and others are engaged at a minimal level, respondents generally agreed that the Tullow Oil Company often involved stakeholders in the implementation process and community project delivery. both cross tabulation with chi square and binary logistic regression found out that community stakeholder involvement in the implementation process had statistically significant effect on community project delivery by Tullow Oil Exploration Company in South Lokichar Basin in Turkana, Kenya ( $X^2=8.161$ ,  $df=1$ ,  $p\text{-value} = .000$  and  $p\text{-value}=.037$  ( $<0.05$  respectively). Apart from the involvement of relevant community stakeholders in identification and planning processes, their further engagement in the implementation phase additionally provides them with unanimity and sense of belonging, as such cooperating and ensuring the successful delivery of undertaken projects.

### **Conclusions**

The research concluded that the level of community stakeholder involvement in the implementation process was a prerequisite and a critical factor of project execution by Tullow Oil Exploration enterprise in the South Lokichar Basin in Turkana of Kenya. With the right



stakeholder involvement strategy, Tullow Oil Exploration Company may speed up the delivery of community projects.

### **Recommendations**

Based on these findings and conclusions of the study, it is recommended that Tullow Oil Exploration Company work out better frameworks for involvement of stakeholders in the implementation processes to guarantee success in the realization of project delivery. There is an urgent need to reconsider and ensure effective management of the relationship with stakeholders, deriving their involvement in decision-making on major activities and a clearly defined avenue for effective stakeholder involvement in the entire project cycle. The research study recommended stakeholder mapping on the basis of meritocracy to ensure fair representation and involvement. It is also important that the legal and regulatory frameworks guiding stakeholder involvement are strengthened to ensure compliance and accountability. The study further affirms that Tullow Oil and all other parties involved in the exploration of oil should improve the mechanisms for leadership and communication of stakeholders. Leaders should encourage coaching and collaboration within all project teams and stakeholders. This shall be achieved through timely and transparent feedback at every stage of project implementation. By empirical evidence, this research recommends that there is a need for inclusive and meaningful policies of stakeholder engagement in resource extraction projects by the policy makers, the Government of Kenya, and other relevant stakeholders, particularly within the margins like Turkana.

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