Influence of Stakeholders' engagement strategies on performance of projects: A case of Tullow Oil in Kenya

Miriam Naspan Etheri

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DECLARATION

Declaration by the student

This thesis is my original work and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of the University of Nairobi

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Miriam Naspan Etheri

Reg No: L50/21729/2019

Declaration by the Supervisor

This theis has been submitted with my approval as the University Supervisor

Name:…….Sign:……Date:……

Supervisor: Dr. Jennifer Wangare

University of Nairobi

DEDICATION

This thesis is dedicated to the Almighty God for the guidance and in honor of my late loving father Anton Jeremiah Etheri for the selfless support and source of inspiration.

ACKNOWLEDGEMENT

I would like to appreciate my supervisor, Dr. Jennifer Wangare, for the patience and guidance throughout the work. I also thank my siblings Sandra Etheri, Abraham Emuria, Ruth Lorogoi and Bibiana Namoni Etheri for their continued support. I extend my gratitude to the management of University of Nairobi, for having given me this noble opportunity to carry out this wonderful study and learning environment.

ABSTRACT

Unsatisfactory community engagement by the government and Tullow Limited Company has left doubt as to whether the oil exploration will lead to improvements in the lives of the people of Turkana. This is despite counter arguments that they have been involved. They argued that the land in which the oil was found is their cultural heritage and they should be part of the process. The aim of the study is to analyze Stakeholders' engagement strategies and its influence on project performance: A case of Tullow Oil in Kenya. The study will be guided by the following research objectives; to; examine the influence of Stakeholders' partnerships on project performance, assess the influence of Stakeholders' participation on project performance, assess the influence of Stakeholders' consultations on project performance, determine the influence of Stakeholders' communication on project performance at Tullow Oil Kenya and how government policy affects the relationship between stakeholders engagement strategies and project performance. The study will use a cross sectional research design and target population 88 respondents from where a sample of 70 respondents will be selected. Multi stage sampling will be used to select the respondents of the study. Stratified sampling will be used to select the regions, key informants will be selected through convenience sampling and purposive sampling will be used to select the management and supervisory staff at Tullow Limited and the County staff. The questionnaire will be used to collect the required data and this will be tested for reliability through Cronbach's alpha coefficient and for validity through expert opinion. A pilot study will be conducted among the government representatives for the Tullow Oil projects. Descriptive statistics including frequencies, percentages and means and inferential statistics including multiple regression and Pearson Product Moment Correlation will be used to analyze the data collected. The study will be of great importance to the management of Tullow Oil Kenya PLC, to also project managers to reorganize their view on stakeholder engagement strategies, to the government to assist to improve the prevailing policy and regulation on the community engagement strategies and to scholars who will employ the research as a basis for future research. Study results indicated that there is a significant relationship between stakeholders partnerships and project performance at Tullow Oil Kenya ($\beta = 0.077$, $p = 0.003$), participation and project performance at Tullow Oil Kenya ($\beta = 0.299$, $p = 0.000$), consultation and project performance at Tullow Oil Kenya ($\beta = 0.147$, $p = 0.005$) and consultation and project performance at Tullow Oil Kenya ($\beta = 0.388$, $p = 0.000$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis in all cases. The concluded that the community supports project activities generally and the community is benefiting from the company operations, that there are policies to direct need for partnerships with locals and that there are many activities that the company partners with locals (residents)/local companies to undertake, community stakeholders are selected from immediate communities and that Community stakeholders views are incorporated in projects, company meets community members to consult them on key activities and that consultation of community involves taking views for consideration not necessarily for implementation and that all company activities performance are communicated to the community and that communication to the community is done through mass media. The study made the following research recommendations; Tullow oil Management should engage in outsourcing activities to ensure that it partners with more local communities professionals in various drilling and logistics activities, The company's management should select key stakeholders whom they should ensure participate in all decisions made by the company in the region, The public relations and operations department of the Tullow oil limited should develop modalities of consultations with stakeholders in the region and the company should organize baraza's to communicate its activities to the locals to ensure they don't only hear the communication but also understand what the company is planning to do

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LIST OF ABBREVIATIONS

CBD:	Community Based Development
CSR:	Corporate Social Responsibility
HELB:	Higher Education Loans Board
NACOSTI:	National Commission of Science Technology and Innovation
PLC:	Public Limited Company
PPP:	Public–Private Partnerships

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Project performance is evaluated differently by various stakeholders of a project based on their expectations in relation to the actual quality, cost and time. Project performance can be measured in terms of the qualitative value the project has to the implementing organization or quantitative in terms of the earned value systems for utility and large government projects. Projects are very sensitive to decision and actions taken by any stakeholder. Almost all the projects operate in a context where its respective stakeholders play a primary role in the accomplishments of tasks (Lim, & Greenwood, 2017). Stakeholder support is critical for the success of any project. Project stakeholders may be within or outside the organization. Stakeholders of a particular project will vary during the life cycle of the project in terms of needs, numbers and influence. The interests, perception as well as the motivation of all the project stakeholders that have an influence on the success of the project should not be ignored. Stakeholder review and identification should be conducted throughout the project life cycle (Herremans, Nazari, & Mahmoudian, 2016).

Globally, researchers have acknowledged stakeholder engagement strategy in any intervention is important to achieve sustainable developments, project success, and or positive impact. Stakeholder engagement has been defined by World Bank as 'A process through which project stakeholders share control and influence initiatives, resources as well as the decisions that affects them'. The aim of the concept of engagement is to create the sense of self-reliance in the community and inculcating the aspect of ownership of the intervention (Barrett, Oborn, & Orlikowski, 2016). Multinationals in developed countries employ the concept of stakeholder engagement as a standard in all projects as is supported by studies by Jami & Walsh, (2017) and Sanghera, (2019) that regulations in the US and European nations are enforced with the aim of achieving complete stakeholder engagement in all projects affecting the community be they government projects or privately sponsored projects.

Regionally, the concept of stakeholder engagement is gaining prominence in Africa. Different strategies of engaging stakeholders are in use in the continent for projects especially those posing environmental concerns. This include the construction, oil and gas and mining projects. In his study of fostering civic engagement (Prpich, Sam, & Coulon, 2019). The study noted that the

opportunities and the challenges of participation of the locals in Africa in public projects lies on the priorities of social development and greater participation of the stakeholders is contextual. Researchers such as (Coleman, Manyindo, Parker, & Schultz, 2019). views participation as an end on itself in supporting projects while as others viewed participation as a means to an end through participatory need identification in; formulation of an intervention as well as participatory budgeting. Nigeria in particular has had a hard time selecting appropriate stakeholder engagement strategies for its oil and gas sector which has led to inefficiencies in the sector. South Africa has also had to deal with mining challenges due to poor stakeholder engagement strategies.

Projects in Kenya especially county projects now recognize that citizen participation can be categorized into different levels including, informing, consultation, Placation, Partnership, delegated power and finally citizen control. These findings are supported by Mbevi, (2016), Ndungu, & Karugu, (2019) who also note that generally, participation for projects in various counties can be categorized as either passive (lower level) or active (highest level) participation. Passive participation means that the stakeholders contributes towards the successful implementation of a project where they have no stake in the control of the project resources and the decision making process. The external institutions educate the stakeholders' solution to their need. Active participation generally means that the stakeholders have information necessary to the betterment of the lives and they have a stake in the decision making processes in the project life cycle. The views and the perspectives of the stakeholders and the external agents are considered equally through the process of negotiation, compromise and consensus (Ablo, 2019).

Tullow Oil Kenya PLC has been documented by Mwangi, (2018) to employ stakeholder engagement in its daily business practice at every level of the organisation. The executive, through to field engagement teams, regularly communicate with a wide range of stakeholder groups through formal meetings, open forums and on-the-ground engagement. According to Mkutu, Mkutu, Marani, & Ekitela (2019), these engagement strategies have led to consistent and proactive engagement which fosters stronger relations and helps build partnerships. The feedback and recommendations captured following the various engagements feeds into its business processes have helped make any necessary improvements. For example, for among communities, regular engagement has helped identify and mitigate the key impacts and understand the concerns and

needs of our neighboring communities, among opinion formers, the company has maintained a number of industry memberships and affiliations that has enabled it participate and contribute to industry issues and benchmark our practices. Other stakeholders have included, investors, local and international businesses and the government.

Project performance metrics focuses on the impact of the project at a point in time or over a fixed timeframe (Rui, Li, Peng, Ling, Chen, Zhou, & Chang 2017). The value of the impact of the project should supersede the cost of the intervention. Project performance is directly related to the project potential success. Project success factor relies on the methodology principles used in project management, the control mechanisms applied, and the expertise of the project teams. A project is considered to be successfully implemented if it is carried on schedule; realizes the purpose the project was designed through achieving the goals and objectives identified; the project is completed within the budgets commonly known as the project Triangle (Hanna, 2016).

Stakeholder engagement includes a number of strategies such as; participation which refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits, secondly, partnerships where joint efforts with the community are conducted. Inevitably, partnership structures will vary according to local circumstances, thirdly, consultation which means that the community, planners and other agencies staff enter a dialogue in which the community's ideas and priorities help shape projects. The final engagement strategies include communication, which is the process between which data, information and knowledge travels among stakeholders involved in the project.

Companies need to effectively engage stakeholders. Failure to do this may lead a company to face project execution challenges with the community. There are likely to be complaints and interferences with the project. Stakeholders especially the community need to know how they would benefit from the project and that the project is not going to risk their livelihood or have any environmental impacts on the community. Inadequate community engagement by project directors has evidently been blamed for poor project performance (Mulati, 2019). The question however remains on the most effective employee engagement strategies.

1.2 Statement of the Problem

Ideally, Tullow Oil Kenya PLC efforts for transparent community engagement and consent is expected to play a key role in the roadmap to develop sustainable oil and gas sector in Northern Kenya. By engaging in a collaborative process with communities to develop agreements tailored to their specific local contexts, the company can ensure sustainability of the project (Mwaura, 2019).

However, Tullow Oil Kenya PLC has failed to satisfactorily engage stakeholders. Since inception, the company has faced challenges with the community. The Turkana people have consistently claimed that they were never consulted and informed about the oil exploration and how they would benefit since the discovery and subsequent production would be a direct boon to their socio-economics. They argued that the land in which the oil was found is their cultural heritage and they should part of the process. To date, unsatisfactory community engagement by the government and company in recent years, as well as a lack of transparency surrounding transactions, has left doubt as to whether the oil wealth will lead to wide-ranged improvements in the lives of the people of Turkana (Mulati, 2019).

Several researches have been conducted on Stakeholder engagement on international Projects (Owuor, 2018), however their project environment differ in terms of the governance, social and cultural settings to the local context. Locally stakeholder engagement and project performance has been dealt with in studies such as (Agyei, 2014; Njogu, 2016). Their studies focused on a narrow aspect of stakeholder management that is stakeholder engagement without identifying the stakeholder engagement strategies that are most effective for a marginalized ASAL region such North Eastern Kenya. It is therefore against this background that the study will aim to analyze the influence of Stakeholders' engagement strategies on performance of projects: A case of Tullow Oil in Kenya

1.3 Purpose of the Study

The aim of the study was to analyze the influence of Stakeholders' engagement strategies on performance of projects: A case of Tullow Oil in Kenya

1.4 Objectives of the Study

The study was guided by the following research objectives;

i. To examine the influence of Stakeholders' partnerships on performance of projects at Tullow Oil Kenya
ii. To assess the influence of Stakeholders' participation on performance of projects at Tullow Oil Kenya
iii. To assess the influence of Stakeholders' consultations on performance of projects at Tullow Oil Kenya
iv. To determine the influence of Stakeholders' communication on performance of projects at Tullow Oil Kenya
v. To establish how government policy affects the relationship between Stakeholders' engagement strategies and performance of projects

1.5 Research Questions

The study was guided by the following research objectives;

i. What is the influence of stakeholder's partnerships on performance of projects at Tullow Oil Kenya?
ii. What is the influence of stakeholder's participation on performance of projects at Tullow Oil Kenya?
iii. What is the influence of stakeholder's consultations on performance of projects at Tullow Oil Kenya?
iv. What is the influence of stakeholder's communication on performance of projects at Tullow Oil Kenya?

1.6 Research Hypothesis

i. $H_{0:}$ There is no significant relationship between Stakeholders' partnerships and project performance at Tullow Oil Kenya
   $H_{1:}$ There is a significant relationship between Stakeholders' partnerships and project performance at Tullow Oil Kenya
ii. H_0: There is no significant relationship between Stakeholders' participation and project performance at Tullow Oil Kenya

H_1: There is a significant relationship between Stakeholders' participation and project performance at Tullow Oil Kenya

iii. H_0: There is no significant relationship between Stakeholders' consultation and project performance at Tullow Oil Kenya

H_1: There is a significant relationship between Stakeholders' consultation and project performance at Tullow Oil Kenya

iv. H_0: There is no significant relationship between Stakeholders' communication and project performance at Tullow Oil Kenya

H_1: There is a significant relationship between Stakeholders' communication and project performance at Tullow Oil Kenya

v. H_0: Government policy has an effect on the relationship between Stakeholders' engagement strategies and project performance at Tullow Oil Kenya

vi. H_1: Government policy has no effect on the relationship between Stakeholders' engagement strategies and project performance at Tullow Oil Kenya

1.7 Significance of the Study

The study will be of great importance to the management of Tullow Oil Kenya PLC. They will be able to re-evaluate their Stakeholders' engagement strategies with the aim of identifying where they have been going wrong in the process. This will help them reduce current crisis the company faces with locals over engagements from time to time.

The reports from this research will challenge the project managers to reorganize their view on stakeholder engagement strategies and as a result change their attitude towards stakeholder management, identification of stakeholder, information sharing to improve the project performance through development of strategies aimed at enhancing the implementation and execution of already running interventions.

The findings from this research would be used by the government to improve the prevailing policy and regulation on the community engagement strategies for projects affecting the community to ensure high stakes in public project performance. The study will also be of mportance to all other government institutions concerned with supervision of government projects in the country

The study will also be of importance to scholars who will employ the research as a basis for future research. The researchers will get more insight into the Stakeholders' engagement strategies necessary for project performance and as a result they will be able to conduct further research on the identified strategies.

1.8 Basic Assumptions of the Study

The study made the following assumptions; that the project performance of Tullow Oil Kenya is mainly affected by Stakeholders' engagement strategies as evidenced by the strikes which affect operations at the plants in the region. Other factors affect project performance to a lower extent. The project performance of Tullow Oil Kenya is pegged on known metrics which the project can be evaluated against. This will help quantify the concept of project performance and evaluate the extent to which this is achieved.

1.9 Limitation of the Study

The researcher faced a drawback in collecting data from a vast number of dispersed respondents. The researcher also encountered the challenge by use of research assistants to aid in timely data collection. Further, there might be some respondent who might be unwilling to cooperate in the study in fear of victimization.

1.10 Delimitations of the Study

The study delimited itself to Tullow Oil Kenya which is a British company mandated to produce oil in Northern Kenya. The study specifically sought to assess stakeholder engagement strategies affecting project performance including partnerships, participation, consultation and communication. The study also assessed the effect of government policy as the moderator.

The study targeted the management of Tullow Oil Kenya PLC. It also targeted opinion leaders in the communities within which the company operates and also administrative leaders of the region as the process of stakeholder engagement is all inclusive. Finally, the study was delimited in time scope as it was conducted within a two months' period which is the period between May and June 2020.

1.11 Definition of Significant Terms as Used in the Study

Communication: This will refer to the passing of information to stakeholders by Tullow Oil Kenya either using mass media or direct passing of information relating to its activities of oil and gas exploration in the region

Consultation: This is the process employed by Tullow Oil Kenya to seek the opinions of stakeholders on its activities of oil and gas exploration and the effect it may have on the community

Participation: This is the involvement of members of the community to some activities of Tullow Oil Kenya to ensure that the community to some extent is involved in what Tullow Oil Kenya does especially in making some key decisions on activities.

Partnership: This is employment of a collaborated effort to perform specific tasks by the company. Partnership implies significant participation in activities.

Project Performance: This refers to the achievement or non-achievement of document goals of a project. The extent of achievement of these goals refers to the extent of project performance

Stakeholder Engagement Strategy: In the study this refers to the ways in which Tullow Oil Kenya employs to involve community members, government representatives and other business partners on the oil and gas exploration in Northern Kenya.

1.12 Organization of the study

This research propoject was organized in three chapters. Chapter one covered the background of the study, the statement of the problem and the purpose of the study was highlighted, the objectives of the study and the research hypothesis were enumerated, the significance of the study, the assumptions of the study, the limitation and delimitations of the study were identified and the definition of significant terms. Chapter two dealt with the literature review under which the theoretical review, empirical review, the summary of the review and the conceptual framework of the study will be covered. Chapter three contained: the research design used in the study; target population from which the sample were drawn; the sampling design to be used in the study; data

collection procedures and instruments; the data analysis techniques to be used to analyse data and the ethical considerations in the relationship of the researcher and the respondent were addressed. Chapter four presented the results and findings of the study according to the research objectives and hypotheses. The chapter begins by giving the response rate to establish if the collected data was adequate to be analyzed and to be relied on, followed by the findings of the pilot study results analysis to determine reliability of the instrument used in data collection. For the main survey, descriptive results were analyzed in frequencies, percentages and means. This were then presented in tables. The results of inferential statistics, such as regression and coefficients of correlation results, which were used to test for association and degree of variation in association respectively, were tabulated. Included in this chapter are tests of hypotheses of the study variables. Chapter five sought to evaluate the summary of findings, the conclusion, recommenfations of the study and the suggestions for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter aims to review the literature relating to the research objectives. This include assessing stakeholder engagement strategies affecting project performance including partnerships, participation, consultation and communication. The study will also assess the effect of government policy as the moderator. The study will further assess the theoretical framework and the conceptual framework guiding the study. Finally, the study will provide a summary of the literature reviewed.

2.1.1 Concept of Project Performance

In terms of its effect on the beneficiaries and the sustainability of interventions project performance is defined as the total quality of a project (Chandes, 2015). Due to the particular structural design of the projects , project output varies from industrial or manufacturing sector performance.. However, according to Warmode (2012), the success of projects may be achieved by assessment against relevant criteria, tracking and analysis, or benchmarking against definite expectations or the earlier achievements of similar projects, as is the case with other sectors. Hill (2015) identifies relevance, efficiency, effectiveness, and impact on the beneficiaries and whether the interventions are sustainable as key criterias against which the project performance can be evaluated.

Relevance relates to whether the project activities are in line with the priorities of the target group, recipient and donor or sponsor. Key questions that are asked in assessing relevance are whether the goals of the project responds to the needs of the recipients and whether the activities and outputs of the project are in line with those goals. Effectiveness measures whether a certain project is able to realize its goals. Impact examines positive and negative changes as a result of the project. Efficiency assesses inputs against outputs to find out whether the project uses optimum resources possible to achieve the desired results. Sustainability assesses the ability of the project benefits to continue when the project closes (Chandes, 2015)

Project performance is behavior that can be evaluated with regard to whether it adds value or it makes the organization more effective (Onukwube, Iyabga and Fajana, 2018). Illriegel, Jackson

and Slocum (2019) approaches performance as each person' work achievement after through exerting effort. From the above definitions, project performance touches on how the ability of workers to finish the jobs they are responsible for and how those jobs helps in achieving the goals of the organization.

2.1.2 Concept of Stakeholder Engagement Strategies

Stakeholder engagement includes a number of strategies such as; participation which refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits, secondly, partnerships where joint efforts with the community are conducted. Inevitably, partnership structures will vary according to local circumstances, thirdly, consultation which means that the community, planners and other agencies staff enter a dialogue in which the community's ideas and priorities help shape projects. The final engagement strategies include communication, which is the process between which data, information and knowledge travels among stakeholders involved in the project.

Companies need to effectively engage stakeholders. Failure to do this may lead a company to face project execution challenges with the community. There are likely to be complaints and interferences with the project. Stakeholders especially the community need to know how they would benefit from the project and that the project is not going to risk their livelihood or have any environmental impacts on the community. Inadequate community engagement by project directors has evidently been blamed for poor project performance (Mulati, 2019). Stakeholder Management is about connections between an organization and their groups intrigued or partners. These connections influence the people and their associations that could be certain, or impact any fruitful venture. Along these lines, the stakeholders from any venture ought to be required by the associations with the standpoint to minimize the negative effects and ensure that there are no hindrances in the method for a fruitful venture such as the real estate construction (Clarke, 2009).

2.2 Stakeholder Participation and Project Performance

The idea of participation is rich, and its implementation and meaning varies. Mbui & Wanjohi (2018), described participation as a way to empower and inspire people. It is a way of shaping decisions that impact people's lives and a medium for political transfer of power. Ndungu and

Karugu, (2019) describes citizen participation as a mechanism through which citizens act in response to public issues and voice their views on decisions affecting them. Bhoke & Mwita (2016), defined participation as "collective efforts to increase and exercise control over resources and institutions on the part of groups and movements of those hitherto excluded from control". This concept points to a process that ensures the involvement of the community.

Community involvement in the sense of development requires an active mechanism, in which beneficiaries are not necessarily gaining from part of project benefits, but are influencing the direction and implementation of development projects. Championed since the early 1970s by mostly non-economics, One of the solutions to the project success issue is local participation. A participatory strategy not only boosts the project performance but also enhances the productivity and quality of projects (McGee, 2002). Proponents of participation of beneficiaries leading to sustainability of community development projects have most often relied on case studies to document the association (Di Maddaloni, & Davis, 2017). These case studies however are easily dismissed by skeptics as inconclusive, as the small number of cases and informal method do not allow formal testing of the findings.

Participation of the community in projects of development has come to be an element of significance in the planning and execution of such projects. Community participation is in the form of Community Based Development (CBD) and is one of the fastest evolving tools for guiding the suport of development. Community participations' purpose in CBD projects is, not only reversing the prevailing power relations in a way that builds a voive and an agency for the poor, but also to provide more control over development assistance to the poor. According to Mbevi (2016), this will consequently result in a more responsive apportionment of development funds to the needs of the poor, a better delivery of public goods and services and more responsive government, better kept community assets, better targeting of poverty programs, and a more involved and informed citizenry, which is capable of undertaking self-initiated development activity.

Findings for the performance of the approach to community participation is poor, but there is evidence to suggest the benefits of the approach to practitioners are overoptimistic and naive

(Mansuri and Rao, 2004a). The empirical literature on community participation recognizes that the idealized textbook portrayal of the concept may vary widely from the experiences of non-profit organizations with the approach. Case studies reveal that textbook benefits may not always materialize for a number of reasons.

Since community participation approaches are known to be costly , time-consuming and complex, it is necessary to understand the significance of this approach on the viability of community development projects. Ananga, Njoh, Anchang and Akiwumi (2017) deduce that the effects of group engagement on community projects are uncertain. They attribute the lack of comprehensive and systemic assessments with counterfactuals. They add that clear proof of the impact of community participation is urgently needed.

2.3 Stakeholders Partnerships and Project Performance

It requires time, money, and sensitivity to involve the community in partnerships. Before work commences on projects, it is crucial to have the processes and relationships clear. Initial clarification is also necessary when the community is being consulted and when it has the power to share or veto decisions. Naturally, the structures of a partnership will necessarily differ depending on the local situations. However, Experience shows that special focus is needed in four main areas: any area, however limited, would have a number of active community groups. Diversity would be much greater in wider program regions. A first important step is the creation of a platform, which can better represent this diversity. Representation is often based on the neighborhood and often on communities of interest. Forums have a number of roles that can include electing members to the Board; assigning members to working forces and focus groups; serving as a relationship advisory group; handling personnel and projects; supporting relevant community interest groups, and serving as a knowledge source. (Gutierrez, Torrez, Reiser, Chandra, Alexander, Lundblad, & Sanchez, 2017).

Community partnerships are among the most interesting and diverse fields of study and practice within corporate and social interactions. Partnerships that bridge diverse sectors (public, private, and non-profit) are growing rapidly around the globe. Today, thousands of community partnerships are operational and/or under consideration or development, and the management and

policy literature on community partnerships has likewise grown significantly (Schindler, Fisher, & Shonkoff, 2017). The central aim of many community partnerships is to solve economic, social, and environmental problems through collaboration, often by addressing institutional and regulatory voids. By providing social goods such as clean water, health, or education (Loukaitou-Sideris & Mukhija, 2019).

Hence, community partnerships typically emphasize an ‘imperative to realize benefits for the wider community rather than for special interests’ (Sulliyan and Skelcher 2002). The social roles of participating organisations are usually handled by partnerships, either in response to external stresses (reactively), in preparation of new social problems that could emerge in the future (proactively), or as part of the interaction process by responding (adaptively) to evolving problems.

Community partnerships are also required to offer better and creative solutions to fiscal, social and environmental challenges through the convergence of corporate actors' capacities and expertise through multiple sectors (Peterson, Speer, Peterson, Powell, Treitler, & Wang, 2017). The principle that community partnerships are a modern policy model across diverse industries is expressed in their increasing scientific pervasiveness. Wide corporations have come to understand the opportunity to lead for long-term strategic success of community partnerships. Early data has shown that the world's one hundred biggest corporations were involved in averagely eighteen community partnerships with 'non-market' actors. Moreover, in cooperation with businesses and NGOs, governments have seen community partnerships as creative ways of producing public goods (Peterson, et al., 2010).

Governmental organisations such as the United Nations and the World Bank have adopted public-private partnerships (PPPs) since the early 2000s as a way of delivering global public goods including protection of the environment and poverty alleviation (Peterson, et al., 2010). Although governments have historically used PPPs to develop 'hard' infrastructure such as highways and waterworks, they are now gradually experimenting the use of PPPs for 'soft' problems with diverse communities and priorities (Peterson, et al., 2010). Finally, in order to create new solutions to old challenges, community partnerships are gradually being embraced by many nongovernmental

organizations in preference to a pragmatic approach to businesses and governments, thereby helping to improve the productivity and efficacy of their operations (Radcliff, Hale, Browder, & Cartledge, 2018).

The issue facing many actors in society has moved from one of whether partnerships with actors from other areas of society are important to one of how they can be coordinated, regulated, intensified, and/or expanded with this exponential growth in operation. The most important factors of partnership decisions are arguably evaluations of the feasibility and success of partnerships in achieving their expected objectives. A lack of systematic preparation and limited or partial assessment and estimation of expected effects and impacts have characterized many early partnerships (Schindler, et al., 2017). The expected benefits for stakeholders involved in community partnerships have been discussed extensively in the literature, but the results, benefits and impacts realized are much less frequently discussed, even in the older form of public sector partnerships, implying the challenges that exist in practical monitoring , reporting, evaluation, and in the application or development of appropriate methods.

Community partnership analysis, as is the case with its analytical techniques using a multitude and mixture of tools, is characterized by a broadly distributed and multidisciplinary theoretical origin, resulting in a toolkit that Schindler et al (2017) describes as having ' grown large and heavy to carry'. Researchers move from one field to the other, however, words, ideas and definitions are adopted with limited reference to each other at times. Therefore, even though there is an increasing abundance of diversity, coordination of methods and focus remain deficient (Crane and Seitanidi 2014). Researchers have mostly sought to support each other by engaging into a constructive dialogues involving major points of theoretical or methodological conflict. In a build-up phase, this is a typical sign of a field in which the diversity of approaches can contribute to the field's productive growth. Furthermore, the increasing exposure to the issue of partnerships generates a substantial need for rapid scans and practical insights, often with minimal room and opportunity for fundamental knowledge reflection and accumulation. In addition, analytical diversity often creates transaction costs that can later hamper growth and can also lead to shallow or ideological discussions.

2.4 Stakeholders Consultations and Project Performance

To consult means to eliciting opinion. Eliciting opinions from other people is related to, but stronger than, informing them of ongoing planning. For example, planners consult a technical expert for information lay people do not have, or for advice about how to implement the decisions made by non-experts (Nyirenda, Gooding, Lora, Kumwenda, McMorrow, Everett, & Desmond, 2018). A group with the authority and power to make decisions about what to do solicits advice from technical experts about how best to execute decisions. It may also mean involvement in Dialogue. This shades into a third sense of "consultation." The hastiest review of development literature in dictates that community consultation is a prelude to or a precondition for effective participation. If participation is conceived as active community involvement in, and shared control of, all phases of development programs that affect the community then community consultation is a first step. Such consultation goes beyond simply informing the community of development plans, and even beyond taking community members into account as experts on local conditions and priorities (Nyirenda, *et al.,* 2018).

Consultation is also a means by which agents of change can get a more tangible return on their investment. Consultation is not merely a matter of soliciting sentiments and winning acquiescence for plans prepared, nor even something akin to open hearings. Rather, consulting with experts, once knowledge of how to identify the right ones is acquired, on a range of decisions can optimize returns on investment and broaden the scope of people's control over their lives (Walsh, van der Plank, & Behrens, 2017).

Community consultation means that the community, planners and lending agency staff enter a dialogue in which the community's ideas and priorities help shape projects. The final design of the project reflects community responses received during consultative dialogues. This process can lead to participation in which the community shares authority and power throughout the development cycle, from policy decisions and project identification to ex post facto evaluation. Consultation, when it is such a dialogue, also implies that previously ignored social sectors, such as women in peasant villages and indigenous groups will be actively involved in identifying, designing, analyzing, implementing, monitoring and evaluating the projects that will affect them.

The community is no longer simply the target or object of development but an active subject in the process (Bright, 2017).

Limits and Risks of Community Consultation grant that community consultation promotes efficient, equitable and empowering projects, there are questions about the parameters, costs and risks involved. The type of project will determine what kind of community consultation is useful and necessary. For example, projects such as telecommunications, research, and administrative reform, may not require community consultation. Conversely, social investment funds or primary education projects targeted for poor populations may require strong consultation to foster participation in implementation and benefits, but less consultation at the design level. For a range of highly technical matters, for example, an anti-tuberculosis health project targeted to the poor, project managers would not ask physicians to consult with the target population about, for example, what anti-tuberculosis drugs to use, but they might want them to consult with the target population about planning, implementation, monitoring and evaluation of the anti-tuberculosis program, and coordinate their work with local folk-healers (Jami, & Walsh, 2017).

When the consultation process has not been handled properly, the new resources may be captured by elites, particularly if there is more top-down intervention than genuine consultation. Or, the introduction of new channels of access to resources may lead to the formation of a new local elite without providing equitable benefits for the poor majority. This can happen when clever new local leaders create pseudo-cooperatives for their own benefit and, in the absence of close monitoring, give donor agencies the false impression that they are supporting local grassroots organizations (Boyd & Lorefice, 2019). Introducing new resources into a community can also generate or aggravate conflicts among affected groups, which even in the smallest settlements will have different interests and whose communal unity may be fragile.

One method of consultation is Seminars and Workshops for the public, NGOs and even community based organizations project teams can conduct seminars and workshops at which timely information concerning policies, project goals and so on are presented as a way to build mutual understanding and consensus. Care should be taken to avoid creating unrealistic expectations and to provide opportunities for follow-up. Another method is Focus Groups. This

technique, used in marketing research, health awareness projects and family planning programs, is helpful both for eliciting data and for consulting with people about project planning and identification. A good facilitator knows how to maintain a supportive ambience, to keep the group focused on the topic at hand and to make sure everyone joins in (to prevent a strong personality from dominating the discussion) (Whitehouse, Evans, Eapen, Prior, Barbaro, Manjiviona, & Little, 2017).

Model-Building is another form of consultation. This form of experimental learning can allow stakeholders to be consulted about, for example, the design of a housing project. Since most people have difficulty putting into words what type of housing they would prefer (unstated cultural assumptions about space are difficult for any group to articulate), the project team may wish to supply affected groups with model home-construction kits, including scale size furniture, and in effect consult affected groups about housing design. Finally, Role Playing. This, or a variant called socio drama, can be used to build capacity to engage in consultations about project execution and evaluation. Role-playing is a structured event in which stakeholders can act out problems in their own lives, to illustrate and reflect on social relations, how to solve problems, understand the other actor's perspective and exercise the skills needed for active involvement in a project (Whitehouse, *et al.,* 2017)

2.5 Stakeholders Communication and Project Performance

Communication is the transmission of data, information and knowledge between two or several destinations (Butt, Naaranoja, & Savolainen, 2016). While data consists of numbers and facts, information is data related to a situation or scenario and knowledge is created when information is combined with experience gained from practical situations. Knowledge is based on personal experience possessed by individuals where information is related to facts interconnected with interpretations, observations, and judgments. Thus, knowledge is created from information, which in turn is created from data. Knowledge is responsible for resolving information into tangible assets. The objective of communication is to let meaning of information sent conform to interpretations of information received; the meaning intended by the transmitter should conform to the interpretation made by the receiver. Also, the information should be expressed in such manner

as to be interpretable by the receiver. As the objective of communication is fulfilled, misunderstanding of information is eliminated (Parker, Kunde, & Zeppetella, 2017).

Communication enables conversations to take place, which is information exchange between one or several parties (Afroze, & Khan, 2017). The content of the conversation represents information exchanged between involved parties. Communication can be formal or informal. The main difference between formal and informal communication is that formal communication occurs in a controlled environment while informal communication does not. Formal communication is characterized by its defined structure and its predictability; the agenda is specified, people involved is pre-determined and location is set. In contrast, informal communication is unidirectional with un-specified agendas and allows random people to be involved in the conversation.

Informal communication doesn't occur at a specific date, time or place. Informal communication is based on social relationships and aims to serve private purposes while formal communication aims to serve company purposes. Formal communication has in previous studies been linked to productivity. However, informal communication has also been proven to contribute to productivity as groups in projects coordinates their work by keeping each other updated and solving minor problems. Compared to formal communication, informal communication is more interactive and spontaneous. Informal communication stimulates small talk, which is minor conversations between people considering time and content quantity (Sanghera, 2019).

In project communication, the destinations between which data, information and knowledge travels are stakeholders involved in the project (Butt, Naaranoja, & Savolainen, 2016). A project occurs when faster decision making tools and techniques are needed than possible in a normal operation and includes resources provided by the company in which the project is operated. These resources are representatives from knowledge areas needed to fulfil the project objective. Stakeholders are all participants with interests in the project. Internal stakeholders are employees within the company and external stakeholders are suppliers and customers to the project. Figure 1 shows a generalized picture of the project organizational structure.

Project communication is the transmission of data, information and knowledge between two or several stakeholders and plays a key role in project success. Projects occur when faster decision making tools and techniques are needed than possible in a normal operation and include resources provided by the company in which the project is operated. As project organizations' grow larger and the complexity of the project objective increases, it becomes harder for project teams to manage efficient communication (Afroze, & Khan, 2017); project team members representing different knowledge areas need to communicate despite possessing different knowledge backgrounds. Therefore, project teams need to understand and operate efficient project communication. Efficient project communication is achieved when meaning of information sent conform to interpretations of information received (Parker, Kunde, & Zeppetella, 2017); the meaning intended by the transmitter should conform to the interpretation made by the receiver. Furthermore, efficient project communication requires information to travel fast. In contrast, inefficient communication includes waste activities, which are activities with no value for the end customer.

Achieving efficiency in project communication is a direct ambition for all projects since it is positively correlated with project profitability; when efficient communication is accomplished, Cost of Waste is eliminated and resources can be dedicated towards value-adding activities instead. However, project communication efficiency is compromised as companies fail to find adequate communication tools; as existing communication tools cannot manage complexity, space for waste is created and communication efficiency is restricted. Social Media is a relatively low cost information technology that has proven high levels of efficiency, yet few companies are using Social Media for project communication and this might be because of lack of knowledge and fear which give rise to change resistance (Butt, Naaranoja, & Savolainen, 2016).

Another possible cause can be that traditional communication tools are sufficient for the fulfilment of existing needs in project communication, but traditional communication tools are time consuming and interruptive. (Butt, Naaranoja, & Savolainen, 2016). However, few studies provide a deeper analysis of traditional communication tools' impact on efficient communication. Therefore, this study will perform a case study complemented with a survey where traditional communication tools' impact on communication efficiency will be detected. Traditional

communication tools will be evaluated based on criteria defining efficient communication and the attitude towards utilizing Social Media in project communication will be exposed to detect potential change resistance.

Notwithstanding the level of participation, communication can contribute to increasing awareness, fostering behavioral changes, facilitating mobilization, and establishing partnerships in pursuit of common goals. However, the lack of it can also break down negotiations, limit alternatives to addressing problems, constrain benefit distribution of development interventions, lead to marginalization of stakeholders and, ultimately, restrict the attainment of desired outcomes (Butt, Naaranoja, & Savolainen, 2016).

Various types of communication channels and media (e.g., meetings and radio broadcasting) have proved to be effective in enhancing, facilitating, and promoting participation through information generation and sharing. For example, communicating new approaches to improve agricultural productivity through public awareness campaigns can facilitate, generate, and galvanize stakeholders' support. Lessons from various countries experience in the implementation of projects have shown that public understanding of project rationale, objectives, and expected outcomes can facilitate the introduction and acceptance of new interventions.

2.6 Theoretical Framework

This study was anchored on the stakeholders' theory. Stakeholders Theory as indicated by Donaldson and Preston (1995); Evans and Freeman (1988) and Freeman (1984) models and identifies stakeholders in an organization and also describes how stakeholders and their interests should be managed. Harrison and Wicks (2013) indicate that stakeholders' theory sought to address the principle of what and who in a project rally counts. Unlike the traditional view of looking at an organization where only the owners matter, the stakeholders' theory indicates that other parties include suppliers, communities, financiers, political groups, government bodies, employees and customers.

The objective of this theory is to enable managers to have an understanding of stakeholders and manage them strategically (Ketokivi & Mahoney, 2016). The importance of stakeholders'

management is described in several studies (Sama-Lang & Zesung, 2016; Harrison & Wicks, 2013). This theory has been applied in different fields despite it having a strategic management origin and the manner in which it is used is distinct where it uses different methods, and criteria of evaluation (Harrison & Wicks, 2013).

The theory puts emphasis on this theory emphasizes on a significant relationship between stakeholders and the top management staff (Wu and Wokutch (2015). In specific, the managers should understand that stakeholders affect the success of projects (Moldogaziev & Resh, 2016). The relationship with the top management determines the stakeholders' participation. Bridoux and Stoelhorst (2014) outline four basic premises of stakeholder theory. First, a project has relationships with stakeholders who are influenced by the decision it makes. Secondly, the theory's concern is on the relationship's nature in terms of the outcomes and processes of its stakeholder. Thirdly, the intrinsic value of all stakeholders, and not one interests group is assumed to rule over the others. Lastly, this theory places its focus on the decisions made by the management.

In oil and gas exploration projects and related project, Stakeholders' involvement strategy is important in the process of planning and implementation and in order to inform and engage the stakeholders. Involvement of stakeholders' directly affected by planning proposals should be done using the most effective strategy.

2.7 Conceptual Framework

Independent Variable **Dependent Variable**

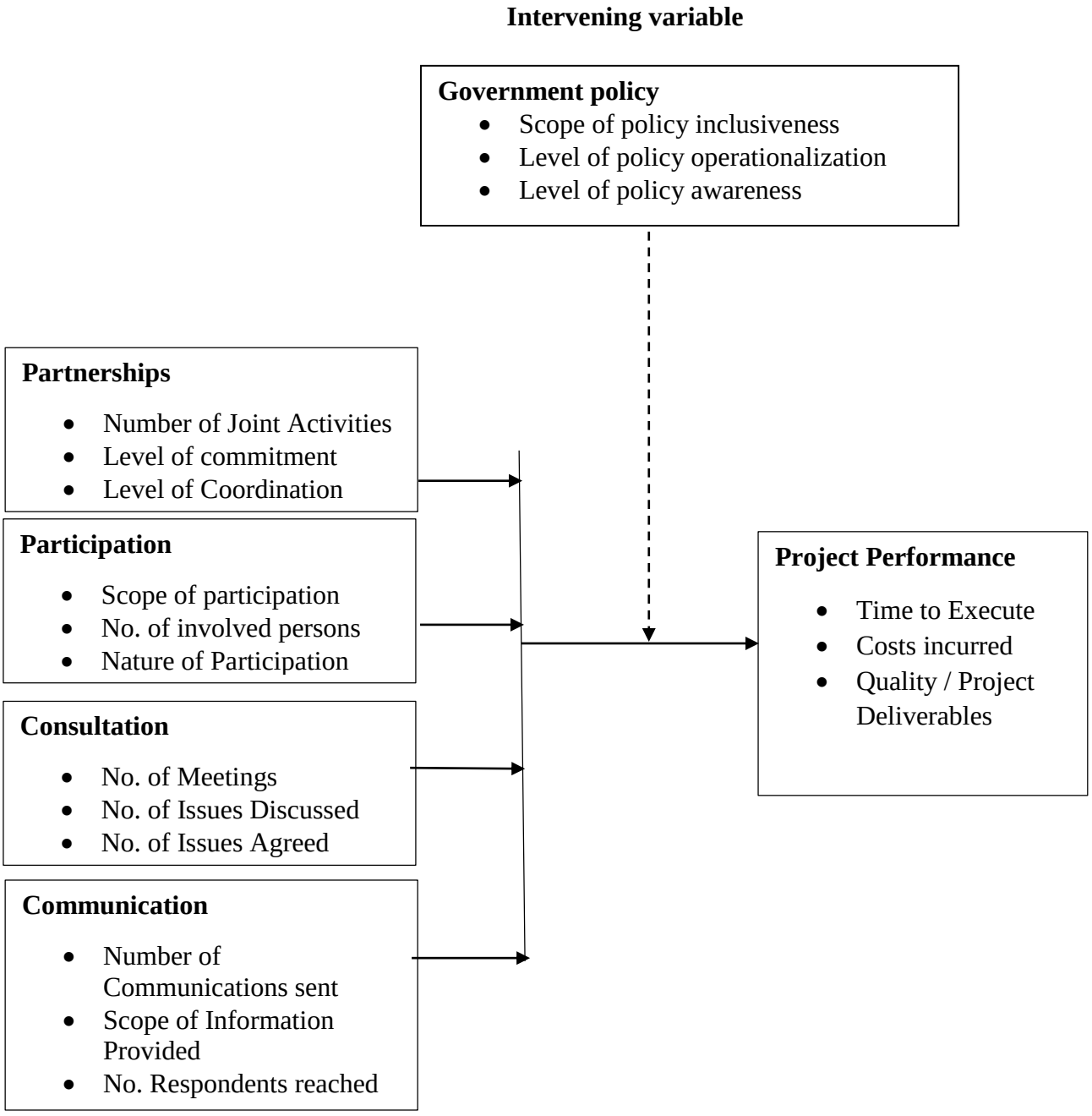

Figure 1: Conceptual Framework

2.8 Explanation of Relationship of Variables in the Conceptual Framework

Community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits. Championed since the early 1970s by mostly non-economics, Local participation is seen as one of solutions to the problem of project success. A participatory approach not only improves the success of the project but also makes projects more efficient and effective (McGee, 2002).

Involving the community in partnerships requires time, resources and sensitivity. It is important to have the structures in place, and relationships clear, before project work starts. It is crucial too to achieve early clarity about when the community is being consulted and when it has the power to share decisions or to veto them. Inevitably, partnership structures will vary according to local circumstances. But experience suggests that four key areas demand particular attention: Any area, however small, will have a range of existing community groups.

Community consultation means that the community, planners and lending agency staff enter a dialogue in which the community's ideas and priorities help shape projects. The final design of the project reflects community responses received during consultative dialogues. This process can lead to participation in which the community shares authority and power throughout the development cycle, from policy decisions and project identification to ex post facto evaluation.

In project communication, the destinations between which data, information and knowledge travels are stakeholders involved in the project ((Butt, Naaranoja, & Savolainen, 2016). A project occurs when faster decision making tools and techniques are needed than possible in a normal operation and includes resources provided by the company in which the project is operated. These resources are representatives from knowledge areas needed to fulfil the project objective. Stakeholders are all participants with interests in the project. Internal stakeholders are employees within the company and external stakeholders are suppliers and customers to the project.

2.9 Gaps in Literature Reviewed

A review of the various theoretical literature on the relationship between stakeholder involvement strategies and project performance shows that few studies have been undertaken to try and

determine this relationship. However, from the theoretical underpinnings of stakeholder engagement strategies and its role in project performance to the various empirical studies, it can be concluded that indeed the results are varied. This section, therefore, seeks to review empirical studies on stakeholder engagement strategies and its effect on various facets of the project performance across multiple countries to validate theoretical predictions.

Table 2.1: Summary of Literature Review

	Author	Focus of the Study	Methodology	Gap in Knowledge	Focus of current Study
Stakeholder Participation	Mbui, & Wanjohi, (2018)	Influence of community participation on performance of projectsof Ruiri water projects, Meru County, Kenya	The study adopted a descriptive survey research design. The target population was 413 respondents comprising 400 heads of household that were benefitting from Ruiri-Thau Water Project, 11 project committee members and two project donors	The study does not show how that community members were indifferent to the project by not visiting project sites, failing to attend meetings to discuss overall performance of the project and not requesting to scrutinize performance and progress reports.	This study seeks to examine the level of participation by the community members including examining the number of Joint Activities, level of commitment and level of Coordination
	Ndungu and Karugu, (2019)	Community Participation and Performance of Donor Funded Youth Projects in Korogocho, Nairobi City County, Kenya	The study utilized a descriptive study targeting 1650 Youth initiative Kenya (YIKE) members and 3 project managers from Oxfam Kenya with a sample size of 165 respondents;	The study does not show how donor agencies should strengthen the involvement of the community in the planning, identification and implementation of the project.	The study will show how institutions should strengthen the involvement of the community in the planning, identification and implementation of the project
Stakeholder Partnerships	Radcliff, E., Hale, N., Browder, J., & Cartledge, C. (2018).	Building Community Partnerships: Using Social Network Analysis to Strengthen Service Networks Supporting	A case study of South Africa was used to collect data related to Pregnant and Parenting Teens	Exact relationships of how to partner with the community were not discussed in detail.	This study will seek to identify stakeholder partnership strategies that can be employed at the community level. This will assist identify the challenges and strengths associated with each strategy
	Schindler, H. S., Fisher, P. A., & Shonkoff, J. P. (2017).	From innovation to impact at scale: lessons learned from a cluster of research–community partnerships.	Study employed community surveys to assess the child development process from a partnership process	The study did not show methodology relating to how different stakeholders can participate in the process. The study was limited to just a few stakeholders	This study will assess more details relating to Scope of participation, No. of involved persons and Nature of Participation

Stakeholders Consultations	Nyirenda, D., Gooding, K., Lora, W. (2018).	Complexities and dilemmas in community consultation on the design of a research project logo in Malawi.	Four focus group discussions were conducted with populations targeted by the influenza study: pregnant women, people with HIV, mothers and community members.	The study found difficulty of relying on a brief consultation for decision-making in research design.	This study will elaborate on how to use stakeholder consultation to achieve project success by examining various parameters of stakeholder consultations
	Walsh, B., van der Plank, S., & Behrens, P. (2017).	The effect of community consultation on perceptions of a proposed mine: A case study from southeast Australia.	a case study of a proposed, large-scale, mineral sands mine in rural Australia using an open and closed-question questionnaire (n=32) and semi-structured interviews (n=20).	Despite the emphasis on the importance of stakeholder engagement, there has been no research on the impact of consultation on a community's response to proposed mines.	This study will shed light on impact of consultation on a community's response to proposed projects
Stakeholders Communication	Afroze, G., & Khan, R. A. (2017).	Investigating impact of effective communication practices and project complexity on performance of international development projects.	A survey was conducted to find the impact of communication practices and moderating impact of project complexity on project performance. Questionnaires were sent to 60 international organizations working on such projects.	The specific methods of communication were never discussed but will be discussed in this study	
	Butt, A., Naaranoja, M., & Savolainen, J. (2016).	Project change stakeholder communication. International Journal of Project Management,	Action-based qualitative case study explored how the project communication routines affected stakeholder engagement during change management process and evolve project culture.	The study did not show how effective communication ensures stakeholder participation in the change management processes through teamwork and empowerment,	This study will examine how communication techniques such as No. of Communique sent, Scope of Info Provided, No. Respondents reached influence project performance

She, & Michelon (2019) on the researched the relationship between strategic CSR stakeholders' participation and firm performance through the investigation of the best organizations stakeholders. In their research "they used KLD data on from 188 companies over a three-year period covering seven aspects of corporate social responsibility (CSR), namely, environment, community, corporate governance, diversity, employee relations, human rights, and product quality. The findings were that when an organization pursues CSR initiatives that are linked to stakeholder preferences and allocates resources to these initiatives in a strategic way, the positive

effect of its CSR initiatives on corporate performance strengthens regarding both market-based and accounting-based measures of performance. However, this relationship was not observed across the board for all of the seven areas of CSR".

Oyiro (2011) investigated the role of external stakeholders' partnerships in the success of policy enactment at higher education loans board (HELB). The research employed a case study research design after that the researcher interviewed six managers with different academic qualification and years of experience. The findings were that external stakeholders' partnerships facilitate loan repossession and safeguarding effective and efficient compliance to the HELB Act, promoting institutional linkage between the stakeholders and the institution in such areas as creating an electronic liaison between the partners and also devising of ways to mitigate against risk exposure to the organization.

Nthia (2015) researched stakeholders' participation and performance of maritime security approach in Lamu County, Kenya. The study was a descriptive cross sectional survey, where information was obtained by way of a structured questionnaires that were given to crucial stakeholders including; Beach Management Units, Boat Users, Kenya Wildlife Services, Maritime Police Unit, Ministry of Transport-Lamu County and Kenya Maritime Authority. A multiple regression approach was employed to find out the correlation between stakeholder involvement in maritime safety strategy and performance in Lamu County.

The regression analysis results showed the insignificant effect of the stakeholders' involvement in the performance of the maritime safety strategy in Lamu County. This result is attributable to the short period after implementation of the Maritime safety strategy in Lamu County and the study. The existing studies have clearly emphasized the importance of organizations involving stakeholders just as a "public relations" activity but rather to appreciate the significance and value creation ability of different stakeholders during strategy formulation and implementation process. Studies have evaluated the effect of strategic corporate social responsibility on firm performance, the financial returns to stakeholder engagement and how organizational leadership affects the stakeholder firm relationship. However, a study attempting to determine the relationship between stakeholder engagement and organizational performance is not entirely settled because different studies have arrived at a different conclusion. As a result, this study will seek to fill this gap by

attempting to establish the nexus between stakeholder involvement and performance of energy firms in Kenya.

2.10 Summary of Literature Reviewed

Proponents of participation of beneficiaries leading to sustainability of community development projects have most often relied on case studies to document the association (Di Maddaloni, & Davis, 2017). These case studies however are easily dismissed by skeptics as inconclusive, as the small number of cases and informal method do not allow formal testing of the findings. Given that community participatory processes are known to be expensive, demanding and time-intensive, it is vital to better understand the effect of this approach on the sustainability of community development projects. In fact, Ananga, Njoh, Anchang and Akiwumi (2017) conclude that little is known about the effects of community participation on community-based projects. They attribute ignorance on this matter to a lack of thorough and systematic evaluations with counterfactuals. They add that robust evidence regarding the influence of community participation is required urgently.

The booming attention to the issue of partnerships creates considerable demand for rapid scans and practical insights, with often limited space and scope for fundamental reflection and consolidation of knowledge. Moreover, methodological diversity also creates transaction costs that can hamper progress in a later phase and can also lead to the persistence of superficial or ideological discussions.

Limits and Risks of Community Consultation grant that community consultation promotes efficient, equitable and empowering projects, there are questions about the parameters, costs and risks involved. The type of project will determine what kind of community consultation is useful and necessary however this are not discussed in literature. Lessons from various countries experience in the implementation of projects have shown that public understanding of project rationale, objectives, and expected outcomes can facilitate the introduction and acceptance of new interventions. However, the modes of communication than can benefit stakeholders the most to achieve this goals are not discussed elaborately.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that will be used in the study in order to address the research problem. This chapter covers the research design, Target Population, Sampling Size and Sample Technique, Data Collection Instruments, Data Collection Procedures, Data Analysis Techniques, Ethical Considerations and Operationalization of Variables.

3.2 Research Design

A research design generally entails the use of outline for collection, measurement and analysis of data. It guides the entire research process (Sreevidya & Sunitha, 2011). The study used cross sectional research design. The design allowed for describing the relationships between variables. The design is suitable in this case because it allowed the researcher to analyze Stakeholders' engagement strategies and its influence on project performance: A case of Tullow Oil in Kenya (Sreevidya & Sunitha, 2011).

3.3 Target Population

Population is defined as a group from which information is sought. The target population is the entire group of individuals, objects or things that share common attributes and to which results was generalized. The target population of the study according to the Annual Tullow Oil Kenya Review, (2019) was 22 management and supervisory staff of Tullow and 11 county staff from the department of lands and environment and from the departments of economic planning and 55 community key informants acquired from Tullow areas of operation since 2012 including Ngamia-1 and South Lokichar Basin at the Amosing, Twiga, Etuko, Ekales-1, Agete, Ewoi, Ekunyuk, Etom, Erut and Emekuya. The target population of 55 was targeted to represent 2 key informants from each of the identified areas. The target population was therefore 88 respondents

3.4 Sampling Size and Sample Technique

Under this section the sample size and the sampling technique was discussed.

3.4.1 Sample Size

Yamane's (1967) formula as adopted by Israel 2013 was used to determine the sample size. For a 95% confidence level and e = 0.05, size of the sample should be is determined by the formula below.

$$\mathbf{n = \frac{N}{1+N(e^2)}} \text{.....Equation 3.1}$$

In the above formula,

n represent is the sample size,

N represent is the population size

e represents level of precision.

The sample size is calculated as shown below.

The sample size was therefore be 70 respondents involving the management and supervisory staff, county staff and the key informants of communities in the regions of Tullow operations. The method of proportionate allocation was used to determine the number of respondents expected from each of the areas. This is shown in Table 3.1

Table 3.1 Sample Distribution Table

Department	Target Population	Procedure	Sample Size
Management and Supervisory Staff at Tullow	11	11/88 * 70	9
County Staff	22	22/88 * 70	17
Key Informants	55	55/88 * 70	44
Total	**88**		**70**

3.4.2 Sampling Procedure

Multi stage sampling was used to select the respondents of the study. Stratified sampling was first used to group the areas of operations into two including Ngamia-1 and South Lokichar areas. In south Lokichar strata's was further grouped into Amosing, Twiga, Etuko, Ekales-1, Agete, Ewoi, Ekunyuk, Etom, Erut and Emekuya regions. From all these regions the key informants were selected through convenience sampling where only respondents who understand the purpose of the study, could understand the questions being sought and were willing to participate in the study

were selected. On the other hand, purposive sampling was used to select the management and supervisory staff at Tullow and the County staff in the respective departments.

3.5 Data Collection Instruments

Creswell (2013) define data collection as a means by which information is obtained from selected subjects of investigation. The questionnaire was used to collect the required data. The researcher developed research questions for collecting primary data. The questionnaires were self- administered but the key informants received assistance from the research assistants during the data collection process. Questionnaires eliminate interviewer bias and ensure that the respondent has adequate to respond meaningfully (Kothari, 2004).

3.5.1 Pilot Testing of Research Instruments

Pilot study refers to a study conducted before main study in order to test reliability of the research instruments (Sreevidya & Sunitha, 2011). A pilot test was carried out in order to identify whether the developed instruments or items or test really agreed with the contents of the research questions. For this study a pilot study was conducted among the government representatives for the Tullow Oil projects. It involved 10% of the size of the sample population (Kothari, 2014). This means that approximatley 10 respondents participated in pilot study.

3.5.2 Validity of the Instruments

Validity is the degree to which an instrument correctly measures a construct or variable. (Cooper 2013). It is the accuracy, truthfulness and meaningfulness of inferences that are based on the data obtained from a tool or a scale for each construct in the study. The study ensured content validity of research questionnaire by consulting the university supervisors. This helped to improve the questionnaire before proceeding to the field to carry out the main study.

3.5.3 Reliability of the Instruments

Reliability is the degree to which the research questionnaire can be depended upon to secure consistent results upon repeated application. Cronbach's alpha coefficient was used to test for the internal consistency of the research instrument. If the coefficient is above or equal to 0.70 (Fsicher, 2013) then the research questionnaire was considered reliable (Sreevidya & Sunitha, 2011).

3.6 Data Collection Procedures

Once all permissions was acquired, the research questionnaires were then administer on the sampled respondents by the researcher. A one-month period was set aside for collecting the data. The questionnaires were self-administered and took about 30 days.

3.7 Data Analysis Techniques

The data collected was cleaned, edited, coded and stored before being analysed. Both descriptive and inferential statistics were used for data analysis. Descriptive statistical tools included frequency tables, percentages, means, variances and standard deviations while inferential statistics included multiple regression analysis and Pearson Product Moment Correlation.

Multiple Regression Model Description

The study adopted the following multiple linear regression model:

$Y = \beta_0 + \beta_1 X_1$

$Y = \beta_0 + \beta_2 X_2$

$Y = \beta_0 + \beta_3 X_3$

$Y = \beta_0 + \beta_4 X_4$

Where; **Y** represents Project Performance

$\boldsymbol{\beta_0}$ represents the y-intercept

$\boldsymbol{\beta_1}, \boldsymbol{\beta_2}, \boldsymbol{\beta_3}, \boldsymbol{\beta_4}$ represent coefficients

$\mathbf{X_1}, \mathbf{X_2}, \mathbf{X_3}, \mathbf{X_4}$ represent independent variables

$\mathbf{X_1}$ Represents Stakeholders' partnerships

$\mathbf{X_2}$ Represents Stakeholders' participation

X_3 Represents Stakeholders' consultations

X_4 Represents Stakeholders' communication

ε represent error term

3.9 Ethical Considerations

The research took into account of the ethical standards of conducting both academic and industrial research. Proper authorization and approval was sought from the relevant regulatory bodies in order to enhance objectivity and responsibility of the researcher during and after the data collection period. After testing the validity and reliability of the research questionnaire, the researcher sought the consent of the University of Nairobi to proceed to the field. Once the permit was achieved from the university, the researcher then sought permission from the National Commission of Science Technology and Innovation (NACOSTI) to get a go head to conduct research. Approvals from the company and local chiefs were also sought. This enabled the researcher to only use the data collected for academic purposes owing to the fact that most of the data collected was regarded as an intellectual property thus there is need to handle safely and confidentiality of the data collected. Respondents were also asked to participate on a voluntary basis.

3.9 Operationalization of Variables

The study was operationalized as follows

Table 3.2: Operationalization of Variables

Objective	Variables	Nature	Measurement Scale	Type
To determine the influence of stakeholders partnerships on performance of projectsat Tullow Oil Kenya	Stakeholders Partnerships	**Independent** • Number of Joint Activities • Level of commitment • Level of Coordination	Ordinal	Descriptive (Frequency, Percentage, Means)
To assess the influence of stakeholders' participation on performance of projectsat Tullow Oil Kenya	Stakeholders Participation	**Independent** • Scope of participation • No. of involved persons • Nature of Participation	Ordinal	Descriptive (Frequency, Percentage, Means)
To establish the influence of stakeholders' consultations on performance of projectsat Tullow Oil Kenya	Stakeholders Consultations	**Independent** • No. of Meetings • No. of Issues Discussed • No. of Issues Agreed	Ordinal	Descriptive (Frequency, Percentage, Means)
To determine the influence of stakeholders' communication on performance of projectsat Tullow Oil Kenya	Stakeholders Communicatio n	**Independent** • No. of Communique sent • Scope of Info Provided • No. Respondents reached	Ordinal	Descriptive (Frequency, Percentage, Means)
To determine if Stakeholders Engagement Strategies influence project performance	Project Performance	**Dependent** • Time to Execute • Costs incurred • Quality / Project Deliverables	Ordinal	Inferential (Regression Model)

CHAPTER FOUR

DATA ANALYSIS, INTERPRATATIONS AND DISCUSSION

4.1 Overview

This section presents the results and findings of the study according to the research objectives and hypotheses. The chapter begins by giving the response rate to establish if the collected data was adequate to be analyzed and to be relied on, followed by the findings of the pilot study results analysis to determine reliability of the instrument used in data collection. For the main survey, descriptive results were analyzed in frequencies, percentages and means. This were then presented in tables. The results of inferential statistics, such as regression and coefficients of correlation results, which were used to test for association and degree of variation in association respectively, were tabulated. Included in this chapter are tests of hypotheses of the study variables.

4.1.1 Response Rate

A total of 70 structured questionnaires were distributed to employees from of Tullow Oil Kenya. Out of the 70 questionnaires, 65 questionnaires were filled and returned. This represented 92.86 percent response rate. This response rate is considered satisfactory to make conclusions for the study. According to Benaquisto and Babbie (2002) any response of 50 percent and above is adequate for analysis, 60 percent is good and above 70 percent is rated as very good. The response rate of 92.86 percent is therefore very good. This response rate was made a reality through making personal calls and visits to remind the respondents to fill-in and return the questionnaires. Besides, the use of research assistants who dropped and later picked the filled - in questionnaires enhanced the rate.

4.1.2 Data preparation and Cleaning

Data preparation is the process of collecting, cleaning, and consolidating data into one file or data table, primarily for use in analysis (Karen, 2019). The data was prepared for analysis by ensuring it met the minimum requirements for qualitative and quantitative analysis. The questionnaires were therefore visually checked and tested for outliers for missing values and unfilled parts as well as for normality distribution.

Visual and Range checks

The questionnaires from the respondents were checked to ensure they had been properly filled and had no missing data or values. None of the questionnaires had missing values. Only 5 questionnaires from the respondents had unfilled items that sought the views of the employee respondents. Since this was to be descriptively analyzed, the study excluded them in the analysis of the answers to the two questions and utilized the others that had answers to the questions

Outliers

Outliers are data that appear anomalous or outside the range of expected values. Outliers may indicate errors, may indicate data unrelated to the rest of the data set (Zhang, Meratnia & Havinga, 2010). Screening data for outliers is necessary because their presence would render the data non normal yet normality was one of the study assumptions.

Validity of Research Instrument

Validity refers to the accuracy and meaningfulness of inferences, which are based on research results McMillan and Schumacher cited in (Chepkwony, 2015). Validity therefore, has to do with how accurately the data obtained in the study represents the variables of the study. Validity was checked by seeking comments and recommendations of experts in School who were the students supervisors.

4.2 Descriptive Statistics

The study sought to analyze the data collected descriptively and the results were presented in two main sections; the demographics and analysis of objectives section. The study findings were presented in tables and figures.

4.2.1 Demographic Characteristics

Demographic information provide data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of target population for generalization purposes (Salkind, 2010). Respondents were asked to provide information regarding their demographic profile which included gender, age, level of education, and years of experience.

(a) Gender

Results presented in table 4.1, indicated that 208 (74.8%) of the respondents were male while 70 (25.2) were female, which means that although the majority of respondents are male, the population of females is more than one third of the sample population. This suggests that because the one third of the respondents were female then the results could not have been biased based on gender.. Table 4.1 below shows this.

Table 4.1: Gender of the Respondents

Gender		
	Frequency	Percent
Male	37	56.92
Female	28	43.08
Total	65	100.00

(b) Age

In terms of age, the study findings indicated that 8 (12.31%) of the respondents were below 30 years, 15 (23.08%) were 31-40 years, 24 (36.92%) were 41-50 years and 18 (27.69%) were above 51 years. Study findings indicated that respondents of different ages participated in the study hence the results were not biased based on the ages of the respondents.

Table 4.2: Age of the Respondents

Age		
	Frequency	Percent
Below 30	8	12.31
31-40Years	15	23.08
41-50Years	24	36.92
Above 51 Years	18	27.69
Total	65	100.00

(c) Education Level of the Respondents

The study findings indicated that 24 (36.92%) of the respondents had diploma level of education, 25 (38.46%) had bachelor degree level of education, 15 (23.08%) had master degree level of education while 1 (1.54%) had PhD level of education. Study findings indicated that respondents of different education levels participated in the study hence the results were not biased based on the education levels of the respondents.

Table 4:3: Education Level of Respondents

Education Level of Respondents		
	Frequency	Percent
Diploma	24	36.92
Bachelor's degree	25	38.46
Master degree	15	23.08
Phd	1	1.54
Total	65	100.00

(d) Experience of the Respondents

The study findings indicated that 5 (7.69%) of the respondents had worked for less than 3 years, 6 (9.23%) had worked for between 3-5years, 22 (33.85%) had worked for between 6-8years, 32 (49.23%) had worked for above 8 years. Results findings indicated that respondents had different work experiences in the study hence the results could not have been biased based on experiences of the respondents.

Table 4.4: Experience of the Respondents

Experience of the Respondents		
	Frequency	Percent
Below 3 Years	5	7.69
3 - 5 Years	6	9.23
6 - 8 Years	22	33.85
Above 8 Years	32	49.23
Total	65	100.00

4.2.2 Pilot Study Results

To test reliability of the instrument, a pilot study was carried out among government representatives overseeing the project at the sight. According to Beck *et. al*., (2003), a pilot study is a small scale version, or trial run, done in preparation for a major study. In this study, questionnaire was tested to ensure that it is relevant and effective. Reliability was tested using questionnaire duly completed by 10 randomly selected respondents. In order to control response biasness, the researcher was pretest 10 government representatives overseeing the project at the sight. This is intended to help the researcher to check whether the questionnaires are reliable. These respondents were not included in the final study sample in order to control response biasness.

Reliability is the ability of measurement instrument to produce the same answer in the same circumstances, that is, if respondents answer a question the same way repeatedly then the instrument is said to be reliable. Cronbach's coefficient alpha was used to determine the internal consistency. The test of reliability was calculated by the use of statistical package for social science.

Cronbach's alpha coefficient ranges from 0 to 1, the higher the alpha (α) values the higher the reliability of the scales. As a rule of thumb, acceptable alpha(α) should be 0.70 and above. A reliability coefficient of zero indicates that the test scores are unreliable. On the other hand the higher the reliability coefficient, the more reliable or accurate the test scores. For social science research purposes, tests with reliability score of 0.7 and above are accepted as indication of reliability (Kurpius& Stafford, 2006).

Factor analysis was done to identify the highly loaded items and thus important ones for data analysis were retained. Exploratory factor analysis was used to reduce the number of variables (questions). This was important since large number of items in a variable can make the study become rather complicated. Besides, it could well be that some of the variables measure different aspects of the same underlying variable. This technique works by grouping variables with similar characteristics together to produce a small number of factors, which are capable of explaining the observed variance in the larger number of variables. The reduced factors were used for further analysis. Suitability of factor analysis about the number of cases (sample size) for the study was

checked. The study used the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test in determining the factors to be retained following the principal components analysis (PCA) method. This analysis is designed to account for all of the variance including those found in the correlation coefficients and error variance (Williams, Onsman & Brown, 2010). The KMO value measures the sampling adequacy and should be greater than 0.5 for a satisfactory factor analysis (Kaiser, 1974). The Kaiser criterion for retaining factors with Eigen values greater than 1 was also applied as suggested by Yong and Pearce (2013).

Table 4.5 Reliability Results

Reliability Statistics Before Factor Analysis		Reliability Statistics After Factor Analysis	
Stakeholders Partnerships			
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
0.787	6	0.787	6
Stakeholders Participation			
Reliability Statistics Before Factor Analysis		Reliability Statistics After Factor Analysis	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
0.815	6	0.815	6
Stakeholders Consultations			
Reliability Statistics Before Factor Analysis		Reliability Statistics After Factor Analysis	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
0.835	6	0.835	6
Stakeholders Communication			
Reliability Statistics Before Factor Analysis		Reliability Statistics After Factor Analysis	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
0.792	6	0.792	6
Project Performance			
Reliability Statistics Before Factor Analysis		Reliability Statistics After Factor Analysis	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
0.887	5	0.887	5

Reliability results before and after factor analysis indicated that the items were all reliable as they had Cronbach's alpha coefficient of above 0.7. The findings indicated that Stakeholders Partnerships had Cronbach's alpha coefficient of 0.787, Stakeholders Participation had a Cronbach's alpha coefficient of 0.815, Stakeholders Consultations had a Cronbach's alpha coefficient of 0.835, Stakeholders Communication had a Cronbach's alpha coefficient of 0.792 and Project Performance had a Cronbach's alpha coefficient of 0.887

4.2.2 Analysis of Specific Objectives

4.2.2.1 Stakeholders Partnerships and Project Performance

The study findings indicated that 31(47.69%) of the respondents strongly agreed that there are many activities that the company partners with locals (residents)/local companies to undertake, 25(38.46%) agreed, 3(4.62%) were undecided, 3(4.62%) disagreed while 2(3.08%) strongly disagreed. The study findings indicated that 31(47.69%) of the respondents strongly agreed that there are policies to direct need for partnerships with locals (residents)/local companies, 28(43.08%) agreed, 2(3.08%) were undecided, 3(4.62%) disagreed while 1(1.54%) strongly disagreed. The study findings indicated that 22(33.85%) of the respondents strongly agreed that partnerships by the company with locals (residents)/local companies are prioritized over other lone operations, 20(30.77%) agreed, 7(10.77%) were undecided, 9(13.85%) disagreed while 7(10.77%) strongly disagreed.

The study findings indicated that 30(46.15%) of the respondents strongly agreed that partnerships by the company with locals (residents)/local companies are enjoy more success than other operations, 24(36.92%) agreed, 3(4.62%) were undecided, 5(7.69%) disagreed while 3(4.62%) strongly disagreed. The study findings indicated that 29(44.62%) of the respondents strongly agreed that there is high level of coordination for partnership projects with locals (residents)/local companies, 24(36.92%) agreed, 3(4.62%) were undecided, 5(7.69%) disagreed while 4(6.15%) strongly disagreed. The study findings indicated that 22(33.85%) of the respondents strongly agreed that timelines are met for projects that the company partners with locals (residents)/local companies, 18(27.69%) agreed, 6(9.23%) were undecided, 10(15.38%) disagreed while 9(13.85%) strongly disagreed.

Table 4.6: Stakeholders Partnerships

		SA	A	UD	D	SD	T	Mean
There are many activities that the company partners with locals (residents)/local companies to undertake	Fre	31	25	3	4	2	65	4.22
	%	47.69	38.46	4.62	6.15	3.08	100.00	84.31
There are policies to direct need for partnerships with locals (residents)/local companies	Fre	31	28	2	3	1	65	4.31
	%	47.69	43.08	3.08	4.62	1.54	100.00	86.15
Partnerships by the company with locals (residents)/local companies are prioritized over other lone operations	Fre	22	20	7	9	7	65	3.63
	%	33.85	30.77	10.77	13.85	10.77	100.00	72.62
Partnerships by the company with locals (residents)/local companies are enjoy more success than other operations	Fre	30	24	3	5	3	65	4.12
	%	46.15	36.92	4.62	7.69	4.62	100.00	82.46
There is high level of coordination for partnership projects with locals (residents)/local companies	Fre	29	24	3	5	4	65	4.06
	%	44.62	36.92	4.62	7.69	6.15	100.00	81.23
Timelines are met for projects that the company partners with locals (residents)/local companies.	Fre	22	18	6	10	9	65	3.52
	%	33.85	27.69	9.23	15.38	13.85	100.00	70.46

Overall the study findings indicated that 86.15% (mean=4.13) of the respondents were of the opinion that there are policies to direct need for partnerships with locals (residents)/local companies, 84.31% (mean=4.22) of the respondents were of the opinion that there are many activities that the company partners with locals (residents)/local companies to undertake, 82.46% (mean=4.12) of the respondents were of the opinion that partnerships by the company with locals (residents)/local companies are enjoy more success than other operations, 81.23% (mean=4.06) of the respondents were of the opinion that there is high level of coordination for partnership projects with locals (residents)/local companies, 72.62% (mean=3.63) of the respondents were of the respondents that partnerships by the company with locals (residents)/local companies are prioritized over other lone operations, 70.46% (mean=3.52) of the respondents were of the opinion that timelines are met for projects that the company partners with locals (residents)/local companies.

The results that there are policies to direct need for partnerships with locals and that there are many activities that the company partners with locals (residents)/local companies to undertake is interpreted to mean that community partnerships typically emphasize an ‘imperative to realize benefits for the wider community. Community partnerships are gradually being embraced by many nongovernmental organizations in preference to a pragmatic approach to businesses and governments, thereby helping to improve the productivity and efficacy of their operations

This results are supported by Peterson, Speer, Peterson, Powell, Treitler, & Wang, (2017) who noted that Community partnerships are required to offer better and creative solutions to fiscal, social and environmental challenges through the convergence of corporate actors' capacities and expertise through multiple sectors. The principle that community partnerships are a modern policy model across diverse industries is expressed in their increasing scientific pervasiveness. Wide corporations have come to understand the opportunity to lead for long-term strategic success of community partnerships. Early data has shown that the world's one hundred biggest corporations were involved in averagely eighteen community partnerships with 'non-market' actors. Moreover, in cooperation with businesses and NGOs, governments have seen community partnerships as creative ways of producing public goods

4.2.2.2 Stakeholders Participation

The study findings indicated that 22(33.85%) of the respondents strongly agreed that all company activities require community participation, 18(27.69%) agreed, 6(9.23%) were undicided, 10(15.38%) disagreed while 9(13.85%) strongly disagreed. The study findings indicated that 30(46.15%) of the respondents strongly agreed that the company has explicit community participation policies, 24(36.92%) agreed, 3(4.62%) were undecided, 5(7.69) disagreed while 3(4.62%) strongly disagreed. The study findings indicated that 32(49.23%) of the respondents strongly agreed that Community stakeholders are selected from immediate communities, 30(46.15%) agreed, 1(1.54%) were undecided, 1(1.54%) disagreed while 1(1.54%) strongly disagreed.

The study findings indicated that 29(44.62%) of the respondents were of the opinion that community Stakeholders are selected in sufficient numbers, 24(36.92%) agreed, 3(3.62%) were undecided, 5(7.69%) disagreed while 4(6.15%) strongly disagreed. The study findings indicated that 22(33.85%) of the respondents were of the opinion that community stakeholders have high voting rights and can stop project activities, 18(27.69%) agreed, 6(9.23%)were undecided, 10(15.38%) disagreed while 9(13.85%) strongly disagreed. The study findings indicated that 30(46.15%) of the respondents were of the opinion that community stakeholders views must be incorporated in projects, 24(36.92%) agreed, 3(4.62%) were undecided, 5(7.69%) disagreed while 3(4.65%) strongly disagreed.

Table 4.7: Stakeholders Participation

		SA	A	UD	D	SD	T	Mean
All company activities require community participation	Fre	22	18	6	10	9	65	3.52
	%	33.85	27.69	9.23	15.38	13.85	100.00	70.46
The company has explicit community participation policies	Fre	30	24	3	5	3	65	4.12
	%	46.15	36.92	4.62	7.69	4.62	100.00	82.46
Community stakeholders are selected from immediate communities	Fre	32	30	1	1	1	65	4.40
	%	49.23	46.15	1.54	1.54	1.54	100.00	88.00
Community Stakeholders are selected in sufficient numbers	Fre	29	24	3	5	4	65	4.06
	%	44.62	36.92	4.62	7.69	6.15	100.00	81.23
Community stakeholders have high voting rights and can stop project activities	Fre	22	18	6	10	9	65	3.52
	%	33.85	27.69	9.23	15.38	13.85	100.00	70.46
Community stakeholders views must be incorporated in projects	Fre	30	24	3	5	3	65	4.12
	%	46.15	36.92	4.62	7.69	4.62	100.00	82.46

Overall the study findings indicated that 88.00(mean=4.40) of the respondents were of the opinion that community stakeholders are selected from immediate communities, 82.46% (mean=4.12) were of the opinion that Community stakeholders views must be incorporated in projects, 82.46% (mean=4.12) were of the opinion that the company has explicit community participation policies, 81.23% (mean=4.06) were of the opinion that community Stakeholders are selected in sufficient numbers, 70.46% (mean=3.52) were of the opinion that community stakeholders have high voting

rights and can stop project activities, 70.46% (mean=3.52) were of the opinion that all company activities require community participation.

The findings that community stakeholders are selected from immediate communities and that Community stakeholders views must be incorporated in projects are interpreted to mean that Participation of the community in projects of development has come to be an element of significance in the planning and execution of such projects. Community involvement in the sense of development requires an active mechanism, in which beneficiaries are not necessarily gaining from part of project benefits, but are influencing the direction and implementation of development projects

These findings are supported by Di Maddaloni, & Davis (2017) who noted that participation of the community in projects of development has come to be an element of significance in the planning and execution of such projects. Community participation is in the form of Community Based Development (CBD) and is one of the fastest evolving tools for guiding the suport of development.

4.2.2.3 Stakeholders Consultations

The study findings indicated that 31(47.69%) of the respondents strongly agreed that the company meets community members to consult them on key activities, 28(43.08%) agreed, 2(4.62%) were undecided, 3(4.62%) disagreed while 1(1.54%) strongly disagreed. The study findings indicated that 30(46.15%) of the respondents strongly agreed that Consultation of community involves taking views for consideration not necessarily for implementation, 24(36.92%) agreed, 3(4.62%) were undecided, 5(7.69%) disagreed while 3(4.62%) strongly disagreed. The study findings indicated that 29(44.62%) of the respondents strongly agreed that range of issues community are consulted on are limited to those that affect them, 24(36.92%) agreed, 3(4.62%) were undecided, 5(7.69%) disagreed while 4(6.15%) strongly disagreed.

The study findings indicated that 23(35.38%) of the respondents strongly agreed that there are records available for issues the community was consulted on, 23(35.38%) agreed, 8(12.31%) were undecided, 6(9.23%) disagreed while 5(7.69%) strongly disagreed. The study findings indicated

that 24(36.92%) of the respondents strongly agreed that consultation feedback is limited in scope and not explicit, 22(33.85%) agreed, 3(5.00%) were undecided, 10(15.38%) disagreed while 6(9.23%) strongly disagreed.

Table 4.8: Stakeholders Consultations

		SA	A	UD	D	SD	T	Mean
The company meets community members to consult them on key activities	Fre	31	28	2	3	1	65	4.31
	%	47.69	43.08	3.08	4.62	1.54	100.00	86.15
Consultation of community involves taking views for consideration not necessarily for implementation	Fre	30	24	3	5	3	65	4.12
	%	46.15	36.92	4.62	7.69	4.62	100.00	82.46
Range of issues community are consulted on are limited to those that affect them	Fre	29	24	3	5	4	65	4.06
	%	44.62	36.92	4.62	7.69	6.15	100.00	81.23
Community consultation involves only community heads and administration	Fre	29	24	3	5	4	65	4.06
	%	44.62	36.92	4.62	7.69	6.15	100.00	81.23
There are records available for issues the community was consulted on	Fre	23	23	8	6	5	65	3.82
	%	35.38	35.38	12.31	9.23	7.69	100.00	76.31
Consultation feedback is limited in scope and not explicit	Fre	24	22	3	10	6	65	3.74
	%	36.92	33.85	5.00	15.38	9.23	100.38	74.77

Overall the study findings indicated that 86.15% (mean=4.31) of the respondents were of the opinion that the company meets community members to consult them on key activities, 82.46% (mean=4.12) were of the opinion that consultation of community involves taking views for consideration not necessarily for implementation, 81.23% (mean=4.06) were of the opinion that range of issues community are consulted on are limited to those that affect them, 81.23% (mean=4.06) were of the opinion that community consultation involves only community heads and administration, 76.31% (mean=3.82) were of the opinion that there are records available for issues the community was consulted on, 74.77% (mean=3.74) were of the opinion that Consultation feedback is limited in scope and not explicit.

The findings that the company meets community members to consult them on key activities and that consultation of community involves taking views for consideration not necessarily for

implementation are interpreted to mean that the company understand that the impact on the community is huge and as a result have devised mechanisms to ensure that they consult the community members on all matters affecting them. This ensures that there is a higher chance of success by the project.

These findings on the importance of consultation are supported by Bright, (2017) who noted that community iconsultation imeans ithat ithe icommunity, iplanners iand ilending iagency istaff ienter ia idialogue iin iwhich ithe icommunity's iideas iand ipriorities ihelp ishape iprojects. iThe ifinal idesign iof ithe iproject ireflects icommunity iresponses ireceived iduring iconsultative idialogues. iThis iprocess ican ilead ito iparticipation iin iwhich ithe icommunity ishares iauthority iand ipower ithroughout ithe idevelopment icycle, ifrom ipolicy idecisions iand iproject iidentification ito iex ipost ifacto ievaluation. iConsultation, iwhen iit iis isuch ia idialogue, ialso iimplies ithat ipreviously iignored isocial isectors, isuch ias iwomen iin ipeasant ivillages iand indigenous groups will be actively involved in identifying, designing, analyzing, implementing, monitoring and evaluating the projects that will affect them. The community is no longer simply the target or object of development but an active subject in the process.

4.2.2.4 Stakeholders Communication

The study findings indicated that 22(33.85%) strongly agreed that there are many notices sent by the company to update the community on project activities, 18(27.69%) agreed, 6(9.23%) were undecided, 10(15.38%) disagreed while 9(13.85%) strongly disagreed. The study findings indicated that 23(35.38%) of the respondents strongly agreed that communication to the community is done through mass media, 23(35.38%) agreed, 8(12.31%) were undecided, 6(9.23%) disagreed while 5(7.69%) strongly disagreed. The study findings indicated that 29(44.62%) of the respondents strongly agreed that all company activities performance need to be communicated to the community, 24(36.92%) agreed, 3(4.62%) were undecided, 5(7.639%) disagreed while 4(6.15%) strongly disagreed.

The study findings indicated that 24(36.92%) of the respondents strongly agreed that communique by the company to the community are very detailed, 21(32.31%) agreed, 4(6.15%) were

undecided, 9(13.85%) disagreed while 7(10.77%) strongly disagreed. The study findings indicated that 22(33.85%) of the respondents strongly agreed that respondents reached by company communique is usually near 100%, 18(27.69%) agreed, 6(9.23%) were undecided, 10(15.38%) disagreed while 9(13.85%) strongly disagreed. The study findings indicated that 21(32.31%) of the respondents strongly agreed that communication by the company only targets specific key holders, 16(24.62%) agreed, 7(10.77%) were undecided, 11(16.92%) disagreed while 10(15.38%) strongly disagreed.

Table 4.9: Stakeholders Communication

		SA	A	UD	D	SD	T	Mean
There are many notices sent by the company to update the community on project activities	Fre	22	18	6	10	9	65	3.52
	%	33.85	27.69	9.23	15.38	13.85	100.00	70.46
Communication to the community is done through mass media	Fre	23	23	8	6	5	65	3.82
	%	35.38	35.38	12.31	9.23	7.69	100.00	76.31
All company activities performance need to be communicated to the community	Fre	29	24	3	5	4	65	4.06
	%	44.62	36.92	4.62	7.69	6.15	100.00	81.23
Communique by the company to the community are very detailed	Fre	24	21	4	9	7	65	3.71
	%	36.92	32.31	6.15	13.85	10.77	100.00	74.15
Respondents reached by company communique is usually near 100%	Fre	22	18	6	10	9	65	3.52
	%	33.85	27.69	9.23	15.38	13.85	100.00	70.46
Communication by the company only targets specific key holders	Fre	21	16	7	11	10	65	3.42
	%	32.31	24.62	10.77	16.92	15.38	100.00	68.31

Overall the study findings indicated that 81.23% (mean=4.06) of the respondents were of the opinion that all company activities performance need to be communicated to the community, 76.31% (mean=3.82) were of the opinion that communication to the community is done through mass media, 74.15% (mean=3.71) were of the opinion that communique by the company to the community are very detailed, 70.46% (mean=3.52) were of the opinion that there are many notices sent by the company to update the community on project activities, 70.46%(mean=3.52) were of the opinion that respondents reached by company communique is usually near 100%, 68.31%(mean=3.42) were of the opinion that communication by the company only targets specific stakeholders.

The study findings that that all company activities performance need to be communicated to the community and that communication to the community is done through mass media were interpreted to mean that project manager have recognized the importance of project communication and as a result the project manager have prioritized communication of project information to the community. To do this they use different forms of mass media so that the information can reach as many community members as possible. communication can contribute to increasing awareness, fostering behavioral changes, facilitating mobilization, and establishing partnerships in pursuit of common goals

The importance of communication to the community as a finding were supported by Butt, Naaranoja, & Savolainen, (2016) who noted that achieving efficiency in project communication is a direct ambition for all projects since it is positively correlated with project profitability; when efficient communication is accomplished, Cost of Waste is eliminated and resources can be dedicated towards value-adding activities instead. However, project communication efficiency is compromised as companies fail to find adequate communication tools; as existing communication tools cannot manage complexity, space for waste is created and communication efficiency is restricted. Social Media is a relatively low cost information technology that has proven high levels of efficiency, yet few companies are using Social Media for project communication and this might be because of lack of knowledge and fear which give rise to change resistance

4.2.3 Analysis of the Dependent Variable (Project Performance)

The study findings indicated that 29(44.62%) of the respondents strongly agreed that projects are always completed on time despite challenges, 24(36.92%) agreed, 2(3.08%) were undecided, 6(9.23%) disagreed while 4(6.15%) strongly disagreed. The study findings indicated that 23(35.38%) of the respondents strongly agreed that project quality is sometimes compromised by various factors, 23(35.38%) agreed, 8(12.31%) were undecided, 6(9.23%) disagreed while 5(7.69%) strongly disagreed.

The study findings indicated that 31(47.69%) of the respondents strongly agreed that project sometimes has cost over-runs, 25(38.46%) agreed, 3(4.62%) were undecided, 4(6.15%) disagreed

while 2(3.08%) strongly disagreed. The study findings indicate that 33(50.77%) strongly agreed that community supports project activities, 32(49.23%) agreed, 0(0.00%) were undecided, 0(0.00%) disagreed while 0(0.00%) strongly disagreed. The study findings indicated that 32(49.23%) of the respondents were of the opinion that the region is benefiting from the company operations, 30(46.15%) agreed, 1(1.54%) were undecided, 1(1.54%) disagreed while 1(1.54%) strongly disagreed.

Table 4.10: Project Performance

		SA	A	UD	D	SD	T	Mean
Projects are always completed on time despite challenges	Fre	29	24	2	6	4	65	4.05
	%	44.62	36.92	3.08	9.23	6.15	100.00	80.92
Project quality is sometimes compromised by various factors	Fre	23	23	8	6	5	65	3.82
	%	35.38	35.38	12.31	9.23	7.69	100.00	76.31
Project sometimes has cost over-runs	Fre	31	25	3	4	2	65	4.22
	%	47.69	38.46	4.62	6.15	3.08	100.00	84.31
Community supports project activities	Fre	33	32	0	0	0	65	4.51
	%	50.77	49.23	0.00	0.00	0.00	100.00	90.15
The region is benefiting from the company operations	Fre	32	30	1	1	1	65	4.40
	%	49.23	46.15	1.54	1.54	1.54	100.00	88.00

Overall the study findings indicated that 90.15% (maen4.51) of the respondent were of the opinion that Community supports project activities, 88.00% (mean=4.40) of the respondent were of the opinion that the region is benefiting from the company operations, 84.31% (mean=4.22) were of the opinion that project sometimes has cost over-runs, 80.92% (mean=4.05) were of the opinion that projects are always completed on time despite challenges, 76.31% (mean=3.82) were of the opinion that Project quality is sometimes compromised by various factors.

The results that the community supports project activities and the region is benefiting from the company operations are interpreted to mean that the community were key in measuring the performance of the company. Project performance is evaluated differently by various stakeholders of a project based on their expectations in relation to the actual quality, cost and time. Project performance can be measured in terms of the qualitative value the project has to the implementing organization or quantitative in terms of the earned value systems for utility and large government projects. Projects are very sensitive to decision

and actions taken by any stakeholder. Almost all the projects operate in a context where its respective stakeholders play a primary role in the accomplishments of tasks.

The study findings are supported by Warmode (2012), who noted that the success of projects may be achieved by assessment against relevant criteria, tracking and analysis, or benchmarking against definite expectations or the earlier achievements of similar projects, as is the case with other sectors. Hill (2015) identifies relevance, efficiency, effectiveness, and impact on the beneficiaries and whether the interventions are sustainable as key criterias against which the project performance can be evaluated.

4.3 Relationships between Variables (Inferential Statistics)

Inferential statistics is concerned with the cause-effect relationships between variables and uses various tests of significance for testing hypotheses. Inferential statistics namely regression and Pearson's correlation was used to analyze the data. Multiple Regression analysis was used to explore the relationship between the variables in a stepwise approach using SPSS version 24. Pearson's correlation coefficient was also calculated to analyze the strength and direction of association between the dependent and the independent variables. The results were presented using tables.

4.3.1 Testing the Assumptions of Multiple Regression

Before hypothesis testing was conducting to ensure that the data use did not violate the assumptions of regression

(a) Multicollinearity Test

The Variance Inflation Factor (VIF) measures the impact of collinearity among the variables in a regression model. The Variance Inflation Factor (VIF) is 1/Tolerance. VIF value exceeding 10 indicates the presence of multicollinearity (Williams R. , 2015). In this study, table 4.31 indicated that all the VIF values ranged between 2.167 and 3.523 without a moderator, which were less than 10 implying that there was no multicollinearity.

Table 4.11: Collinearity among the Variables

Model		Collinearity Statistics	
		Tolerance	VIF
1	Stakeholders Partnerships	0.284	3.523
	Stakeholders Participation	0.428	2.338
	Stakeholders Consultations	0.425	2.352
	Stakeholders Communications	0.462	2.167

(b) Normality Test

The study sought to find out how well the distribution could be approximated using the normal distribution. Consequently, skewness and Kurtosis was employed as shown in table 4.25. Skewness measures the deviation of distribution from symmetry and Kurtosis measures peakness of the distribution (Cooper & Schindler, 2008). The values of skewness and Kurtosis should be zero in normal distribution statistics (Tabachnick & Fidell, 2007). Hair, et al. (2007) indicated that data skewness values must fall within +1 and -1 and kurtosis values must be in the range of +3 and -3, if P-values are <0.05 for normally distributed data. From the finding as indicated on table 4.12 it is evident that all the data for the six variables were normally distributed.

Table 4.12: Skewness and Kurtosis

	Std. Deviation		Skewness		Kurtosis
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Stakeholders Partnerships	65	0.583	-0.73	0.175	0.354
Stakeholders Participation	65	0.655	-0.36	0.175	-0.713
Stakeholders Consultations	65	0.461	-0.449	0.175	0.821
Stakeholders Communications	65	0.49	-0.305	0.175	0.342
Project Performance	65	0.502	-0.449	0.175	0.098

Although it is assumed in multiple linear regressions that the residuals are distributed normally, it is a good idea before drawing conclusions to review the distributions of variables of interest (Cooper & Schindler, 2008).

(c) Assumption of Linearity

Linearity means that the predictor variables in the regression have a straight-line relationship with the outcome variable. Pearson's correlation coefficients were used to test linearity assumption. The purpose of using correlation was to identify stakeholder's involvement strategies that provide

best predictions for performance when regression analysis is run. The inter-correlations among the variables are shown in table 4.13 and figure 4.1. From the results, it can be seen that correlations among the stakeholder's involvement strategies were significant. The points on the scatter plot graph produce a lower-left-to-upper-right pattern; we therefore conclude that there is a positive correlation between the stakeholder's involvement strategies and project performance. This pattern means that when the score of one observation is high, we expect the score of the other observation to be high as well, and vice versa. Linearity assumption was therefore satisfied. This implies that all Stakeholders Involvement Strategies under study jointly have a positive and significant impact on project performance. When the correlation values are not close to 1 or -1 is an indication that the factors are sufficiently different measures of separate variables (Tabachnick & Fidell, 2013). The closer the outcome value is to 1 means a strong correlation. A negative value indicates an inverse relationship. It is also an indication that the variables are not multi collinear. Absence of Multicollinearity allows the study to utilize all the independent variables.

Table 4.13 shows that the lowest correlation in this study was between project performance and stakeholders consultation ($r=.579^{**}$, $p<0.01$), indicating a strong positive relationship. The highest correlation was between stakeholders partnerships and project performance ($r=.760^{**}$ $p<0.01$), also giving a very strong positive relationship. A correlation of above 0.90 is a strong indication that the variables may be measuring the same thing (Tabachnick & Fidell, 2013). The fact that all the correlations were less than 0.90 was an indication that the factors were sufficiently different measures of separate variables, and consequently, this study utilized all the variables.

Table 4.13: Correlations Results on Assumptions of Regressions

	Stakeholders Partnership	Stakeholders Participation	Stakeholders consultation	Stakeholders communication	Project Performance
Stakeholders Partnership	1				
Stakeholders Participation	.756**	1			
Stakeholders consultation	.688**	.506**	1		
Stakeholders communication	.655**	.501**	.690**	1	
Project Performance	.754**	.681**	.680**	.716**	1

**. Correlation is significant at the 0.01 level (2-tailed).

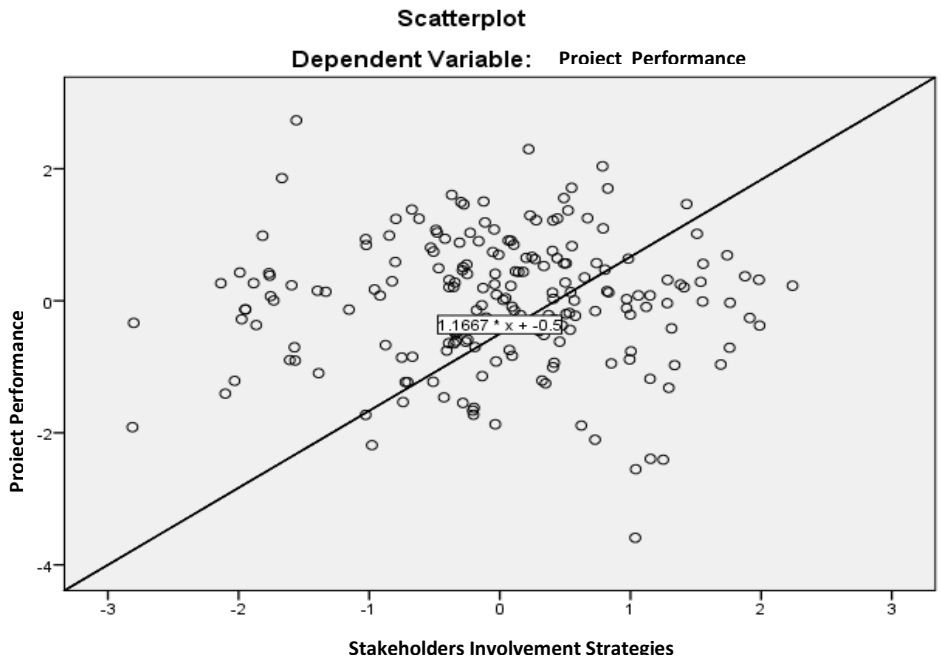

Figure 4.1: Scatter plots for linearity

(d) Assumption of Autocorrelation

Auto correlation occurs when the residuals are not independent from each other (Tabachnick & Fidell, 2001). The linear regression model was tested for autocorrelation using Durbin-Watson test. The Durbin Watson was 1.823 from Table 4.35 Goodness of fit model summary. While Durbin Watson can assume values between 0 and 4, values around 2 indicate no autocorrelation. A conservative rule requires that values less than 1 and greater than 3 should raise an alarm. As a rule of thumb values of >1.5 and <2.5 show that there is no auto-correlation in the data (Field, 2009) from the data there was no autocorrelation.

Table 4.141: Durbin Watson test using Goodness of fit Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Durbin-Watson
1(without moderator)	.833[a]	.694	.688	.280	.694	
2 (With moderator)	.840[b]	.705	.697	.276	.011	1.823

(e) Homoscedasticity

Homoscedasticity means that the variances of all the observations are identical to one another, heteroscedasticity means they are different (Allison, 2015). The assumption of homoscedasticity (literally, same variance) is central to linear regression models. Homoscedasticity describes a situation in which the error term (that is, the "noise" or random disturbance in the relationship between the independent variables and the dependent variable) is the same across all values of the independent variables. A scatter plot reveals the relationships or associations between two variables. From the scatter plots in fig 4.2 reveals an approximate linear relationship between the Project Performance and Stakeholders Involvement Strategies, it reveals a statistical condition of heteroscedasticity. For a heteroscedastic data set, the variation in the dependent variable differs depending on the values of predictors. The use of heteroscedastic data still provides an unbiased estimate for the relationship between the predictor and the dependent variable (Gujarati & Porter, 2009; Ginker & Lieberman, 2017).

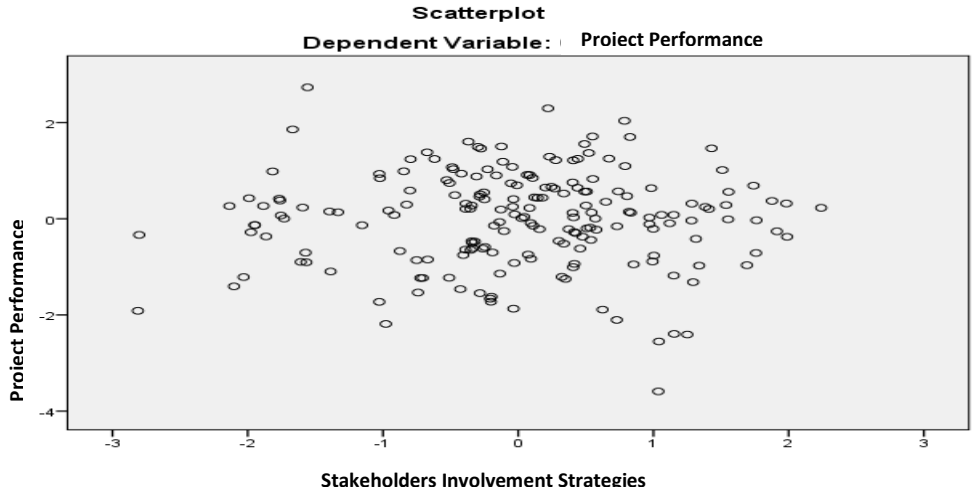

Figure 4.2: Scatter Plot for Homoscedasticity

4.3.2 Regression Results

The regression results give an outline of all the findings in terms of goodness of fit model summary, regression coefficients of the variables to give the contribution of each variable towards Project Performance and then ANOVA to test for significance. All these are done and discussed per variable.

4.3.2.1 Direct Relationship on the Effect of Stakeholders Involvement Strategies on Project Performance.

The multiple regression coefficient known as the coefficient of determination, R^2 is the measure of the amount of variability in one variable that is explained by the other (Field, 2005). To find out how well the model fits well in generalizing the results, the adjusted R^2 is used since it gives an idea of how well the model fits. The value of adjusted R^2 should be as close to the value of R^2. The goodness of fit model presented in table 4.28 involves Stakeholders Involvement Strategies as the only independent variable. The outcome was the coefficient of determination (R square) of .579.

This indicated that the model explained only 57.9 percent of the variation or change in the dependent variable. The remaining proportion of 42.1 percent can be explained by other factors other than the independent variables. Adjustment of the R square did not change the results substantially, having reduced the explanatory behaviour of the predictor from 57.9 percent to 57.0 percent. This means that the model is fit to be used to generalize the findings.

Table 4.15: Model Summary for Direct Relationships[c]

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761[a]	0.579	0.570	0.34307

a. Predictors: (Constant), Stakeholders Communication, Stakeholders Partnership, Leadership, Stakeholders Participation

Analysis of Variance (ANOVA) or the Goodness of Fit test measures that the data used to compute the regression model has not been computed by chance (Table 4.15). The results with a p-value of 0.000 being less than 0.05, indicates that the model is statistically significant indicating that the model has not been computed by chance.

Table 4.16: ANOVAa for Goodness of Fit Test for Direct Relationships

ANOVA[b] / Goodness of Fit Test						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.628	4	7.657	65.058	.000[a]
	Residual	22.244	189	0.118		
	Total	52.872	193			

a. Predictors: (Constant), Stakeholders Consultation, Stakeholders Partnerships, Stakeholders Communication, Stakeholders Participation
b. Dependent Variable: Project Performance

Regression Coefficients of Stakeholders Involvement Strategies and Project Performance

Table 4.16 presents the regression results of Stakeholders Involvement Strategies and Project Performance. With a constant (p-value = 0.000) of 0.350, the study concluded that even without Stakeholders Involvement Strategies, Tullow project seemed to display some form of performance. Nonetheless, the coefficient of 0.077 indicated the extent to which a unit change in Stakeholders Partnership caused a change in Project Performance. In this case, a unit change in Stakeholders Partnership leads to 7.7% units of positive change in Project Performance.

The coefficient of 0.299 indicated the extent to which a unit change in Stakeholders Participation caused a change in Project Performance. In this case, a unit change in Stakeholders Participation leads to 29.9% of positive change in Project Performance. The coefficient of 0.147 indicated the extent to which a unit change in Stakeholders Consultation caused a change in Project Performance. In this case, a unit change in Stakeholders Consultation leads to 14.7% units of positive change in Project Performance. The coefficient of 0.388 indicated the extent to which a unit change in Stakeholders Communication caused a change in Project Performance. In this case, a unit change in Stakeholders Communication leads to 38.8% units of positive change in Project Performance. Therefore, the Stakeholders Involvement Strategies and Project Performance model before moderation can now be presented as follows:

$Y = 0.350 + 0.077X_1 + 0.299X_2 + 0.147X_3 + 0.388X_4 + 0.275$ (error)

Table 4.17: Direct Regression Effect of Stakeholders Involvement Strategies on Project Performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.35	0.275		1.273	0.205
	Stakeholders Partnership	0.077	0.044	0.097	1.758	0.003
	Stakeholders Participation	0.299	0.049	0.374	6.124	0.000
	Stakeholders Cosultation	0.147	0.079	0.109	1.857	0.005
	Stakeholders Communication	0.388	0.062	0.364	6.264	0.000

a. Dependent Variable: Project Performance

4.3.2.2 Hypothesis Testing

i. $H_{0:}$ There is no significant relationship between Stakeholders' partnerships and project performance at Tullow Oil Kenya

$H_{1:}$ There is a significant relationship between Stakeholders' partnerships and project performance at Tullow Oil Kenya

Study results indicated that there is a significant relationship between stakeholders partnerships and project performance at Tullow Oil Kenya ($\beta = 0.077$, $p = 0.003$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis.

ii. H_0: There is no significant relationship between Stakeholders' participation and project performance at Tullow Oil Kenya

H_1: There is a significant relationship between Stakeholders' participation and project performance at Tullow Oil Kenya

Study results indicated that there is a significant relationship between stakeholders participation and project performance at Tullow Oil Kenya ($\beta = 0.299$, $p = 0.000$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis.

iii. H_0: There is no significant relationship between Stakeholders' consultation and project performance at Tullow Oil Kenya

H_1: There is a significant relationship between Stakeholders' consultation and project performance at Tullow Oil Kenya

Study results indicated that there is a significant relationship between stakeholders consultation and project performance at Tullow Oil Kenya ($\beta = 0.147$, $p = 0.005$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis.

iv. H_0: There is no significant relationship between Stakeholders' communication and project performance at Tullow Oil Kenya

H_1: There is a significant relationship between Stakeholders' communication and project performance at Tullow Oil Kenya

Study results indicated that there is a significant relationship between stakeholders communication and project performance at Tullow Oil Kenya ($\beta = 0.388$, $p = 0.000$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter sought to evaluate the summary of findings, the conclusion, recommenfations of the study and the suggestions for further studies.

5.2 Summary of Findings

On stakeholders partnerships, findings indicated that 86.15% (mean=4.13) of the respondents were of the opinion that there are policies to direct need for partnerships with locals (residents)/local companies, 84.31% (mean=4.22) of the respondents were of the opinion that there are many activities that the company partners with locals (residents)/local companies to undertake, 82.46% (mean=4.12) of the respondents were of the opinion that partnerships by the company with locals (residents)/local companies are enjoy more success than other operations, 81.23% (mean=4.06) of the respondents were of the opinion that there is high level of coordination for partnership projects with locals (residents)/local companies, 72.62% (mean=3.63) of the respondents were of the respondents that partnerships by the company with locals (residents)/local companies are prioritized over other lone operations, 70.46% (mean=3.52) of the respondents were of the opinion that timelines are met for projects that the company partners with locals (residents)/local companies. Study results indicated that there is a significant relationship between stakeholders partnerships and project performance at Tullow Oil Kenya ($\beta = 0.077$, $p = 0.003$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis.

On stakeholders participation, findings indicated that 88.00(mean=4.40) of the respondents were of the opinion that community stakeholders are selected from immediate communities, 82.46% (mean=4.12) were of the opinion that Community stakeholders views must be incorporated in projects, 82.46% (mean=4.12) were of the opinion that the company has explicit community participation policies, 81.23% (mean=4.06) were of the opinion that community Stakeholders are selected in sufficient numbers, 70.46% (mean=3.52) were of the opinion that community stakeholders have high voting rights and can stop project activities, 70.46% (mean=3.52) were of the opinion that all company activities require community participation. Study results indicated that there is a significant relationship between stakeholders participation and project performance

at Tullow Oil Kenya ($\beta = 0.299$, $p = 0.000$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis.

On stakeholders consultations, study findings indicated that 86.15% (mean=4.31) of the respondents were of the opinion that the company meets community members to consult them on key activities, 82.46% (mean=4.12) were of the opinion that consultation of community involves taking views for consideration not necessarily for implementation, 81.23% (mean=4.06) were of the opinion that range of issues community are consulted on are limited to those that affect them, 81.23% (mean=4.06) were of the opinion that community consultation involves only community heads and administration, 76.31% (mean=3.82) were of the opinion that there are records available for issues the community was consulted on, 74.77% (mean=3.74) were of the opinion that Consultation feedback is limited in scope and not explicit. Study results indicated that there is a significant relationship between stakeholders consultation and project performance at Tullow Oil Kenya ($\beta = 0.147$, $p = 0.005$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis.

On stakeholders communication, the study findings indicated that 81.23% (mean=4.06) of the respondents were of the opinion that all company activities performance need to be communicated to the community, 76.31% (mean=3.82) were of the opinion that communication to the community is done through mass media, 74.15% (mean=3.71) were of the opinion that communique by the company to the community are very detailed, 70.46% (mean=3.52) were of the opinion that there are many notices sent by the company to update the community on project activities, 70.46%(mean=3.52) were of the opinion that respondents reached by company communique is usually near 100%, 68.31%(mean=3.42) were of the opinion that communication by the company only targets specific stakeholders. Study results indicated that there is a significant relationship between stakeholders consultation and project performance at Tullow Oil Kenya ($\beta = 0.388$, $p = 0.000$). Study therefore rejected the null hypothesis and failed to reject the alternate hypothesis.

Finally on project performance, study findings indicated that 90.15% (maen4.51) of the respondent were of the opinion that Community supports project activities, 88.00% (mean=4.40) of the respondent were of the opinion that the region is benefiting from the company operations, 84.31%

(mean=4.22) were of the opinion that project sometimes has cost over-runs, 80.92% (mean=4.05) were of the opinion that projects are always completed on time despite challenges, 76.31% (mean=3.82) were of the opinion that Project quality is sometimes compromised by various factors.

5.3 Conclusion

The concluded that the community supports project activities generally and the community is benefiting from the company operations. The community were key in measuring the performance of the company. Project performance is evaluated differently by various stakeholders of a project based on their expectations in relation to the actual quality, cost and time. Hence the community is a key stakeholder in the process. The study also concludes that there are policies to direct need for partnerships with locals and that there are many activities that the company partners with locals (residents)/local companies to undertake. Community partnerships typically emphasize an 'imperative to realize benefits for the wider community.

The study concluded that community stakeholders are selected from immediate communities and that Community stakeholders views are incorporated in projects. Participation of the community in projects of development is an element of significance in the planning and execution of such projects. Community involvement in the sense of development requires an active mechanism, in which beneficiaries are not necessarily gaining from part of project benefits, but are influencing the direction and implementation of development projects.
The company meets community members to consult them on key activities and that consultation of community involves taking views for consideration not necessarily for implementation. The company understand that the impact on the community is huge and as a result have devised mechanisms to ensure that they consult the community members on all matters affecting them. This ensures that there is a higher chance of success by the project. The study also concludes that all company activities performance are communicated to the community and that communication to the community is done through mass media. Project manager have recognized the importance of project communication and as a result the project manager have prioritized communication of project information to the community. To do this they use different forms of mass media so that the information can reach as many community members as possible.

5.3 Recommendations for the Study

The study made the following research recommendations;

i. Tullow oil Management should engage in outsourcing activities to ensure that it partners with more local communities professionals in various drilling and logistics activities. This can be done through a pre-qualification process where the company can ensure that it identifies competent companies owned by the locals that can partner with the company in a number of oil extraction activities including supply of labour, technology and various forms of infrastructure.

ii. The company's management should select key stakeholders whom they should ensure participate in all decisions made by the company in the region. This key stakeholder can be community elder's chosen by the community members themselves. This will ensure that the company's activities represent the opinions of the locals and hence have little chance of being rejected by the community.

iii. The public relations and operations department of the Tullow oil limited should develop modalities of consultations with stakeholders in the region. This include professionals and other locals. This will ensure that the company has a better understanfing pf the locals needs from the project hence little chance of conflict.

iv. Despite the use of mass media as a form of communication, the company should organize baraza's to communicate its activities to the locals to ensure they don't only hear the communication but also understand what the company is planning to do. This one on one communication would ensure that the company goals and activities are received by the community more effectively.

5.4 Suggestions for further studies

The study recommends that future researchers can conduct studies on the possible models of stakeholder's involvement with a view of enhancing project performance in the region. The aim will be to develop an engagement strategy.

The study also recommends that future scholars can conduct studies on effectiveness of involvement of different stakeholders on project performance at Tullow oil limited. The aim would be to identify the priority with which the stakeholders should be treated with

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

I am a Master's student in the University of Nairobi undertaking Project Planning and Management and as a partial requirement of the coursework assessment; I am required to submit a research report on: **Analysis of Stakeholders' engagement strategies and its influence on project performance: A case of Tullow Oil in Kenya.** I would highly appreciate if you could kindly assist complete the Questionnaire to assist me collect data. Your information alongside others will help me in my research and will be used strictly for academic purposes and will be treated as confidential, therefore, do not write your name on the questionnaire.

Thank you in advance,

Yours faithfully,

Miriam Naspan Etheri

APPENDIX II: QUESTIONNAIRE FOR TULLOW MANAGEMENT AND SUPERVISORY STAFF AT TULLOW LIMITED

Part I: Background/Demographic Information

1. Gender
   Male [ ] Female [ ]
2. Kindly indicate your age bracket
   Below 30[ ] 31-40[ ] 41-50[ ] above 51 [ ]
3. Indicate your Level of Education.
   PhD [ ] Masters [ ] Degree [ ] Diploma [ ] Others Specify.....
4. How long have you worked with the company?
   Below 3 years [ ] 3-5 years [ ] 6-8 years [ ] above 8 years [ ]

Part II: Specific Questions

5. To what extent do you agree with the following statement on stakeholder partnerships relating oil and exploration in the region?

Key SA- Strongly Agree, A –Agree, U – Undecided, D – Disagree, SD – Strongly Disagree

Stakeholder Partnerships		SA	A	U	D	SD
SPN1	There are many activities that the company partners with locals (residents)/local companies to undertake					
SPN2	There are policies to direct need for partnerships with locals (residents)/local companies					
SPN3	Partnerships by the company with locals (residents)/local companies are prioritized over other lone operations					
SPN4	Partnerships by the company with locals (residents)/local companies are enjoy more success than other operations					
SPN5	There is high level of coordination for partnership projects with locals (residents)/local companies					
SPN6	Timelines are met for projects that the company partners with locals (residents)/local companies.					

Name of some the activities the company partners with locals (residents)/local companies to undertake

_____

_____

6. Comment on the level of success of either of the activities / projects that the company partners with locals (residents)/local companies

_____

_____

_____

7. Comment on challenges of company partnerships with locals (residents)/local companies

_____

_____

_____

8. To what extent do you agree with the following statement on stakeholder participation relating oil and exploration in the region?

Key SA- Strongly Agree, A –Agree, U- Undecided, D – Disagree, SD – Strongly Disagree

Stakeholder Participation		SA	A	U	D	SD
SPTC1	All company activities require community participation					
SPTC2	The company has explicit community participation policies					
SPTC3	Community stakeholders are selected from immediate communities					
SPTC4	Community Stakeholders are selected in sufficient numbers					
SPTC5	Community stakeholders have high voting rights and can stop project activities					
SPTC6	Community stakeholders views must be incorporated in projects					

9. List some of the activities that the community requires community participation before they are undertaken

_____

_____

_____

10. Who are the key stakeholders selected to participate in company activities?

_____

_____

11. To what extent do you agree with the following statement on stakeholder consultation relating oil and exploration in the region?

Key SA- Strongly Agree, A – Agree, U- Undecided, D – Disagree, SD – Strongly Disagree

Stakeholder Consultation		**SA**	**A**	**U**	**D**	**SD**
SC1	The company meets community members to consult them on key activities					
SC2	Consultation of community involves taking views for consideration not necessarily for implementation					
SC3	Range of issues community are consulted on are limited to those that affect them					
SC4	Community consultation involves only community heads and administration					
SC5	There are records available for issues the community was consulted on					
SC6	Consultation feedback is limited in scope and not explicit					

12. What is the criteria for selecting community stakeholders to participate in the consultation process?

_____
_____
_____

13. What does the process of consultation entail?

_____
_____
_____

14. To what extent do you agree with the following statement on stakeholder communications relating oil and exploration in the region?

Key SA- Strongly Agree, A –Agree, U- Undecided, D – Disagree, SD – Strongly Disagree

Stakeholders Communication		SA	A	U	D	SD
Scom1	There are many notices sent by the company to update the community on project activities					
Scom2	Communication to the community is done through mass media					
Scom3	All company activities performance need to be communicated to the community					
Scom4	Communique by the company to the community are very detailed					
Scom5	Respondents reached by company communique is usually near 100%					
Scom6	Communication by the company only targets specific key holders					

15. List some communique sent by the company in the last six months to the community

_____
_____
_____

16. List some of the common media used to pass this communique

_____
_____
_____

17. Indicate some challenges faced by the company in passing this information to the community

_____
_____
_____

18. To what extent do you agree with the following statement Tullow project performance?

Key SA- Strongly Agree, A –Agree, U- Undecided, D – Disagree, SD – Strongly Disagree

Tullow Project Performance		SA	A	U	D	SD
TPP1	Projects are always completed on time despite challenges					
TPP2	Project quality is sometimes compromised by various factors					
TPP3	Project sometimes has cost over-runs					
TPP4	Community supports project activities					
TPP5	The region is benefiting from the company operations					

APPENDIX III: QUESTIONNAIRE FOR COUNTY STAFF

Part I: Background/Demographic Information

1. Gender
   Male [ ] Female [ ]
2. Kindly indicate your age bracket
   Below 30[ ] 31-40[ ] 41-50[ ] above 51 [ ]
3. Indicate your Level of Education.
   PhD [ ] Masters [ ] Degree [ ] Diploma [ ] Others Specify.....
4. How long have you worked with the at the County?
   Below 3 years [ ] 3-5 years [ ] 6-8 years [ ] above 8 years [ ]
5. Department at the County _____

Part II: Specific Questions

6. To what extent do you agree with the following statement on stakeholder partnerships relating oil and exploration in the region?

Key SA- Strongly Agree, A –Agree, U – Undecided, D – Disagree, SD – Strongly Disagree

Stakeholder Partnerships		SA	A	U	D	SD
SPN1	There are many activities that the company partners with locals (residents)/local companies to undertake					
SPN2	There are policies to direct need for partnerships with locals (residents)/local companies					
SPN3	Partnerships by the company with locals (residents)/local companies are prioritized over other lone operations					
SPN4	Partnerships by the company with locals (residents)/local companies are enjoy more success than other operations					
SPN5	There is high level of coordination for partnership projects with locals (residents)/local companies					
SPN6	Timelines are met for projects that the company partners with locals (residents)/local companies.					

Name of some the activities the company partners with locals (residents)/local companies to undertake

_____

_____

_____

7. Comment on the level of success of either of the activities / projects that the company partners with locals (residents)/local companies

_____

_____

_____

8. Comment on challenges of company partnerships with locals (residents)/local companies

_____

_____

_____

9. To what extent do you agree with the following statement on stakeholder participation relating oil and exploration in the region?

Key SA- Strongly Agree, A –Agree, U- Undecided, D – Disagree, SD – Strongly Disagree

Stakeholder Participation		SA	A	U	D	SD
SPTC1	All company activities require community participation					
SPTC2	The company has explicit community participation policies					
SPTC3	Community stakeholders are selected from immediate communities					
SPTC4	Community Stakeholders are selected in sufficient numbers					
SPTC5	Community stakeholders have high voting rights and can stop project activities					
SPTC6	Community stakeholders views must be incorporated in projects					

10. List some of the activities that the community requires community participation before they are undertaken

_____

_____

_____

11. Who are the key stakeholders selected to participate in company activities?

_____

_____

_____

12. To what extent do you agree with the following statement on stakeholder consultation relating oil and exploration in the region?

Key SA- Strongly Agree, A – Agree, U- Undecided, D – Disagree, SD – Strongly Disagree

Stakeholder Consultation		**SA**	**A**	**U**	**D**	**SD**
SC1	The company meets community members to consult them on key activities					
SC2	Consultation of community involves taking views for consideration not necessarily for implementation					
SC3	Range of issues community are consulted on are limited to those that affect them					
SC4	Community consultation involves only community heads and administration					
SC5	There are records available for issues the community was consulted on					
SC6	Consultation feedback is limited in scope and not explicit					

13. What is the criteria for selecting community stakeholders to participate in the consultation process?

_____
_____
_____

14. What does the process of consultation entail?

_____
_____
_____

15. To what extent do you agree with the following statement on stakeholder communications relating oil and exploration in the region?

Key SA- Strongly Agree, A –Agree, U- Undecided, D – Disagree, SD – Strongly Disagree

Stakeholders Communication		SA	A	U	D	SD
Scom1	There are many notices sent by the company to update the community on project activities					
Scom2	Communication to the community is done through mass media					
Scom3	All company activities performance need to be communicated to the community					
Scom4	Communique by the company to the community are very detailed					
Scom5	Respondents reached by company communique is usually near 100%					
Scom6	Communication by the company only targets specific key holders					

16. List some communique sent by the company in the last six months to the community

_____

_____

_____

17. List some of the common media used to pass this communique

_____

_____

18. Indicate some challenges faced by the company in passing this information to the community

_____

_____

19. To what extent do you agree with the following statement Tullow project performance?

Key SA- Strongly Agree, A –Agree, U- Undecided, D – Disagree, SD – Strongly Disagree

Tullow Project Performance		SA	A	U	D	SD
TPP1	Projects are always completed on time despite challenges					
TPP2	Project quality is sometimes compromised by various factors					
TPP3	Project sometimes has cost over-runs					
TPP4	Community supports project activities					
TPP5	The region is benefiting from the company operations					

APPENDIX IV: QUESTIONNAIRE FOR KEY INFORMANTS (COMMUNITY MEMBERS)

Section A: Demographic Information

1. Gender
   Male [ ] Female [ ]
2. Kindly indicate your age bracket
   Below 30[ ] 31-40[ ] 41-50[ ] above 51 [ ]
3. Indicate your Level of Education.
   PhD [ ] Masters [ ] Degree [ ] Diploma [ ] Others Specify.....

Section B: Project Information

Stakeholder Partnerships		**Yes**	**No**
SPN1	There are many activities that the company partners with locals (residents)/local companies to undertake		
SPN2	Partnerships by the company with locals (residents)/local companies are enjoy more success than other operations		
SPN3	There is high level of coordination for partnership projects with locals (residents)/local companies		
SPN4	Timelines are met for projects that the company partners with locals (residents)/local companies.		
Stakeholder Participation		**Yes**	**No**
SPTC1	Community stakeholders are selected from immediate communities		
SPTC2	Community Stakeholders are selected in sufficient numbers		
SPTC3	Community stakeholders have high voting rights and can stop project activities		
SPTC4	Community stakeholders views must be incorporated in projects		
Stakeholder Consultation		**Yes**	**No**
SC1	The company meets community members to consult them on key activities		
SC2	Consultation of community involves taking views for consideration not necessarily for implementation		
SC3	Range of issues community are consulted on are limited to those that affect them		

SC4	Community consultation involves only community heads and administration		
SC5	Consultation feedback is limited in scope and not explicit		
Stakeholders Communication		**Yes**	**No**
Scom1	There are many notices sent by the company to update the community on project activities		
Scom2	Communication to the community is done through mass media		
Scom3	All company activities performance need to be communicated to the community		
Scom4	Communique by the company to the community are very detailed		
Scom5	Respondents reached by company communique is usually near 100%		
Scom6	Communication by the company only targets specific key holders		
Tullow Project Performance		Yes	No
TPP1	Projects are always completed on time despite challenges		
TPP2	Project quality is sometimes compromised by various factors		
TPP3	Project sometimes has cost over-runs		
TPP4	Community supports project activities		
TPP5	The region is benefiting from the company operations		