

**STAKEHOLDER INVOLVEMENT AND SERVICE DELIVERY IN THE OIL
INDUSTRY IN UGANDA: A CASE STUDY OF OIL EXPLORATION IN
BULIISA DISTRICT, WESTERN UGANDA**

By

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Declaration

I **Sulaiman Kajoba** declare to the best of my knowledge that this research work is original and has neither been presented to any University before for any degree award. Where I am indebted to the efforts of other scholars and professionals, due acknowledgement has been made.

Date.....

Sign.....

Approval

This is to certify that this dissertation was submitted for examination with my approval as the authorized supervisor.

Name: Mr. Tonny Muzaale

Sign

Date.....

Dedication

This research work is dedicated to my wife Jamelia Kajoba, my mother Mrs. Sarah Muwanga, and my children; Alisha, Hanna, Tendo, Isaac and Sulainah.

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LIST OF ABBREVIATIONS

CDO	Community Development Officer
CNOOC	China National Offshore Oil Corporation
CSR	Corporate Social Responsibility
CVI	Content Validity Index
HRM	Human Resource Management
HR	Human Resource
SPSS	Statistical Package for Social Scientist
TO	Tullow Oil
MEMD	Ministry of Energy and Mineral Development
CSO	Civil Society Organization
NOGP	National Oil and Gas Policy
EITI	Extractive Industries and Transparency Initiative

ABSTRACT

The study focused on assessing the influence of stakeholder involvement on service delivery in the oil sector in Buliisa District, western Uganda. The study sought to establish the extent to which stakeholder involvement in the oil exploration design/planning, implementation, Monitoring and Evaluation (M&E) processes has influenced service delivery in Buliisa. The study employed a correlational research design and both quantitative and qualitative approaches. A total of 114 respondents participated in the study and included 60 residents of Buliisa, 12 district political leaders, 11 district civil servants, 05 officials from the oil exploration industry, 10 Kingdom Elders, 10 Civil Society Organization officials, 03 religious leaders, 03 officials from the Ministry of Energy and Mineral Development. Primary and secondary sources of data were used and data was collected using interviews and questionnaire. The Pearson correlation Coefficient and Regression Analysis were used to analyze the collected data. The study findings revealed that there is a positive relationship between stakeholder involvement in the oil exploration design/planning, implementation and M&E processes and service delivery in Buliisa. It was concluded that, stakeholder involvement in planning, implementation and M&E processes enhances service delivery.

The study recommended proactive engagement of stakeholders to understand their expectations and incorporate them in plans, managing clear communication strategies to develop trust and, implement an efficient and easily accessible mechanism for claims and complaints. This proactive engagement ensure participation of stakeholders who are interested in planning, implementation and M&E, and assure transparency by the government about revenues distribution and procurement of infrastructure projects while holding regular community consultations through the planning, implementation and M&E processes.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study investigated the relationship between stakeholder involvement and service delivery in the oil industry in Uganda; a case of oil exploration and production in Buliisa District, Western Uganda. Stakeholder involvement and service delivery are the independent and dependent variables respectively. Stakeholders in Buliisa (residents) feel let down by lack of involvement in the management of oil resources. The people of Buliisa, in liaison with the Bunyoro Kingdom, are demanding a significant share of oil resources to address the high levels of poverty in the region. It is feared that the persistence of this trend might impede attainment of quality of service and adversely affect service delivery in the oil exploration region. This chapter presents the background, statement of the problem, purpose of the study, objectives, the research questions, the hypotheses, conceptual framework, scope, the significance, justification and operational definition of terms and concepts in the study.

1.1 Background to the Study

This sub-section presents the background divided into four perspectives, the historical, theoretical, conceptual and contextual.

1.1.1 Historical Background

Globally the demand for oil has grown significantly in the past two decades mainly coming from emerging nations with increasing economic power. While governments and companies or organizations investigate alternative sources, for most regions of the world the biggest challenge

is learning how to ensure effective involvement of all stakeholders at different levels in exploration and production of more oil and gas from existing sources (International Business Machination Global Business Services Executive Report, n.d). In addition, governments and organizations face increasing internal and external pressures to demonstrate accountability, transparency and results (Kusek & Rist, 2004). Stakeholder involvement since the 4th century in United Kingdom, has fostered political and financial support for policies and programmes and helped to build major institutions. According to Raymond (2002), in Africa, stakeholder involvement that got its foundation in the 1960's has become an important tool for improving performance both in the private and public sector. Not only has stakeholder involvement helped to produce decisions that are responsive to community interests and values, but also has helped resolve user conflicts, build trust, and educate the public about the performance.

In Uganda, stakeholder involvement is highly valued as a tool for improving service delivery. In the context of the oil industry, stakeholder participation and involvement is seeking to contribute to a more just and conflict-sensitive development of the oil and gas sector. As a result of stakeholder participation, Bunyoro and specifically Buliisa residents hope, that oil revenue will result in a better road and railway network, high quality education and healthcare, a regional technical and university infrastructure, and considerable employment opportunities once applied. However, negative expectations also abound despite the continuing discovery of oil deposits in the region (Kamya, 2011).

Early effort of oil exploration in Uganda started in 1925; the petroleum potential of Uganda was documented by Wayland, illustrating several oil seepages along the entire length of the Albertine

Graben. At the same time satellite imagery confirmed the oil seepages on the Lake Albert. According to Kabanda (2008, p.7) between 1936 and 1945 one deep well was drilled at Waki Butiaba in 1938, to a depth of 1232 meters. Other shallow wells were drilled in Kibiro and Kibuku areas for geological correlation. There were 13 shallow wells drilled in the Semliki basin and 9 near Kibiro Oil seepage. In the year 1945 to 1980 the Oil exploration stagnated, as result of the Second World War which interrupted the earlier efforts. Exploration was also hampered by the change in colonial policy to zone East Africa for Agriculture and West Africa for oil production and political instability in Uganda at the time.

In order to effectively manage the oil, the government has enacted the National Oil and Gas Policy and the Petroleum Act (MEMD Report, 2010). In February 2008, Uganda's Ministry of Energy published the NOGP, which explicitly recognises many of the challenges of the industry and way the forward. The NOGP outlines internationally-recognised mechanisms for managing such impacts and turning the finite resource into sustainable development outcomes. It also highlights the need for a long-term national strategy to ensure optimal impacts from oil and gas exploitation, by maximising value along the value chain (Kakuru, 2011). The overarching goal of the policy is that oil and gas development in Uganda will 'contribute to early achievement of poverty eradication and create lasting value to society. The NOGP is a very important document and sets a high standard for the future governance of oil in Uganda. It is, however, more a set of principles than a detailed governance guide, and is short on specifics such as, the all-important question of how revenues will be distributed at a local level; or precisely how civil society's role in promoting transparency and accountability will be operationalised at both central and local levels (Odeke, 2013:37).

As a developing country, Uganda is keen on ensuring that it benefits from oil revenues to alleviate poverty. The (1995) Uganda' Constitution, article 244 states that, ownership and control of minerals and petroleum in, on or under any land or waters in the country is vested in the Government. One of the objectives of the National Oil and Gas Policy is "to ensure collection of the right revenues and use them to create lasting value for the entire nation (Sekweyama, 2014). The discovered lucrative oil and gas reserves in Albertine region present possibilities of having the government's revenue multiplied in twofold within the period of about ten years adding up to an estimation of 15 % of gross domestic product (World Bank, 2010). Although discovery of oil in commercial quantities could be a blessing or a curse, there are associated severe challenges that may come with it.

As a result of the above exploration processes, a number of interested stakeholders have come up with issues and comments on oil. Some say they are left out and thus not participating, yet the government claims to have set all possible mechanisms to cater for stakeholder involvement through national communication strategy for the oil and gas sector in Uganda (MEMD, 2011).

Despite a lot of the above government claims, complaints and intrigue are being cited in the media, highlighting secrecy, which has brought out corruption and subsequent refusal/delay by Parliament of Uganda to sign oil exploration policies and agreements. Clear mechanism of participatory and involvement approaches are hoped to provide quick and sustainable solutions for such phenomena. To date, oil exploration in Uganda has taken its course to a greater height (Abeinomugisha, 2011:55).

The Omukama Gafabusa Iguru 1 (oil in Uganda, 2012:14) has been demanding 12.5% to be used to train his people to work in the oil industry. The contrast in revenue demand by the local leader and the King of Bunyoro-Kitara represent the aspiration of the people of Bunyoro-Kitara who are the trustees of the oil resource underscores the need for the researcher to undertake a study on stakeholder management. Buliisa District is of interest to the research as a case study which provides a general picture of Uganda's oil sector. Institutions like parliament will be guided on how to manage stakeholders' interests and involvement, in regard to the contracts of oil exploration, for purposes of transparency and accountability.

Oil exploration and production will certainly lead to social, cultural, economic and environmental changes for this region, but the question of stakeholder participation still causes a big debate amongst the stakeholders in the region. However, it is upon this background that the researcher seeks to investigate the influence of stakeholder involvement on service delivery in the oil sector in Uganda.

1.1.1 Theoretical Background

This study adopted the stakeholder and multi-stakeholder theory as a theoretical basis for analyzing the influence of stakeholder theory on service delivery.

The stakeholder's theory was propounded by Freeman,(1984), improved by Friedman,(2006),and the multi-stakeholder theory by Lawrence E. Strickling (2001).The traditional definition of a stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984). Friedman, (2006), states that the organization itself

should be thought of as a grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints.

In one of his latest definitions, Freeman (2004) defines stakeholders as “those groups who are vital to the survival and success of the corporation”. In one of his latest publications, Freeman (2004) adds a new principle, a new trend in stakeholder theory. In this principle in his opinion the consideration of the perspective of the stakeholders themselves and their activities is also very important in the management of companies. Stakeholders may bring an action against the directors for failure to perform the required duty of care (Freeman 2004). In some literature, the own interest is conceived as the interest of the organization, which is usually to maximize profit or to maximize shareholder value. This means if managers treat stakeholders in line with the stakeholder concept, the organization will be more successful in the long run.

The multi stakeholder theory by Lawrence E. Strickling (2001) pegs on the multi-stakeholder Governance Model which seeks to bring stakeholders together to participate in the dialogue, decision making, and implementation of solutions to common problems or goals.

According to Strickling (2001:17), "the multi-stakeholder process involves the full participation and involvement of all stakeholders, consensus-based decision-making and operating in an open, transparent and accountable manner." A stakeholder refers to an individual, group, institution or organization that has a direct or indirect interest or stake in a particular organization's undertaking, be it a businesses, a civil society organisation, a community, a governments, a research institution, a cultural institution or a non-governmental organization.

With "representative" multi-stakeholderism Strickling, refers to groups in which a limited number of seats are distributed to representatives of particular stakeholder categories who are then assumed to bring a reasonable approximation of the totality of perspectives of that stakeholder category into the discussion. In representative multi-stakeholderism, the selection processes are critically important. The potential problem of inappropriate "intimacy" exists not only between government officials and lobbyists, but also in the selection processes. With "open" multi-stakeholderism Strickling refers to settings which are open to anyone coming in and fully participating. The assumption is that this set of self-selected participants will bring reasonable approximation of the totality of perspectives into the discussion. In open multi-stakeholderism, the risk does not occur that viewpoints may get excluded because those who have power over the selection processes might want to suppress them, or might be unduly influenced e.g. by lobbyists to exclude people who happen to represent inconvenient viewpoint.

1.1.3 Conceptual background

According to Lahm (2009:34), a party that has an interest in an enterprise or project is a stakeholder. The primary stakeholders in a typical corporation are its investors, employees, customers and suppliers, tax authorities, bankers, creditors and debtor. However, modern theory goes beyond this conventional notion to embrace additional stakeholders such as the community, government and trade associations.

According Johan (2009:77), involvement is the active engagement of the minds, hearts and energy of people in the process of their own healing and development. Because of the nature of what development really is, unless there is meaningful and effective involvement, there is no development.

Stakeholder involvement is a means to ensure that citizens have a direct voice in public decisions. The terms “stakeholder”, “citizen” & “public,” and “involvement” & “participation” are often used interchangeably. While both are generally used to indicate a process through which citizens have a voice in public policy decisions, involvement has a distinctive and different meaning and convey insight into the process we seek to describe. Mize reveals that the term “ stakeholder involvement” and its relationship to public decision-making has evolved without a general consensus regarding either its meaning or its consequences (Mize, 1972:56).

Estrella & Gaventa (1998:34) define involvement as a process of formal or informal individuals and collective learning and capacity development, through which people become aware and conscious of their strengths and weaknesses, their wider social realities, and their visions and perspectives of development outcomes, which creates conditions conducive to change and action.

Putnam (1995:67) define Stakeholder’s involvement as engagement of various people who have a stake or an interest in a particular project/undertaking. In this study, Stakeholder’s involvement will be looked at in terms of programme & project cycle management processes including involvement in design/planning, implementation, and M&E. According to Kibuuka (2010), involving stakeholders in decision-making processes is not solely confined to corporate social responsibility (CSR) processes.

For purposes of this study, stakeholder involvement refers to the process by which government and oil exploration companies involve; Office of the president, MEMD, Sector Ministries (MoFPED, MWE), local governments, Departments and Agencies (URA, BOU, NEMA, UWA, NFA), Bank of Uganda, security agencies, and others, who may be affected by the decisions they make or can influence the implementation of its decisions.

According to Morgan (2004:45), service delivery refers to identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes. For purposes of this study, service delivery refers to timely delivery of services, customer satisfaction, service quality, quality assurance and receiving/ feedback on customer complaints.

1.1.4 Contextual background

Oil exploration has been ongoing since the 1920s in Uganda. Commercially viable oil deposits in this area have been confirmed, and there are plans to build an oil refinery and oil pipelines in the region. Previous studies have demonstrated that Bunyoro has high biodiversity spots and it is now an oil-rich region. Buliisa District is now a center of focus. Prior to that, Buliisa District was part of Masindi District. Buliisa District is bordered by Nebbi District to the northwest, Nwoya District to the northeast, Masindi District to the east, Hoima District to the south and the Democratic Republic of the Congo, across Lake Albert, to the west. Ever since its creation, Buliisa District has sustained initiatives by the government in partnership with civil society, and residents on matters of oil exploration (Kibuuka, 2010:23).

The key issue since the discovery of oil has been stakeholder involvement in oil exploration. The right to participate in the conduct of public affairs is protected in the 1995 Uganda constitution, Article 38, and in many human rights instruments such as the Universal Declaration on Human Rights (UDHR), the International Covenant on Civil and Political Rights (ICCPR), the African Charter on Human and Peoples' Rights (ACHPR) and the Arab Charter on Human Rights (ACHR). This can be referenced, respectively, in Article 21 of UDHR, Article 25 of ICCPR, Article 13 of ACHPR, and Article 24 of ACHR.

The world's growing population and economies and soaring demands for energy are driving the search for natural resources, mainly oil, gas and minerals to new frontiers, where a country's poorest and most vulnerable people live. For many governments, the development of these natural resources is seen as the most promising path for economic growth. For local communities, expectations of a better life are too often replaced by an overwhelming sense of injustice. They lose their lands and livelihoods, witness pollution affecting their environment and health, women disproportionately affected, and have little or no say in the processes that determine if and how their rich lands will be exploited. The right to participation in the governance of natural resource exploitation in Buliisa has become the centre of attraction in the media. The Omukama Gafabusa Iguru 1, kingdom elders, Buliisa residents, District politicians, NGO forum leaders and district administrators time and again have complained about the denial of the right to participation in the governance of oil wealth in Buliisa (Kivumbi, 2012:56). Their compounding frustrations are increasingly expressed through violence, contributing to increased insecurity in Buliisa District. However if the right to participate is not respected there is a likelihood of increased violence in the oil rich district of Buliisa. It is also feared that if this trend persists, it might impede the attainment of quality of service and adversely affect service delivery in the oil-rich district of Buliisa. It is against this background that the researcher sought to critically analyze stakeholder involvement and service delivery in Buliisa.

1.2 Statement of the Problem

Stakeholder involvement as a management strategy has been widely tried by governments and civil society organizations to guarantee quality of service (Wholey, 2004:35). Quality service delivery is one of the most important concepts in the context of assessing resource allocation and subsequent

institutional productivity. Stakeholder involvement in decision-making has been increasingly sought and embedded into national and international policy. Although many benefits have been claimed for involvement, like infrastructural development and employment opportunities, disillusionment has grown amongst the different stakeholders in Buliisa over service delivery. Stakeholders in Buliisa (residents) feel let down because of the unforthcoming services that they expected to get upon the commencement of oil exploration and production. Education, health and agriculture services remain poor (Kasimbazi, 2013:51). Since the beginning of the exploration process only one hospital has been constructed by Tullow in Buliisa, which is not sufficient given the health needs of the people. The District land division has not helped the locals to settle the growing numbers of illegal land grabbing in Buliisa. It is imperative to state that quality of services delivered in Buliisa has exacerbated a debate that has prompted the researcher to investigate in this study. On the other hand, the people of Buliisa in liaison with the Bunyoro Kingdom are demanding a significant share of oil resources to address the high levels of poverty in the region. District officials also have complained time and again that the National Oil and Gas Policy has alienated for having left out Buliisa residents who are the rightful beneficiaries of the oil wealth (New Vision of 23rd March 2013). The above scenarios indicate failure of existing systems. Yet, no much linkage has been done empirically to demystify the proposition surrounding service delivery given the oil exploration process in Buliisa and this has created a knowledge gap. It is feared that if this trend persists, it might impede attainment of quality service delivery in the oil exploration region. Therefore, there is a need to assess the extent to which stakeholder involvement is influencing the quality of services in Buliisa and the Bunyoro region at large.

1.3 Purpose of the Study

The purpose of this study is to assess the influence of stakeholder involvement on service delivery in the oil sector in Uganda; a case of oil exploration in western Uganda – Buliisa District

1.4 Objectives of the Study

The study was guided by the following objectives;

- i. To establish the extent to which stakeholder involvement in the oil exploration planning process has influenced service delivery in Buliisa.
- ii. To establish the extent to which stakeholder involvement in the oil exploration implementation process has influenced service delivery.
- iii. To establish the extent to which stakeholder involvement in the oil exploration M&E processes have influenced service delivery in Buliisa.

1.5 Research questions

This study hinged on the following research questions:

- i) To what extent has stakeholder involvement in the oil exploration planning process influenced service delivery in Buliisa?
- ii) To what extent has stakeholder involvement in the oil exploration implementation process influenced service delivery in Buliisa?
- iii) To what extent has stakeholder involvement in the oil exploration M&E processes influenced service delivery in Buliisa?

1.6. Research Hypotheses

This study attempted to test the following hypotheses;

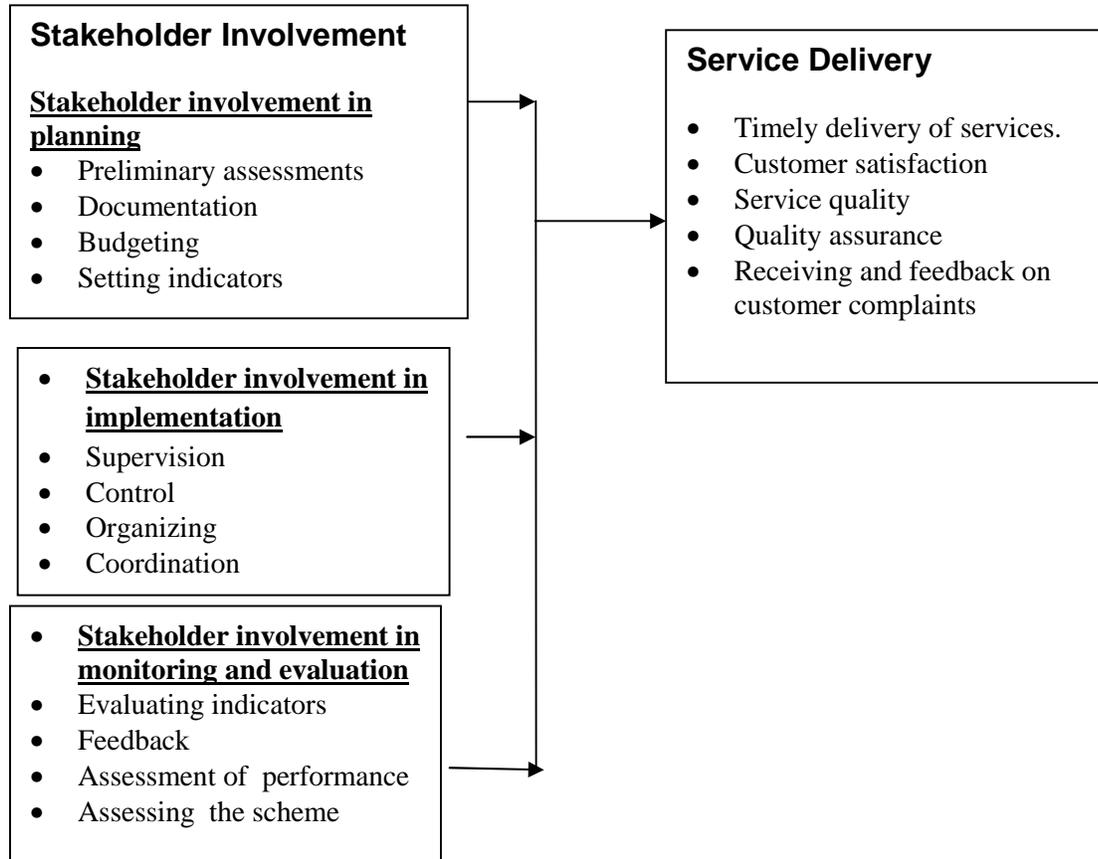
- i. Stakeholder involvement in the oil exploration planning process influences service delivery in Buliisa.
- ii. Stakeholder involvement in the oil exploration implementation process influences service delivery in Buliisa.
- iii. Stakeholder involvement in the oil exploration M&E process influences service delivery in Buliisa.

1.7 Conceptual Framework

This sub-section illustrates the conceptual framework of the study and provides a discussion of the main areas of focus in the conceptual review. It seeks to delineate the palpable and crucial link between the issues and to summarize the conceptual framework for the study.

INDEPENDENT VARIABLE

DEPENDENT VARIABLE



Source: Adopted from the literature review and modified by the researcher (2016)

The independent variable was stakeholder involvement and the dependent was service delivery. Stakeholder participation referred to stakeholder involvement in planning, implementation, M&E. Stakeholder involvement in design/planning referred to assessments, documentation, budgeting and setting indicators. Stakeholder involvement in implementation referred to

supervision, control, organizing and coordination. And stakeholder involvement in M&E referred to evaluating indicators, assessment of performance, feedback, assessing the scheme.

Service delivery was measured in terms of timely delivery of services, customer satisfaction, service quality, quality assurance and receiving/ feedback on customer complaints.

1.8 Significance of the Study

The research findings are of importance to a number of stakeholders. It is hoped that the research findings will contribute to the current debate on oil exploration in Uganda.

The study gave the researcher a more practical and analytical insight relating theory to practice. In this regard, the study broadened the researcher's knowledge on the existing oil exploration projects in western Uganda. It will assist the government to fill gaps in the stakeholder involvement plans and programmes and help to improve performance of the oil exploration programmes in Uganda.

The findings offer more insight to policy makers to come up with proper mechanisms that will help to improve the Government's approach to citizen/stakeholder involvement in the oil and gas sector in Uganda.

The study acts as a reference point for researchers who will pursue further research on stakeholder involvement and service delivery in Uganda

The researcher believes the study will add value to the body of existing knowledge, and perhaps lead to ventures in further research thus contributing to the existing literature on stakeholder involvement and service delivery in Uganda.

Through the resultant interaction between the researcher and the respondents, the researcher's knowledge, skills and understanding of research improved.

1.9 Scope of the study

The scope of the study is divided into three perspectives: content, geography and time.

Content Scope: This study focused on examining the influence of stakeholder involvement on service delivery in the oil sector in Uganda; a case of oil exploration in western Uganda – Buliisa District. Stakeholder involvement is the independent variable and service delivery is the dependent variable.

Time Scope: The study covered the period 2008 to 2013. This is the period when stakeholders mainly the local communities have come out openly to complain about their exclusion in the ongoing oil exploration programmes in the Albertine region (Busulwa, 2010). In light of these potentially transformative discoveries, Uganda faces a number of policy choices, and the welfare of the local communities in the Albertine Graben region is a priority concern.

Geographical Scope: The study was carried out in Buliisa. Buliisa District was created in 2006 by the Ugandan Parliament. Prior to that, Buliisa District was part of Masindi. Buliisa District is bordered by Nebbi District to the northwest, Nwoya District to the northeast, Masindi District to the east, Hoima District to the south and the Democratic Republic of the Congo, across Lake Albert, to the west. The 'main town' in the district, Buliisa, is located approximately 80 kilometres (50 miles), by road, northwest of Masindi, the nearest large town.

1.10 Operational Definitions

Stake holder involvement referred to stakeholder involvement in designing/planning, implementation, and M&E.

Stakeholder involvement in planning referred to assessments, documentation, budgeting and setting indicators.

Stakeholder involvement in implementation referred to supervision, control, organizing and Coordination.

Stakeholder involvement in M&E referred to evaluating indicators, assessment of performance, feedback, assessing the scheme.

Service delivery was measured in terms of timely delivery of services, customer satisfaction, service quality, quality assurance and receiving/ feedback on customer complaints.

1.11 Summary

This chapter reviews the concepts of stakeholder involvement and service delivery. The aim, problem statement, objectives, research questions, significance and operational definitions are the key areas discussed. The parameters of the study scope and limitations are highlighted in this chapter. The next chapter provides an overview of literature on stakeholder involvement and service delivery.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter purposely reviews and provides a critique of the available literature on stakeholder involvement and service delivery. The literature has been reviewed on the basis of study

objectives. This chapter presents the identified research gap, which the study sought to address. The literature reviewed was from journals, textbooks, working papers, dissertations and internet websites about stakeholder involvement. The presentation of this chapter begins with the theoretical review, review of related literature and the summary of the literature reviewed.

2.1 Theoretical Review

The stakeholder's theory was propounded by Freeman (1984), and improved by Friedman in 2006. According to Freeman (1984), a stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives". The general idea of the Stakeholder concept is a redefinition of the organization. In general the concept is about what the organization should be and how it should be conceptualized. Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of firm. The managers should on the one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stakeholder's agent to ensure the survival of the firm and to safeguard the long term stakes of each group.

The Multi-stakeholder Governance Model is a governance structure which seeks to bring stakeholders together to participate in the dialogue, decision-making, and implementation of solutions to common problems or goals. According to Strickling (2001), "the multi-stakeholder process, involves the full involvement of all stakeholders, consensus-based decision-making and operating in an open, transparent and accountable manner." Multi-stakeholderism is a framework

and means of engagement; it is not a means of legitimization. Legitimization comes from people, from work with and among people. Multi-stakeholder processes could and should enhance democracy by increasing opportunities for effective participation by those most directly impacted by decisions and particularly those at the grassroots who so often are voiceless in these processes. It should enhance democracy by ensuring that decisions made are reflective of and responsive to local concerns and to the broadest range of those who must bear the consequences. It should enhance democracy by making democratic processes more flexible and responsiveness, able to adjust to changing contexts circumstances, technologies and impacted populations.

Critics of multi-stakeholderism have it that multi-stakeholder situations may take scandal to a whole new level: those who would be lobbyists in a democracy (corporations, experts, civil society) become the legislators themselves, and dispense with all public elections and not only write the laws, but pass them, enforce them, and in some cases even set up courts of arbitration that are usually conditioned on waiving the right to go to the court system set up by democracies. Multi-stakeholderism is a coup d'état against democracy by those who would merely be lobbyists in a democratic system."

2.2 Review of Related Literature

The literature was reviewed on the basis of the study objectives, which are stakeholder involvement in the planning process and service delivery, stakeholder involvement in the implementation process and service delivery, stakeholder involvement in the evaluation process and service delivery.

2.3 Stakeholder Involvement in the Planning Process and Service Delivery

Planning is the process of thinking about and organizing the activities required to achieve a desired goal. It involves the creation and maintenance of a plan, such as psychological aspects that require conceptual skills (Dutki, 2011). As such, planning is a fundamental property of intelligent behavior (Ross, 2013). In this study, planning refers to the process that entailed the preparatory process of the oil activities in Buliisa.

Planning has a specific process and is necessary for multiple occupations, (particularly in fields such as management, business (Dedan, 2013). In each field there are different types of plans that help companies achieve efficiency and effectiveness.

Gibu (2011), in his article entitled Oil Discovery A Blessing in Disguise in Nigeria asserts that planning is one of the most important oil management and time management techniques. Planning is preparing a sequence of action steps to achieve some specific goal. If not well done the oil can turn out to be a resource curse. When following a plan, one has always to see how much he/she has progressed towards his project goal and how far he/she is from his/her destination. In this case the oil industry management's failure to plan like in Nigeria led to Ogoni people uprising. Therefore this study assessed the extent to which stakeholders have been involved in the exploration of oil and gas in Buliisa District.

Mokeone (2013) who looked at the oil planning process in Angola asserted that poor planning in oil industries may sometimes give rise to the resource being a resource curse. First there is an agency problem, or conflict of interest, involving members of the organization who might be owners, managers, workers or consumers (Mokeone, 2013). The process of planning for development increases the amplitude of public finances and public expenditure programmes. The

appetite for quick growth has often led to hasty decision making and consequent deficiencies in the planning, organization and execution of programmes.

According to Kasimbazi (n.d) in his article entitled “Legal and Environmental Dimensions of Oil Exploration in Uganda” indicates that the National Oil and Gas policy is the basis for planning in the oil industry. The NOGP promotes high standards of transparency and accountability in licensing, procurement, exploration, development and production operations as well as management of revenues from oil and gas. However, the worry is that poor planning for the NOGP may result into oil being a resource curse in Uganda

White, (1996), has categorized participation into different functions and identifies a top-down as well as a bottom-up agenda in an effort to assess whether involvement is merely tokenism or genuine and empowering. The least sought after form of involvement is nominal participation, which merely legitimizes actions but makes participants feel included. The second one is instrumental participation which looks at actually contributing something, making interventions more efficient but assessed by local people as an opportunity cost. Thirdly, representative participation gives people a voice, contributes to sustainability and ensures leverage. Finally, transformative participation empowers people and facilitates something more profound, with participation being an end in itself, as well as a means to empowerment. However, the data for this study was analyzed using qualitative methods that falls short of what is expected in the current study, whose analysis was based on mixed methodological approaches. Using a mixed approach, data was cross-validated and captured using different dimensions of the same phenomenon.

Community participation has been recognized by several authors, Krogstod & Ruebus (2006) claim that community participation helps make public health strategies a success if there is active involvement of the local communities. Similarly, Krogstod & Ruebus (2006) reports that social services programmes in Peru and Indonesia were expected to act as catalyst for social change by empowering local populations to participate in planning. The study by Krogstod & Ruebus (2006) mainly relied on secondary data such that, most of the times, readers may not be in position to tell how data control of the study was ensured. However, different from Krogstod & Ruebus (2006)'s research, the current study relied on both primary and secondary data collection methods.

Community participation is regarded as a way of generating additional resources to support district activities and some of the arguments for community participation include the fact that it promotes self-reliance, Miss-use or under use of social services could be avoided if those who use them were involved in planning (Rafkin 2006). It encourages resource mobilization through voluntary contribution of labour and finance.

However, the authors ignored the fact that participation improves resource management, as it enables unbureaucratic employment of local or community staff and allows greater flexibility in executing activities outside normal working hours. Therefore, this was one of the centers of interest of the researcher.

According to Scott (2010), planning is essential, but not to the extent of controlling the process in a way that does not account for unforeseen circumstances or happenstance events, which may arise during a participatory process. Limiting the conditions of possibility could prove ineffective

or damaging to participatory development. Indeed, it is rigid approaches, which do not account for alternative ideas or changing directions, which often leaves communities stagnant or dying to begin with. In this way, the melding between locals and outsiders, the delicate balance necessary within participatory development, at first glance appears haphazard.

The researcher noted that participatory development is rife with difficulties and potential pitfalls that can undermine the good intentions of the process. Not least of these is the outside facilitator or participant. Some other issues which arise involve: inclusivity and determining whose voices are heard, defining the community, and how choices are made and implemented. For participatory development to last, the outsider must work primarily for and with the community, not over top or aside from the community. Working with marginalized communities requires, reflective practitioners who understand how power works and how change can be effected. However, the study still did not address heterogeneity of countries, in terms of stakeholder involvement.

Field experiences have demonstrated that development projects in which local people are actively involved prove to be more successful. Participation would lead to the development of local skills and competences, which could be used for future community development, and could be extended to other aspects of people's live (Liffman, 2008 in his work budgetary financing in decentralised governments). Much as the authors above allude to it, actual participation of the community is inadequate and has not lived up to expectations. This is partly attributed to definition problems where community participation is understood in a variety of ways. It is

important to take note of the fact that local participation is more common in the implementing of projects than in steering and supervising projects.

2.3.1 Stakeholder Involvement in the Implementation Process and Service Delivery

According to Terry (2003), implementation is known as responsibility accounting. This means that, plans and the resulting information on their performance plan is expressed in terms of human responsibilities because, it is people that control operations not reports. The process of implementation of a project makes it necessary for the organization to be organized into responsibilities with clear statements of the responsibilities of each manager who has a budget.

Becker & Green, (2002), opined that because implementation gives the stakeholders a high extent of feedback information, performance is also increased.

Wanjo, (2013), in his study on oil management in Nigeria noted that implementation is the synchronization and integration of activities, responsibilities, and command and control structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives. He further notes that along with organizing, monitoring, and controlling, coordinating is one of the key functions of management. The act of making all the people involved in a plan or activity work together in an organized way. Different from the earlier study, the researcher notes that coordination basically refers to supervision of the key oil activities.

Dedan (2011), in his study on oil and gas frameworks in Libya notes that the process of organising people or groups so that they work together is implementation. He further argues that the process of causing things to be the same or to go well is described as implementation.

Mcphail (2000), in his study on oil exploration and production in Nigeria offers a picture of the extensive economic developments and other potential benefits for oil host states accruing as a result of good implementation. This, according to his, is due to the fact that extractive industries can 'generate sizeable revenues, create jobs and business opportunities, and often bring new roads and access to water and power to isolated rural areas in which they are typically located'. This situation should bring about economic growths and developments such as reduction in poverty and infrastructural development to host states. However, in many developing states with oil resources as the main source of revenue, their cases are different, as oil resources and their revenue management have continually fuelled violent conflicts rather than have a positive impact on the lives of the people.

Emesh (2011), in his study on Oil management Approaches in South Africa notes that Oil resources-induced conflicts in many cases create two or three parties to the conflict - the government of the host state, the oil producing companies (which in most cases are MNCs) and the host local communities, which in this research will be referred to as oil village communities. The revenues from oil resources are maximized by the state and the MNCs, leaving the host oil communities in a state of alienation and deprivation. In many cases, such as in Nigeria's Delta oil region, such negative impact easily manifests in form of environmental degradation and poverty and has been a cause for grievance by oil communities. However, beside the physical effects of oil resources on the host communities, there are other intense fundamental factors, such as, coordination which may help stop these conflicts (Ukiwo, 2011). Incidentally, the

situations of struggle for power, leadership and access to the control of oil resources benefits arise out of the nature of the new relationship that exists between the parties that are directly or indirectly involved in oil production and utilisation.

2.3.2 Stakeholder Involvement in the Monitoring & Evaluation Process and Service

Delivery

According to Elkins, (2011), M&E supports evidence-based decision making through rigorous approaches to collecting and using quality data on programme performance, results and impact. The application of appropriate analytical tools in order to assess the efficiency and effectiveness of interventions in well-defined contexts over time contributes to our knowledge of the kinds of interventions that work best, and under what conditions.

Ross (2001), opined that M&E is supervising activities in progress to ensure they are on-course and on-schedule in meeting the objectives and performance targets. He goes further to note that oil resources in developing states with weak governance structures such as poor monitoring structures, continues to impact negatively on the stability, growth and sustainability of such countries, as human rights abuses are continuously on the increase.

Samuelson (1993) notes that the effectiveness of oil exploration in Nigeria has depended much on the relevance of the M&E process. As observed earlier, evaluation is formed to obtain certain intended functional effects. In this study, a good oil exploration evaluation process is intended to achieve among others, finance accuracy (realization) and improved service delivery. Therefore, the properties of the accuracy are evaluated according to what effects will arise from finance coordination in terms of service delivery and finance accuracy (realization).

But the researcher noted that for the financing system to be effective, supportive instructional structures for implementation, coordination and monitoring should be in place. Key structures for finance implementation, coordination and monitoring include accountability, accounting information systems, human resource development system, performance management systems, M&E systems, all aimed at improving finance accuracy and service delivery.

The effectiveness of oil project exploration depends on the strength of the evaluation process. As observed earlier, a budget is formed to obtain certain intended functional effects (Ostman, 2000). In this study, a good evaluation and monitoring process is intended to achieve, among others, budget accuracy (realization) and improved service delivery. Therefore accuracy is evaluated according to the effects that arise from the initial plan (Samuelson, 2003). But for the M&E system to be effective, supportive instructional structures for reporting should be in place. Key structures for reporting include full stakeholder participation, accounting information systems, human resource development system, performance management systems, M&E systems, all aimed at improving budget accuracy and service delivery.

The study observes that participatory M&E in oil exploration can help shape and improve accountability in governments. The governments have time and again been compelled workers to follow the existing laws and the corresponding regulations for purposes of effective performance.

According to Reyhler (2001). “When the conflicts are not monitored in oil regions they escalate, crosses the threshold of violence. The costs and the difficulty of managing them, thus

increase significantly. Violence becomes the cause of more violence”. It therefore implies that in pursuance of different interests by parties in a relationship, conflicts arise.

According to Meckling (2006), among other things, managers may overpay themselves and give themselves extravagant perks; they may carry out unprofitable, but power-enhancing investments; they may seek to entrench themselves. In addition, managers may have goals that are more genuine but are still inconsistent with value maximization. They may be reluctant to perform some works when they know participatory M&E is not in place but it is weak. Or they may believe that they are the best people to run the company when in fact they are not. In view of the managers’ ability to pursue their own agenda, it is obviously important that there exist checks and balances on managerial behavior (Safi, 2011).

Absence of involvement in M&E in key projects in a nation increases the costs to public officials, of taking decisions that do not benefit the public, thus working as an incentive to corrupt practices. However Lunn ignores the fact that M&E systems rests largely on the effectiveness of participation.

In the views of Onyach-Olaa, (2004), the linkage between the visions, the planning, evaluation and the delivery of services are still very weak. In addition, monitoring and accountability have continuously been reported as inadequate in the oil exploration industry in Uganda.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents and describes the approaches and techniques the researcher used to collect data and investigate the research problem. They include the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of variables.

3.1. Research Design

The correlational survey design was adopted because it provides a systematic description that is as factual and as accurate as possible, (Amin, 2005). A correlational survey enables the researcher to find out the relationship between the study variables, (Sekaran 2003). The study also applied quantitative and qualitative approaches. Amin (2005) states that quantitative designs are plans for carrying out research that is oriented towards quantification and are applied in order to describe current conditions or to investigate relationships, including cause and effect relationships. Quantitative designs therefore helped to describe the current conditions and investigate the established relationships between the identified variables. Quantitative approaches were employed in sampling, collection of data, data quality control and in data analysis.

This study also applied qualitative approaches which involved an in depth probe and application of subjectively interpreted data (Onen, 2005). Qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The qualitative

method investigates the why and how of decision making, not just what, where, when. Qualitative approaches were used when sampling, collection of data, data quality control and in data analysis. Hence, smaller but focused samples are more often needed than large samples. This study integrated these two approaches since Creswell, (2003), asserts that researchers who uses one style alone do not always communicate well with those using the other.

3.2. Study Population

The study population was made up of 139 respondents who included 85 Residents of Buliisa, 12 District political leaders, 11 District Civil servants, 05 Officials from the oil exploration industry, 10 Kingdom Elders, 10 Civil Society Organization Officials, 03 Religious leaders, 03 Officials from the Ministry of Energy and Mineral Development. This population enabled the researcher to obtain the necessary data for his research that is required for this particular study.

3.3 Sample Size and Selection

The study was based on a sample size of 124 that was drawn from a population of 139. The sample size of 124 was sufficient and this is supported by Krejcie and Morgan (1970). Furthermore, Krejcie and Morgan (1970) advise to treat each sub-group as a population and then use the table to determine the recommended sample size for each sub-group.

Table 3. 1 : Sample Size Selection

Category	Target population	Sample size	Sampling technique
Residents of Buliisa	85	70	Simple random
District political leaders	12	12	Purposive
District Civil servants	11	11	Purposive
Officials from the oil exploration industry	05	05	Purposive
Kingdom Elders	10	10	Purposive
Civil Society Organization Officials	10	10	Purposive
Religious leaders	03	03	Purposive
Officials from the Ministry of Energy and Mineral Development	03	03	Purposive
Total	139	124	

Source: Primary data (2014) & Krejcie & Morgan (1970)

3.3.1 Sampling Technique and Procedures

Both probability and non-probability sampling techniques were employed in selecting the sample.

3.4 Probability Sampling

Probability sampling, or random sampling, is a sampling technique in which the probability of getting any particular sample may be calculated (Katebire, 2007). The advantage of non-probability sampling is its lower cost compared to probability sampling. However, one can say much less on the basis of a non-probability sample than on the basis of a probability sample (Mugenda & Mugenda 1999). The study used simple random sampling techniques. Simple random sampling technique was used to sample residents. According to Amin (2005), simple

random sampling ensures that every member has an equal chance of being recruited into the sample. A sample frame was constructed and then the members were randomly sampled.

3.4.1 Non Probability Sampling

Non probability is a type of sampling that employs non randomness in selecting the sample. Non probability sampling techniques cannot be used to infer from the sample to the general population (Katebire, 2007). The study used purposive sampling techniques. Purposive sampling was employed when sampling district political leaders, district civil servants, officials from the oil exploration industry, Kingdom Elders, civil society organization officials, religious leaders, officials from the Ministry of Energy and Mineral Development. According to Creswell (2003) purposive sampling enables a researcher choose participants of his own interest based on education and experience.

3.5 Data Collection Methods

Both primary and secondary data were obtained for the particular study.

3.5.1 Primary Data

Primary data was got through self-administered questionnaires and interview guides to respondents following systematic and established academic procedures as proposed by Creswell, (2003). There are several ways the researcher collected the primary data. This necessitated use of interview method, and through questionnaires.

3.5.1.1 Questionnaire Survey Method

A questionnaire is a form consisting of interrelated questions prepared by the researcher about the research problem under investigation, based on the objectives of the study (Amin 2005 p.269). A questionnaire was used because it allows in-depth research, to gain first-hand information and more experience over a short period of time (Kothari, 2004; Amin, 2005; Creswell, 2003). It also increases the degree of reliability due to the many items in it and it as well enhances the chances of getting valid data (Amin, 2005). The close-ended questionnaire captured questions on the independent and dependent variables. The researcher also ensured that all categories of respondents received the questionnaire in time.

3.5.1.2 Interview Method

An interview guide is a qualitative, in-depth interviews of people selected for their first-hand knowledge about a topic of interest (Kumar, 1989). Interviews will be used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Amin, 2005). The reason for using this instrument is to collect information that cannot be directly observed or is difficult to put down in writing and to capture meanings beyond words (Amin, 2005).

In addition they also gave an opportunity to the researcher to revisit some of the issues that had been an over-sight in other instruments and yet they are deemed vital for the study. Interviews were personal and were conducted with 10 Residents of Buliisa, 04 District political leaders, 04 District Civil servants, 02 Officials from the oil exploration industry, 03 Kingdom Elders, 04 Civil Society Organization Officials, 03 Religious leaders, 03 Officials from the Ministry of Energy and Mineral Development.

3.5.2 Secondary Data

In the secondary analysis of qualitative data, good documentation cannot be underestimated as it provides necessary background and much needed context, both of which make re-use a more worthwhile and systematic endeavor. Secondary data was obtained through the use of published and unpublished documents. Various publications, magazines and newspapers reports, historical documents and other sources of published information were reviewed by the researcher. According to Amin (2005) secondary data can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods.

3.5.2.1. Documentary Review

Various publications were reviewed which included magazines, judicial reports, women activists publication and newspapers reports, Historical documents and other sources of published information were also reviewed by the researcher. According to Amin (2005) documents can be helpful in the research design of subsequent primary research and can provide a baseline with which to compare the collected primary data results can be compared to other methods.

3.6 Data Collection Instruments.

The study used the questionnaire, interview guide and documentary review checklist as the key data collection tools.

3.6.1 Questionnaire

A questionnaire was used because it allows in-depth research, to gain firsthand information and more experience over a short period of time (Kathuri, & Pal 1993)). A questionnaire was used

because it increases the degree of reliability due to the many items in it and it as well enhances the chances of getting valid data (Amin 2005). The questionnaire consisted of both closed and open-ended questions. The questionnaire was self-administered and in this case was given to the 70 Residents of Buliisa, 12 District political leaders, 11 District Civil servants, 05 Officials from the oil exploration industry, 10 Kingdom Elders, 10 Civil Society Organization Officials, 03 Religious leaders, 03 Officials from the Ministry of Energy and Mineral Development. Quantitative data was obtained by closed-ended questions while qualitative data was obtained by open-ended questions. The questionnaires were administered because the number of respondents is large hence the questionnaires became the most convenient and cheapest means of collecting data in this case.

3.6.2 Interview Guide

The interview guide was used to collect the data. Interviews are person-to- person verbal communication in which one person or a group of people is interviewed at a time. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the Interviewees (Amin, 2005). In addition, they also gave an opportunity to the researcher to revisit some of the issues that had been an oversight in other instruments and yet they are deemed vital for the study. The reason for using this method, is to collect information that cannot be directly observed or is difficult to put down in writing and to capture meanings beyond words. Interviews were personal and were conducted with 03 Residents of Buliisa, 02 District political leaders, 04 District Civil servants, 02 Officials from the oil exploration industry, 03 Kingdom Elders, 04 Civil Society Organization Officials, 03 Religious leaders, 02 Officials from the Ministry of Energy and Mineral Development.

3.6.3 Documentary Review Checklist

Documentary research is the use of outside sources, documents, to support the viewpoint or argument of an academic work. The process of documentary research often involves some or all of conceptualizing, using and assessing documents. Examples of documents include government publications, newspapers, certificates, census publications, novels, film and video, paintings, personal photographs, diaries and innumerable other written, visual and pictorial sources in paper, electronic, or other 'hard copy' form. Along with surveys and ethnography, documentary research is one of the three major types of social research and arguably has been the most widely used of the three throughout the history of sociology and other social sciences. The analysis of the documents in documentary research would be either quantitative or qualitative analysis (or both). The documentary review list was used for purposes of reviewing documentary data. Documentary data was obtained through the use of published and unpublished documents. Various publications, magazines and newspapers reports, historical documents and other sources of publish information were reviewed by the researcher.

3.7 Quality control of Data Collection

Data quality control techniques ensured that data collected is valid and reliable; the instruments were first tested to ensure validity and reliability.

3.7.1 Validity

Validity refers to how well a test measures what it is purported to measure (Katebire, 2007). To establish validity qualitatively , the instruments were given to two experts (supervisors) to evaluate the relevance of each item in the instrument to the objectives and rate each item on the scale of very relevant (4), quite relevant (3), somewhat relevant (2), and not relevant (1). The

purpose of qualitative research is to describe or understand the phenomena of interest from the participant's view. Therefore the researcher allowed the participants to legitimately judge the credibility of the results. The researcher documented the procedures for checking and rechecking the data throughout the study. The researcher took a "devil's advocate" role with respect to the results, and this process was documented. The researcher also actively searched for and described the negative instances that contradicted prior observations. And, after the study, the researcher conducted a data audit that examined the data collection and analysis procedures and made judgments about the potential for bias or distortion. Since the idea of dependability, on the other hand, emphasizes the need for the researcher to account for the ever-changing context within which research occurs, the researcher described the changes that occurred in the setting and how these changes affect the way the researcher approached the study.

For quantitative data, the researcher endeavored to attain validity of coefficients of at least 0.70 or 70%. Kathuri & Pal (1993) argues that items with validity coefficients to at least 0.70 are accepted as valid and reliable in research. Validity was determined by using Content Validity Index (C.V.I).

CVI = $\frac{\text{Number of items considered valid on the draft}}{\text{Number of items on the draft instruments.}}$

Number of items on the draft instruments.

As a rule of research methodology, the researcher will aimed at a CVI of at least 0.7, in accordance with Amin, (2005).After calculating the C.V.I, all the results that were 0.7 and above were regarded valid.

Table 3. 2: Content Validity Index Test Results for the Questionnaire

Variables	Cronbach's Alpha Coefficient
Stakeholder involvement in Planning	0.8347
Stakeholder involvement in implementation	0.8883
Stakeholder involvement in M& E	0.8347
Service delivery	0.8111

Source: Primary Data (2016)

Stakeholder involvement in Planning: This was measured using an instrument developed by Milani (1975). The instrument has a 5-point Likert-scale. A respondent's overall score for this variable was the average of the score for the items in the instrument. A validity check of the instrument for the study revealed a Cronbach's alpha of 0.8347, which showed that the measure is reliable.

Stakeholder involvement in implementation: This was measured using a questionnaire designed from a combination of items modified from Mahoney, Jerdee and Carroll (1963). The instrument designed had a scale ranging from SD=Strongly Disagree, D=Disagree, NS=Not sure, A=Agree, SA=Strong Agree. The instrument had a 5-point Likert-scale. And a reliable coefficient of 0.8883 was obtained when the test was carried out

Stakeholder involvement in M&E: This was measured using an instrument developed by Milani (1975). The instrument has a 5-point Likert-scale. A respondent's overall score for this variable was the average of the score for the items in the instrument. A reliability check of the

instrument for the study revealed a Cronbach’s alpha of 0.8347, which showed that the measure was reliable.

Service delivery: This was measured using an instrument developed by Milani (1975). The instrument has a 5-point Likert-scale. A respondent’s overall score for this variable was the average of the score for the items in the instrument. A reliability check of the instrument for the study revealed a Cronbach’s alpha of 0.8111, which showed that the measure was reliable.

Table 3. 3: Content Validity Index Results for Interviews

Variables	Cronbach’s Alpha Coefficient
Stakeholder involvement in Planning	0.7043
Stakeholder involvement in implementation	0.8054
Stakeholder involvement in M&E	0.800
Service delivery	0.7456

Source: Primary Data (2016)

Based on Content Validity Index, the scales for the variables were reliable. All scales had a validity coefficient greater than 0.7. In the case of psychometric tests, must fall within the range of 0.7 above for the test to be reliable (Amin, 2005).

3.7.2 Reliability

Reliability is the degree to which an assessment tool produces stable and consistent results (Katebire, 2007). For qualitative data, the researcher during data collection exercise ensured that the data recorded from interviews reflects the actual facts, responses, observations and events.

The researcher took multiple measurements, observations or samples and also checked the truth

of the record with an expert/ lecturer to verify response consistency and customize questions so that only appropriate questions are asked. The experts also confirmed responses against previous answers that were appropriate and detected questions likely to elicit inadmissible responses. The researcher also used standardized methods and protocols for capturing observations, alongside recording forms with clear instructions.

The researcher also employed triangulation to ensure reliability of the data collected; triangulation indicated that more than two methods are used in a study with a view to double (or triple) check results. This is also called "cross examination" according to Mugenda & Mugenda (1999). According to Mugenda & Mugenda (1999) the idea is that one can be more confident with a result if different methods lead to the same result. If an investigator uses only one method, the temptation is strong to believe in the findings. If an investigator uses two methods, the results may well clash. By using three methods to get the answer to one question, the hope was that two of the three will produce similar answers, or if three clashing answers are produced, the investigator knows that the question needs to be amended.

And lastly a pretest of the instrument in a time lapse of 2 weeks was carried out to establish consistence in responses. According to Amin (2005), test-retest reliability can be used to measure the extent to which the instrument can produce consistent scores when the same group of individuals is repeatedly measured under same conditions. The results from the pretest were used to modify the items in the instruments.

To ensure reliability of quantitative data, the Cronbach's Alpha Reliability Coefficient for Likert-Type Scales test was performed. According to Sekaran (2003) some professionals as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they use an instrument, upon performing the test, all the results that were 0.7 and above. The results of the test are provided below

Table 3. 4: Cronbach Alpha Reliability Results for Interviews

Variables	Cronbach's Alpha Coefficient
Stakeholder involvement in Planning	0.7043
Stakeholder involvement in implementation	0.8054
Stakeholder involvement in M&E	0.800
Service delivery	0.7456

Source: Primary Data (2016)

To ensure reliability of quantitative data, the Cronbach's. The reliability result for stakeholder involvement in planning was 0.7043, stakeholder involvement in implementation had a reliability result of 0.8054, stakeholder involvement in M&E was 0.800 and service delivery had a reliability result of 0.7456.

Table 3. 5: Cronbach Alpha Reliability Results for Interviews

Variables	Cronbach's Alpha Coefficient
Stakeholder involvement in Planning	0.700
Stakeholder involvement in implementation	0.822
Stakeholder involvement in M&E	0.788
Service delivery	0.7564

Source: Primary Data (2016)

The reliability result for the interviews for stakeholder involvement in planning was 0.700, stakeholder involvement in implementation had a reliability result of 0.8054, stakeholder involvement in M&E was 0.788 and service delivery had a reliability result of 0.7564.

3.8 Data Analysis Techniques

Data was analysed both qualitatively and quantitatively.

3.8.1 Quantitative Data Analysis

Data was sorted using the Statistical Package for Social Scientists (SPSS) method. The researcher employed Univariate analysis techniques in analyzing his data. Univariate analysis is the simplest form of quantitative (statistical) analysis. The analysis is carried out with the description of a single variable in terms of the applicable unit of analysis. Univariate analysis is commonly used in the first, descriptive stages of research, before being supplemented by more advanced, inferential bivariate or multivariate analysis. In addition to frequency distribution, univariate analysis commonly involves reporting measures of central tendency (location)

3.8.2 Qualitative Data Analysis

Qualitative data was analyzed using both thematic analysis and content analysis. Content analysis involved coding the data and later processing it. This is because the two approaches complement each other since, the theme emerges from the researcher and the description summaries from the responses.

3.9 Measurement of Variables:

The independent variables which are: stakeholder involvement in planning, stakeholder involvement in implementation, stakeholder involvement in M&E and the dependent variable (service delivery) were measured using the works of Annesi –Pessina & Steccolini (2006) and Iga and Lubega (2000). These focus on the planning, controlling, decision making. The items in the domain were scored on the 5 point Likert scale ranging from strongly agree (1) to strongly disagree (5). Service delivery was measured according to the dimensions developed by Ogbonn and Agbakuba, (2005). The items in the domain were scored on the 5 point Likert scale ranging from strongly agree (1) to strongly disagree (5).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter gives the description of the background variables, data analysis, presentation and interpretation of the findings per research question from the study. The research was based on the following research objectives:

- i. To establish the extent to which stakeholder involvement in the oil exploration planning process has influenced service delivery in Buliisa.
- ii. To establish the extent to which stakeholder involvement in the oil exploration implementation process has influenced service delivery.
- iii. To establish the extent to which stakeholder involvement in the oil exploration M&E processes have influenced service delivery in Buliisa.

Table 4. 1: Background information table

	Frequency	Percentage
Response rate		
Number of questionnaires distributed	124	100
Number of questionnaires returned	114	91.9
Category		
Residents of Buliisa	60	52.6
District political leaders	12	10.5
District Civil servants	11	9.6
Officials from the oil exploration industry	05	4.3
Kingdom Elders	10	8.7
Civil Society Organization Officials	10	8.7
Religious leaders	03	2.6
Officials from the Ministry of Energy and Mineral Development	03	2.6
Female	43	38
Male	71	62
Age bracket		
22 - 30 years	26	23
31- 40 years	62	55
41 - 52 years	10	08
Above 53-60 years	16	14
Level of education		
Degree	25	21.9
Diploma	23	20.2
Certificate	36	31.6
Others (Specify)	30	26.3
Job experience		
Less than 1 year	06	5.3
1 – 4 years	34	29.8
5 - 10 years	48	42
11 - 16 years	10	8.8
Over 16 years	16	14

N=114

4.1 According to Response rate

A total of 124 questionnaires were distributed to the 114 respondents as portrayed in the sample size table in chapter 3. A total of 114 questionnaires were returned hence making a response rate of 91.9%

4.1.1 Respondents by gender

Majority of respondents (62%) were males compared to 38% female. The male respondents had good views about stakeholder involvement in the oil exploration and service delivery. It further shows that the stakeholders in the oil exploration industry are not keen on matters of gender balance, which can translate into better performance.

4.1.2 Respondents according to age

The majority of respondents were between the age of 31-40 (55%) followed by 22-30 (23%). The majority age group of 31-40, points to productive segment of the population that can help the economy grow and highly contributes to the GDP compared to the age group of 53. The respondents who belonged to the mature age (53years and above) exhibited a high degree of knowledge about stakeholder involvement in the oil exploration and service delivery, which could be attributed to the long working experience attained.

4.1.3 Respondents by their level of education

21.9% respondents were degree holders compared to 20.2% diploma holders; 31.6% were certificate holders and 26.3% were school dropout, who mainly belonged to the category of

residents. These results indicate that the respondents had reasonably good education and the desired skills and knowledge to deliver. Besides, on the basis of the education levels, the respondents were able to read, understand the questionnaire and gave appropriate responses.

4.2 Presentation of Study Findings

The findings below are presented on the basis of study objectives as laid down in chapter one

4.3 Research question one: Stakeholder involvement in the oil exploration planning process has influenced service delivery in Buliisa.

The first objective contains four questions on the influence of stakeholder involvement in the oil exploration planning process on service delivery in Buliisa. The results summary statistics of the four questions is presented below in Table 4.2;

Table 4. 2: Summary statistics on Stakeholder involvement in the oil exploration planning process and Service delivery in Buliisa

Questions Responses		Frequency	percent	Mean	Standard deviation
All Stakeholder were involved in the preliminary assessment of the oil exploration process	Strongly Disagree	24	21.5%	3.754	.5675
	Disagree	15	12.9%		
	Agree	42	36.5%		
	Strongly Agree	33	29.1%		
There was documentation of the oil exploration process which called for the involvement of all stakeholders	Strongly Disagree	14	11.8%	4.001	.4223
	Disagree	16	13.9%		
	Agree	48	41.9%		
	Strongly Agree	36	32.2%		
The stakeholder are either directly or indirectly involved in the budgetary process	Strongly Disagree	26	22.5%	3.734	.677
	Disagree	15	12.9%		
	Agree	40	35%		
	Strongly Agree	33	29.0%		
The indicators set were approved by all stakeholders since they were of interest to the stakeholders.	Strongly Disagree	12	10.7%	3.888	.772
	Disagree	75	65.5%		
	Agree	15	12.9%		
	Strongly Agree	12	10.7%		
Before ground work began the stakeholder approved the entire project design and planning process	Strongly Disagree	12	10.7%	4.221	.343
	Disagree	11	9.6%		
	Agree	13	11.8%		
	Strongly Agree	78	67.7%		

n=114

The details below interrogate the empirical results through advanced statistical tests to demonstrate the views of the respondents on how stakeholder involvement in the oil exploration M&E process has influenced service delivery. The details are supported by interviews results

Item one required the respondents to state whether all stakeholders were involved in the preliminary assessment of the oil exploration process. Statements in this question were rated on the 5 point Likert scale ranging from 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree and 5 = strongly agree. Item means of 3.754 indicated that the majority

agreed with the item. The total number of respondents was 114; a total of 21.5% strongly disagreed, 12.9% disagreed, 36.5% agreed and 29.1% strongly agreed.

This implied that stakeholder engagement was carried out but needs strengthening .The underlying principle of stakeholder engagement is that stakeholders have the chance to influence the decision-making process if all of them can be involved in the planning process.

The findings revealed that the environment impact assessment was duly carried out by National Environment Management Authority (NEMA) and so there was no question about that.

This signified that early impact assessment will enable a company to have maximum flexibility to alter design and implementation plans, build effective partnerships to address potential challenges, and even make decisions about whether or not to proceed with a project.

Furthermore, findings from interviews revealed that citizens' participation brings the government closer to the people. It enables citizens to set policy goals and priorities, oversee the actions of the people and hold them accountable for their actions, express points of view, share information and point to their needs and problems, get involved in the decision making processes, identify additional resources, monitor and evaluate the outcomes of implementing policy, and many other actions. Involving the people on ground (residents) in decision-making, is one of the cornerstone characteristics of governance. These are characteristics which are best summed up by a capacity for articulating a common set of priorities for society, maintaining coherence, offering 'steerage', and accountability. Another important dimension to citizens' participation as put across by the residents of Buliisa is how the different institutions in Buliisa don't widely consult with the residents on planning and other processes. This has made the residents feel cheated in one aspect on the other. Thus, it becomes clear that citizens' participation is not just part of a description of particular institutional arrangements for decision making, but an aspect of the authority that

actually makes the decisions. Citizen participation is, therefore, increasingly seen by residents in Buliisa as a fundamental element of good governance.

Findings from interviews with the Ministry of Energy officials revealed that over the last decade, the idea of citizen engagement and participation has contributed to improved governance. Initially, most of the arguments in favour of citizens' participation pointed to the benefits of the outcomes of that participation, for example, better tailored and more economically efficient service delivery. But increasingly, proponents of citizens' participation emphasize that a key benefit is actually the process of participation itself, which is argued as a transformative tool for social change.

Item two required the respondents to state whether there was documentation of the oil exploration process which called for the involvement of all stakeholders. Statements in this question were rated on the 5 point Likert scale ranging from 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree and 5 = strongly agree. Item means of 4.001 indicated agreement and standard deviations of .4223 measuring a level of agreement were computed from the respondents' responses. The total number of respondents was 114 a total of 11.8% strongly disagreed, 13.9% disagreed, 41.9% agreed and 32.2% strongly agreed.

These findings implied that most stakeholder were not aware there was documentation which called for involvement of stakeholders. And if it was there, it did not reach some of the intended stakeholders.

Item three required the respondents to state whether the stakeholder were either directly or indirectly involved in the budgetary process. Statements in this question were rated on the 5

point Likert scale ranging from 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree and 5 = strongly agree. Item means of 3.734 indicated agreement and standard deviations of .677 measuring a level of agreement were computed from the respondents' responses. The total number of respondents was 114 a total of 22.5% strongly disagreed, 12.9% disagreed, 35% agreed and 29.0% strongly agreed.

Three residents agreed that they were involved in the budgeting process; they cited the case where budgets were passed with their knowledge mainly through their representative's district level.

Item four required the respondents to state whether the indicators set were approved by all stake holders since they were of interest to the stakeholders. Item means of 3.888 indicated agreement with the item and standard deviations of .772 measuring a level of agreement were computed from the respondents' responses. The total number of respondents was 114 a total of 10.7% strongly disagreed, 65.5% disagreed, 12.9% agreed and 10% strongly agreed.

This, if logically analyzed indicates that in the eyes of the community, participation is often strengthened through the full participation of citizen in the entire development process. But evidence on grounds indicates that the residents, religious leaders and Kingdom elders did not participate in approving the indicators during the oil exploration planning process.

Item five required the respondents to state whether before ground work began the stakeholder approved the entire project design and planning process. Item means of 4.221 and standard deviations of .343 measuring a level of agreement were computed from the respondents' responses. The total number of respondents was 114 a total of 10.7% strongly disagreed, 9.6% disagreed, 11.8% agreed and 67.7% strongly agreed.

On the approval of project design and planning process, the stakeholders agreed that they participated in the approval with convincing from politicians and if they acted otherwise, they would be taken as saboteurs of government undertakings.

Interview findings revealed that civil servants, religious leaders, political leaders did a big job in convincing them to approve the project design and the planning process though they did not fully participate in some areas.

4.4 Findings on the Independent variable

The survey instruments used for the study involved a list of 06 items measuring service delivery whose descriptive findings are presented. The researcher analyzed the questionnaires that were distributed to the respondents and responses were based on Likert scale ranging from one which represented strongly disagrees to five which reflected strongly agree. The resulting summary statistics are in Table 4.3 below.

Table 4. 3: Summary statistics on Service Delivery

Questions Responses		Frequency	percent	Mean	Stand ard deviat ion
There is timely delivery of services as a result of stakeholder involvement in the oil exploration process	Strongly Disagree	20	21.5%	3.691	.1987
	Disagree	08	12.9%		
	Agree	57	36.5%		
	Strongly Agree	29	29.1%		
There is ample customer satisfaction as a result of stakeholder involvement in the oil exploration process	Strongly Disagree	11	9.6%	2.500	.4456
	Disagree	50	43.8%		
	Agree	23	20.1%		
	Strongly Agree	30	26.3%		
There is ample service quality as a result of stakeholder involvement in the oil exploration process	Strongly Disagree	42	36.8%	2.098	.3456
	Disagree	44	38.6%		
	Agree	19	16.7%		
	Strongly Agree	09	7.9%		
There is ample quality assurance as a result of stakeholder involvement in the oil exploration process	Strongly Disagree	10	8.8%	2.222	.5678
	Disagree	60	52.6%		
	Agree	34	29.8%		
	Strongly Agree	10	8.8%		
There is customer feedback on complaints	Strongly Disagree	06	5.3%	2.708	.4567
	Disagree	41	35.9%		
	Agree	05	4.3%		
	Strongly Agree	62	54.3%		

n=114

The details below interrogate the empirical results through advanced statistical tests to demonstrate the views of the respondents on how stakeholder involvement in the oil exploration M&E process has influenced service delivery. The details are supported by interviews results.

Item one required the respondents to state whether there is timely delivery of services as a result of stakeholder involvement in the oil exploration process. The total number of respondents was 114, a total of 21.5% strongly disagreed, 12.9% disagreed, 36.5% agreed and 29.1% strongly agreed.

There was agreement by all stakeholders that there is timely delivery of services .the community stakeholders argued that where as they commend the timely delivery of services, the impact is small due to the dire need for services in this hard to reach district. They argued that boreholes that were sunk are so many miles away to some communities.

Item two required the respondents to state whether there is ample customer satisfaction as a result of stakeholder involvement in the oil exploration process. Statements in this question were rated on the 5 point Likert scale ranging from 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree and 5 = strongly agree. Item means of 2.500 indicated disagreement with the item. The total number of respondents was 114 a total of 9.6% strongly disagreed, 43.8% disagreed, 20.1% agreed and 26.3% strongly agreed.

Findings revealed that there is no customer satisfaction especially communities complain that there is no transparency especially from government and oil companies .consultations with the community is not regular and the main problem of lack accessible mechanism for claims and complaints .this has affected trust between different stakeholders.

Item three required the respondents to state whether there is ample service quality as a result of stakeholder involvement in the oil exploration process. The Item means of 2.098 indicated

disagreement. The total number of respondents was 114 a total of 7.9% strongly agreed, 16.7% agreed, 38.6% disagreed and 36.8% strongly disagreed.

The findings indicate that without clear communication and participation of stakeholders in important decisions the service quality still lags behind. Communities want a voice on what services they need most and how to locate them to benefit most communities. Tullow Oil under the corporate social responsibility programme is giving back to the community but they don't consult the people on what to do for them in the short run and the long run.

Item four required the respondents to state whether there is ample quality assurance as a result of stakeholder involvement in the oil exploration process. Item means of 2.222 indicated disagreement with the item. The total number of respondents was 114 a total of 8.8% strongly disagreed, 52.6% disagreed, 29.8% agreed and 8.8% strongly agreed.

It was evident that big percentage disagreed that there was ample quality assurance as a result of stakeholder involvement due to lack of transparency .some stakeholders do not know the standards and therefore cannot determine quality assurance. A lot of information is kept under lock and key which affected their trust too.

Item five required the respondents to state whether there is customer feedback on complaints. The Item means of 2.708 indicated that the majority of the respondents disagreed with the item. The total number of respondents was 114 a total of 5.3% strongly disagreed, 35.9% disagreed, 4.3% agreed and 54.3% strongly agreed.

Most stakeholders strongly agreed that there is always feedback on complaints especially on land acquisitions to avert exacerbating conflicts which might hinder government activities. They however complained that most feedback stops on paper and is not implemented.

In summary, services have not been delivered to the populace in Buliisa as expected since the beginning of the oil exploration process. Findings further revealed that an estimated 92 percent of the people of Bunyoro were categorized as poor without adequate access to clean and safe water, decent housing, health services and poor road network, among others. Only six percent of the people in Bunyoro live in permanent houses, while the rest live in either huts or semi-permanent housing structures

4.5 Hypothesis testing one: Stakeholder involvement in the oil exploration planning process influences service delivery in Buliisa

The hypothesis was verified using the Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4. 4: Correlation matrix for Stakeholder involvement in the oil exploration planning process and service delivery

		Stakeholder involvement in planning	Service delivery
Stakeholder Involvement in planning	Pearson Correlation	1	.112(*)
	Sig. (2-tailed)	.	.009
	N	114	114
Service delivery	Pearson Correlation	.112(*)	1
	Sig. (2-tailed)	.009	.
	N	114	114

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

The results in table 4.4 indicates that the correlation coefficient is 0.112(*) and its significance level 0.009. This implied that stakeholder involvement in the oil exploration planning process influences service delivery in Buliisa. Therefore, according to the results there is a positive significant relationship between stakeholder involvement in the oil exploration planning process and service delivery. Therefore, the alternative hypothesis that was earlier postulated is upheld (H_1 upheld).

Regression was further done to determine the strength of the relationship between stakeholder involvement in the oil exploration planning process and service delivery. Results are presented in the table 4.5.

Table 4. 5: Regression Analysis for stakeholder involvement in the oil exploration planning process and service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.333(a)	.414	.275	1.675

a Predictors: (Constant), stakeholder involvement in the oil exploration planning process

The coefficient of determination (Adjusted R square) value is 0.275; this implied that stakeholder involvement in the oil exploration planning process explained only 27.5% of service delivery. From all the results the alternate hypothesis earlier postulated stated that there is a significant relationship between stakeholder involvement in the oil exploration planning process and service delivery is therefore upheld (H_1 upheld).

4.6 Research Objective Two: Stakeholder involvement in the oil exploration implementation process has influenced service delivery in Buliisa.

The first objective of the study was to examine the influence of stakeholder involvement in the oil exploration implementation process on service delivery. Findings to address this objective were obtained using a variety of methods including survey instrument and document analysis. The self-administered questionnaire measured stakeholder involvement in the oil exploration implementation process using 04 items on a scale of Likert scale. The 04 items measuring Stakeholder involvement in the oil exploration implementation process are presented in Table 4.6. The items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree. For each of the above items, descriptive statistics that include frequencies, percentages and means are presented in Table 4.6.

Table 4. 6: Summary statistics on whether stakeholder involvement in the oil exploration implementation process has influenced service delivery in Buliisa

Item Responses		Frequency	Percent	Mean	Standard deviation
All the stakeholders are made part of the supervision process either directly or indirectly	Strongly Disagree	70	61.4%	1.911	.2390
	Disagree	12	10.5%		
	Agree	16	14%		
	Strongly Agree	16	14%		
All the stakeholders are made part of the control process either directly or indirectly.	Strongly Disagree	65	57%	2.107	.545
	Disagree	17	14.9%		
	Agree	20	17.5%		
	Strongly Agree	12	10.5%		
The key stake holders are informed of the project coordination process	Strongly Disagree	21	18.4%	3.888	.1120
	Disagree	23	20.1%		
	Agree	33	28.9%		
	Strongly Agree	37	32.4%		
The project organization process was an effort of all the key stakeholders	Strongly Disagree	40	35.0%	2.444	.887
	Disagree	30	26.3%		
	Agree	14	12.2%		
	Strongly Agree	30	26.3%		

n=114

The details below interrogate the empirical results through advanced statistical tests to demonstrate the views of the respondents on how stakeholder involvement in the oil exploration M&E process has influenced service delivery. The details are supported by interviews results;

Item one required the respondents to state whether all the stakeholders are made part of the supervision process either directly or indirectly. The item mean of 1.911 indicated that the majority of the respondents disagreed with the item. The total number of respondents was 114 a total of 61.4% strongly disagreed, 10.5% disagreed, 14% agreed and 14% strongly agreed.

This implied that full participation in the oil exploration process still has gaps which gaps are even reflected in the oil exploration implementation process. Stakeholders are systematically left out of the implementation process due lack of transparency by the government.

Item two required the respondents to state whether all the stakeholders are made part of the control process either directly or indirectly. The item means of 2.107 indicated that the majority of the respondents disagreed with the item. The total number of respondents was 114; a total of 57% strongly disagreed, 14.9% disagreed, 17.5% agreed and 10.5% strongly agreed.

The findings revealed that stakeholders are not made part of the control process despite CSOs continuously asking oil companies and the government to include them. This implied that instead of involving residents in the control process, what the residents are getting in return are health hazards for, example, burning of the "associated gas" has long been acknowledged as extremely wasteful and environmentally damaging. Findings further revealed that the secrecy surrounding the oil and gas sector has started to worry the local communities in the oil-rich districts of Buliisa.

Furthermore, findings based on the surveys revealed that some restriction on people, coupled with lack of transparency and accountability, and destruction of people's gardens and other property is bound to cause conflicts between the oil companies and the local communities. Already, there is a brewing conflict over low compensation to the residents. The people claim their shambas are destroyed, yet they are paid peanuts in compensation. This implied that despite the meager compensation, the oil companies endeavor to pay what is due to them.

Item three required the respondents to state whether the key stake holders are informed of the project coordination process. The item mean of 3.880 indicated agreement. The total number of respondents was 114 a total of 18.4% strongly disagreed, 20.1 % disagreed, 28.9% agreed and 32.4% strongly agreed.

A good percentage of the stakeholders agreed that the key stakeholders are informed of the project coordination process though some complain that they are only given 40 % of what they are supposed to know.

Item four required the respondents to state whether the project organization process was an effort of all the key stakeholders. Statements in this question were rated on the 5 point Likert scale and the item mean was 2.444 which indicated disagreement with the item. The total number of respondents was 114; a total of 35.0% strongly disagreed, 26.3 % disagreed, 12.2% agreed and 26.3% strongly agreed.

Findings from key stakeholders strongly disagreed that project organisation process was their effort. They claimed that they were presented with already prepared project organizational process and their contribution did not exceed 40%.

4.7 Hypothesis testing two: Stakeholder involvement in the oil exploration implementation process influences Service delivery in Buliisa

The hypothesis was verified using the Pearson correlation coefficient and regression analysis and the results of the hypothesis are given below.

Table 4. 7: Correlation matrix for Stakeholder involvement in the oil exploration implementation process and Service delivery

		Stakeholder involvement in implementation	Service delivery
Stakeholder Involvement in implementation	Pearson Correlation	1	.444(**)
	Sig. (2-tailed)	.	.009
	N	114	114
Service delivery	Pearson Correlation	.444(**)	1
	Sig. (2-tailed)	.009	.
	N	114	114

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

The results show that the correlation coefficient is 0.444(**) and its significance level 0.009. This implied that stakeholder involvement in the oil exploration implementation process influences service delivery in Buliisa. Therefore according to the results there is a positive significant relationship between stakeholder involvement in the oil exploration implementation process and service delivery. Therefore the alternative hypothesis that was earlier postulated is upheld (H2 upheld).

Regression was further done to determine the strength of the relationship between stakeholder involvement in the oil exploration implementation process and service delivery. Results are presented in the table below.

Table 4. 8: Regression Analysis for stakeholder involvement in the oil exploration implementation process and Service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.199(a)	.277	.309	1.766

a Predictors: (Constant), stakeholder involvement in the oil exploration implementation process

The coefficient of determination (Adjusted R square) value is 0.309; this implied that stakeholder involvement in the oil exploration implementation process explained only 30.9% of service delivery. From all the results the alternate hypothesis earlier postulated stated that there is a significant relationship between stakeholder involvement in the oil exploration implementation process and service delivery is therefore upheld (H2 upheld).

4.8 Research Objective Three: Stakeholder involvement in the oil exploration M&E process has influenced service delivery in Buliisa.

The third objective of the study was to examine the influence of stakeholder involvement in the oil exploration M&E process on service delivery in Buliisa. Findings to address this objective were obtained using a variety of methods including survey instrument and interviews. The self-administered questionnaire measured stakeholder involvement in the oil exploration M&E process using 05 items on a scale of Likert scale. The 05 items measuring stakeholder involvement in the oil exploration M&E process has influenced service delivery in Table 4.14. The items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree. For each of the above items, descriptive statistics that include frequencies, percentages and means are presented in Table 4.6.

Table 4. 9: Summary statistics on Stakeholder involvement in the oil exploration M&E process has influenced service delivery

Questions Responses		Frequency	percent	Mean	Standard deviation
The key stakeholders were oriented on the oil exploration evaluation indicators	Strongly Agree	45	39.4%	1.646	.4433
	Agree	45	39.4%		
	Disagree	11	9.6%		
	Strongly Disagree	13	11.4%		

The key stakeholders are regularly given feedback on the oil exploration process M&E.	Strongly Disagree	30	26.3%	2.777	.2345
	Disagree	17	14.9 %		
	Agree	43	37.7%		
	Strongly Agree	24	21%		
Assessment of performance is a teamwork exercise involving all key stakeholders either directly or indirectly	Strongly Disagree	20	17.5%	6.777	.1234
	Disagree	37	32.4%		
	Agree	20	17.5%		
	Strongly Agree	37	32.4%		
Assessment of the oil exploration scheme is a teamwork exercise involving all key stakeholders either directly or indirectly	Strongly Disagree	20	17.5%	2.334	.1123
	Disagree	37	32.4%		
	Agree	20	17.5%		
	Strongly Agree	37	32.4%		
The key stakeholders were involved in the formulation of oil exploration evaluation indicators	Strongly Disagree	67	58.7%	7.445	.6615
	Disagree	27	23.6%		
	Agree	10	8.7%		
	Strongly Agree	10	8.7%		

n=114

The details below interrogate the empirical results through advanced statistical tests to demonstrate the views of the respondents on how stakeholder involvement in the oil exploration M&E process has influenced service delivery. The details are supported by interviews results.

Item one required the respondents to state whether the key stakeholders were oriented on the oil exploration evaluation indicators. The item means of 1.646 indicated disagreement with the item implying that the majority disagreed with the item. The total number of respondents was 114, a total of 11.4% strongly agreed, 9.6% agreed, and 39.4% disagreed and 39.4% strongly disagreed.

This implied that the key stakeholders were not oriented on the oil evaluation indicators.

Some residents rejected the argument that they were oriented; they cited the case where they have been taken unaware by the major activities of the oil companies. Furthermore, the respondents revealed that the companies carrying out oil exploration have the obligation to

inform them on what is going on but they do not. Some stakeholders laid the blame on the governments' lack of transparency.

Findings further revealed that the evaluation of oil exploration indicators remains at top management level. Oil exploitation has created life-threatening ecological hazards and deterioration of health and social fabrics of the inhabitants of the Buliisa oil communities. The implication is that the oil industry has exploited the ecosystems for resources beyond the level of sustainability. The ecological problem is a reality, which has to be tackled.

Item two required the respondents to state whether the key stakeholders are regularly given feedback on the oil exploration process. Item means of 2.777 indicated disagreement. The total number of respondents was 114 a total of 26.3% strongly disagreed, 14.9% disagreed, 37.7% agreed and 21% strongly agreed.

Findings reveal that oil companies are very good at giving feedback especially Tullow and China National Offshore Oil Corporation (CNOOC). However, the argument has always been the fact that it is well laid on paper but implementation of the findings is never followed up. Stakeholders argued that feedback on environmental issues and land acquisition issues receive instant feedback.

Item three required the respondents to state whether assessment of performance is a teamwork exercise involving all key stakeholders either directly or indirectly. The item means of 3.000 indicated agreement. The total number of respondents was 114 a total of 17.5% strongly disagreed, 32.4% disagreed, 17.5% agreed and 32.4% strongly agreed.

Complaints that citizens did not participated should be viewed with caution.

The issue of interaction between the oil companies and the community in this study were put to local leaders who have a wider perspective compared to the community members. Responses from the local leaders in Buliisa indicate that the community relates with the companies through a liaison officer (Community development officer) for Tullow, directly, as well as through local leaders. Some leaders viewed the relationship as being unclear and largely adhoc without clear communication channels. On the quality of the relationship, most leaders in Buliisa district were of the view that there was a good relationship between Tullow and the community largely due to the projects implemented by the company under what appears to be part of social corporate responsibility. Some leaders however felt that the relationship was marked by unfairness

Item four required the respondents to state whether the assessment of the oil exploration scheme is a teamwork exercise involving all key stakeholders either directly or indirectly. The item means of 2.555 and standard deviations of .1123 measuring a level of agreement were computed from the respondents' responses. The total number of respondents was 114; a total of 17.5% strongly disagreed, 32.4% disagreed, 17.5% agreed and 32.4% strongly agreed.

Based on the above, findings from interviews revealed some people agreed it was teamwork exercise and some disagreed. CSO, civil servants, politicians and religious leaders agreed it was a teamwork exercise while most residents disagreed. Residents who lost their properties due to the exploration activities subjectively put a blame government for giving them little compensation and they say that is not teamwork.

Item five required the respondents to state whether the key stakeholders were involved in the formulation of oil exploration evaluation indicators. The total number of respondents was 114, a total of 58.7% strongly disagreed, 23.6% disagreed, 8.7% agreed and 8.7% strongly agreed.

Findings indicate a strong disagreement on formulation of evaluation indicators. Stakeholders were not involved but were informed of the indicator after formulation.

4.9 Hypothesis testing three: Stakeholder involvement in the oil exploration M&E process influences Service delivery in Buliisa

The hypothesis was verified using the Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4. 9: Correlation matrix for Stakeholder involvement in the oil exploration M&E process and Service delivery

		Stakeholder involvement in M&E	Service delivery
Stakeholder Involvement in M&E	Pearson Correlation	1	.238
	Sig. (2-tailed)	.	.009
	N	114	114
Service delivery	Pearson Correlation	.238	1
	Sig. (2-tailed)	.009	.
	N	114	114

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

The results show that the correlation coefficient is 0.238 and its significance level 0.009. This implied that stakeholder involvement in the oil exploration M&E process influences service delivery in Buliisa. Therefore according to the results there is a positive relationship between stakeholder involvement in the oil exploration M&E and service delivery. Therefore the alternative hypothesis that was earlier postulated is upheld (H3 upheld).

Regression was further done to determine the strength of the relationship between stakeholder involvement in the oil exploration monitoring and evaluation process and service delivery. Results are presented in the table below.

Table 4. 10: Regression Analysis for stakeholder involvement in the oil exploration monitoring and evaluation process and Service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.246(a)	.205	.214	1.922

a Predictors: (Constant), stakeholder involvement in the oil exploration implementation process

The coefficient of determination (Adjusted R square) value is 0.214; this implied that stakeholder involvement in the oil exploration M&E process explained only 21.4% of service delivery. From all the results the alternate hypothesis earlier postulated stated that there is a significant relationship between stakeholder involvement in the oil exploration process M&E and service delivery is therefore upheld (H3 upheld).

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of the study findings as presented in chapter four, conclusions and recommendations plus areas for further research.

5.2 Summary of Major Findings

The major findings of the study were that stakeholder involvement in the oil exploration planning process influences service delivery positively, further results also indicated that stakeholder involvement in the oil exploration implementation process influences service delivery positively and lastly stakeholder involvement in the oil exploration M&E process positively influences service delivery.

5.2.1 Stakeholder involvement in the oil exploration planning process influences service delivery

The researcher analyzed data using Pearson Correlation Coefficient and results indicated that correlation coefficient was 0.112(*) and its significance level 0.009. This implied that stakeholder involvement in the oil exploration planning process influences service delivery in Buliisa. Therefore, according to the results there was a positive significant relationship between stakeholder involvement in the oil exploration planning process and service delivery. Therefore, the alternative hypothesis that was earlier postulated is upheld (H1 upheld).

The researcher also ran a regression analysis to analyze his data and results indicated that the coefficient of determination (Adjusted R square) value was 0.275; this implied that stakeholder involvement in the oil exploration planning process explained only 27.5% of service delivery. From all the results, the alternate hypothesis earlier postulated stated that there is a significant relationship between stakeholder involvement in the oil exploration planning process and service delivery was therefore upheld (H1 upheld).

5.2.2 Stakeholder involvement in the oil exploration Implementation process influences service delivery

For the second hypotheses, the researcher analyzed data using Pearson Correlation Coefficient and results indicated that correlation coefficient was 0.444(**) and its significance level 0.009. This implied that stakeholder involvement in the oil exploration implementation process influences service delivery in Buliisa. Therefore, according to the results there was a positive significant relationship between stakeholder involvement in the oil exploration implementation process and service delivery. Therefore, the alternative hypothesis that was earlier postulated is upheld (H2 upheld).

The researcher also ran a regression analysis to analyze his data and results indicated that the coefficient of determination (Adjusted R square) value was 0.309; this implied that stakeholder involvement in the oil exploration implementation process explained only 30.9% of service delivery. From all the results the alternate hypothesis earlier postulated stated that there is a significant relationship between stakeholder involvement in the oil exploration implementation process and service delivery was therefore upheld (H2 upheld).

5.2.3 Stakeholder involvement in the oil exploration M&E process influences service delivery

For the third hypotheses, the researcher analyzed data using Pearson Correlation Coefficient and results indicated that correlation coefficient was 0.238 and its significance level 0.009. This implied that stakeholder involvement in the oil exploration M&E process influences service delivery in Buliisa. Therefore, according to the results there is a positive relationship between stakeholder involvement in the oil exploration M&E and service delivery. Therefore the alternative hypothesis that was earlier postulated is upheld (H3 upheld).

The researcher also ran a regression analysis to analyze his data and results indicated that the coefficient of determination (Adjusted R square) value was 0.214; this implied that stakeholder involvement in the oil exploration M&E process explained only 21.4% of service delivery. From all the results the alternate hypothesis earlier postulated stated that there is a significant relationship between stakeholder involvement in the oil exploration M&E process and service delivery was therefore upheld (H3 upheld).

5.3 Discussions.

This subsection looks at the discussion of the findings which are discussed according to the respective research objectives as earlier presented in chapter one.

5.3.1 Stakeholder involvement in the oil exploration planning process influences service delivery

The respondents were asked a variety of questions and the findings indicated stakeholder involvement in the oil exploration planning process influences service delivery in Buliisa. The alternative hypothesis earlier postulated was upheld.

Findings revealed that the environment impact assessment was duly carried out by National Environment Management Authority (NEMA) and so there was no question about that. Findings revealed that not all people on ground participated in the preliminary stages of the oil exploration planning process for example the planning exercise was done at the top and none of the people in Buliisa knew about it. The findings are consistent with Munyanyo (2009), that early impact assessment will enable a company to have maximum flexibility to alter design and implementation plans, build effective partnerships to address potential challenges, and even make decisions about whether or not to proceed with a project.

It was observed that citizens' participation brings the government closer to the people. It enables citizens to set policy goals and priorities, oversee the actions of the people and hold them accountable for their actions, express points of view, share information and point to their needs and problems, get involved in the decision making processes, identify additional resources, monitor and evaluate the outcomes of implementing policy, and many other actions. Involving the people on ground (residents) in decision-making, helps to embrace the cornerstone characteristics of governance. The findings are consistent with May & Backer (2001) who states that the idea of citizen engagement and participation has contributed to improved governance and development. Initially, most of the arguments in favour of citizens' participation pointed to

the benefits of the outcomes of that participation, for example, better tailored and more economically efficient service delivery.

According to the religious leaders, oil producing communities in Uganda have remained grossly socio-economically underdeveloped and pauperized amidst the immense oil wealth owing to systematic disequilibrium in the production exchange relationship between the state, the transnational companies, and the people. Enormous money that is beginning to be derived from oil is not yet helping to benefit the ordinary Uganda. The area of Buliisa is being subjected to severe land and water degradation, socio-economic disorganization, increasing poverty, misery, and military occupation. There is a likely hood that the wealth derived from oil resources exploitation and export will benefit only the operators of the oil industry and government..

Interview findings revealed that given the trend of events and the bitter complaints by residents, cultural leaders and religious leaders, there is a likely hood that the oil wealth will ignite and exacerbate bitter and bloody conflicts between emerging interest groups within the oil producing areas. Similar findings were observed by Onyach (2004) who states that oil wealth has ignited and exacerbated bitter and bloody conflicts. Furthermore findings revealed that despite attempts by the oil exploration companies like Tullow oil to put up boreholes for the people, the oil producing area of Buliisa still lacks access to safe drinking water, proper sanitation, and sewage systems. The water pumped from these new boreholes has a permanent sheen of waste oil in it with a generally brackish color. The boreholes, provided by Tullow Oil in the area, are not potable. The drainage condition is very poor as the water covering the settlement at a level stage is stagnant.

Interview findings revealed that despite the negative effects of oil exploration, the citizens are benefitting, children in the area are granted scholarships to study at Makerere University and at all levels the citizens are winning scholarships from the oil exploration companies. Employment opportunities are provided to the people in Buliisa, Some youths were sent to the Makerere University in 2011, 2012, and 2013 to study and others to Kichwamba Technical Institute on an apprenticeship to acquire various skills, ranging from plumbing and pipefitting, welding, and carpentry to joinery. The companies also targeted barbing, hairdressing, and sports development. However, empirical evidence indicated that the oil exploration companies have placed more emphasis on the provision of physical infrastructural development than human capacity development. Similarly, it was observed by Purdey (2004) that oil exploration companies must on ground have strong CSR programmes to enable citizen's benefit from their activities. Findings revealed that the people on ground still complain of the services got in return of their efforts. Evidently, Buliisa areas do not have access to quality health care services despite the health hazard associated with oil exploitation. The district has seven health centers with only one functional health center in the eleven communities visited which is not well equipped with adequate medical personnel and medical facilities

5.3.2 Stakeholder involvement in the oil exploration implementation process influences service delivery

The respondents were asked a variety of questions and the findings indicated stakeholder involvement in the oil exploration implementation process influences service delivery in Buliisa.

Findings revealed that the oil companies have tried as much as they can to make the people part of the process. They have held sensitization workshops at the district to make people aware of what is going on. All the residents to be displaced are notified and after 4 days they normally come back and occupy their land.

Findings revealed that the people consulted are the people working with the District. The rest of the people down are only sensitized most especially when an activity is going to take place that is going to directly affect them. What people are reaping is environmental harm of having the project in their jurisdiction.

District leaders, civil society organisations, religious leaders and civil servants, are somewhat included in the implementation process. Oil companies claim residents may after all fail to understand owing to their level of education.

5.3.3 Stakeholder involvement in the oil exploration M&E process influences service delivery

The respondents were asked a variety of questions and the findings indicated stakeholder involvement in the oil exploration M&E process influences service delivery in Buliisa.

Findings revealed that the evaluation process has not been done as expected. Oil has not even started flowing but, already, it is causing conflict in Bunyoro. The two billion barrels of oil discovered in the Lake Albert area have drawn speculators hoping to cash in on rising land values in the area and sparked conflicts in many villages, particularly in the district of Buliisa. The findings are in line with assertions that conflicts in oil projects are part and parcel of life. Never can man ran away from conflicts whenever mining opens up in an area.

Findings revealed that up to 700 hectares of land have reportedly been grabbed by speculators in Buliisa. Tullow Oil, which controls the biggest concessions in the region, is aware that land disputes are 'rampant' around their operations in Buliisa. And no one seems more aware of how questions of land ownership could threaten its business than the company. Such land issues are 'costly,' said Tullow's spokesperson. The implications of the land issue in Bunyoro, particularly Buliisa, are still emerging, but experts fear that if the issue is not dealt with, it could be catastrophic for the people of the region and the country at large. The elders accuse a Kampala businessman of buying land 'secretly and without villagers' approval.' the county chief of Buliisa explains that villagers are seduced into selling by offers of amounts of cash that are, for them, unprecedented. Some residents have never experienced one million shillings but now he has five million in front of him. Residents are often unaware of the implications for the value of their land that discoveries of oil may have, so they end up selling for much less than they should. Businessmen are doing business from the ignorance of the people. They are ignorant of the future of the land,'said a resident. Besides city speculators, Buliisa has seen the same influx of Balaalo cattle keepers as the rest of Bunyoro. These 'outsiders' came to Bunyoro in 2006, after the discovery of oil, and have put further pressure on land as they buy up land, sometimes communally and sometimes individually owned, and fence it off. Land has featured prominently in many oil-based conflicts around the globe. This was similarly observed by Liffman (2008) who states that Oil exploitation always creates life-threatening land conflicts across the globe.

Findings revealed that there are cases of illegal disposal, and accusations that oil companies are hiring unlicensed companies to transport and store oil waste in Buliisa without the involvement

and consultation from the affected residents. This is in line with Lubwama (2009) who asserts that there is actually a relatively short window of opportunity to an ordinary Ugandan to participate and benefit from the oil wealth and oil money. It will be hard for the so called stakeholder participation to turn oil wealth into viable public wealth for everyone to have a share in Uganda aimed at permanent poverty reduction. The pay for the birth right to oil land everywhere in Africa is environmental harm. Incidents of oil waste dumping without the residents knowledge are a common complaint everywhere in Africa in communities blessed with oil wealth.

5.4 Conclusion

Study conclusions were drawn basing on the different research questions as shown below;

5.4.1 Stakeholder involvement in the oil exploration planning process influences service delivery

Oil exploration poor planning process has resulted into restriction of access to resources from which livelihoods are derived. Findings indicate that many people were not involved in planning and hence not been able to manage well the compensation proceeds for destruction of property and crops. This undermines their ability to sustainably support their families after displacement. The findings revealed that there is no systematic approach to the delivery of corporate social responsibility projects streamlined in the district development plans. There is also limited engagement between oil companies and the community, even though oil companies have community liaison officers. This points to the fact that some stakeholders were not involved in oil exploration planning process.

5.4.2 Stakeholder involvement in the oil exploration implementation process influences service delivery

There was also limited engagement between oil companies and the community as far as implementation is concerned. Qualitative findings as opposed to survey findings revealed. This is why residents during implementation have complained about land grabbing and small compensation given for their property acquired. The Ugandan government has rejected an oversight mechanism and refused to condemn company officials and aliens who are illegally grabbing peoples land. But if access to reliable information is instead understood as preventing rumours, misinformation and speculation, thus maintaining Uganda's long-term social cohesion, then it is not a threat to government but rather in the interest of all.

5.4.3 Stakeholder involvement in the oil exploration M&E process influences service delivery

There was also limited engagement between oil companies and the community as far as evaluation process and giving feed back to the community is concerned, qualitative findings as opposed to survey findings revealed. This is why residents during evaluation process complained about lack of transparency on the whole exploration and production process is concerned. The Ugandan government has rejected an oversight mechanism and refused to release production sharing agreements, in part because transparency is seen as an attack on government.

5.5 Recommendations

The researcher recommended that;

5.5.1 Stakeholder involvement in the oil planning process influences service delivery

The government should produce and distribute clear and timely communications on the oil sector. These should include information on (a) how the revenue will be distributed and to whom (b) timelines for production (c) details on infrastructure projects (d) information pertaining to the award of rights to access the resource and procurement projects surrounding the industry. The Ministry of Energy and Mineral Development should urgently establish Liaison Desks in the Albertine Graben to enhance access to information as well as quick responses to concerns on a case by case basis. Specifically, there is need to build the capacity of local civil society to document, monitor and scrutinise the management of natural resources and other public assets and ensure transparent public sector spending. In addition, the Ministry of Energy and Mineral Development should strengthen, empower and facilitate already existing structures like the Task Force on Oil and Gas in Buliisa district. The Ministry in partnership with human rights organisations should undertake capacity building for oil companies in the HRBA so that they mainstream it in their exploration and production processes as well as activities.

5.5.2 Stakeholder involvement in the oil implementation process influences service delivery

The Ministry of Energy and Mineral Development, the district local governments, and other government civic education actors should urgently conduct village-based meetings to explain to residents the various aspects relating to the exploration and production of oil, and in particular, how their compensation is being handled. The Ministry of Energy and Mineral Development should ensure that it effectively implements its Communication Strategy. The Ministry of Energy

and Mineral Development should expedite payment of compensation to all PAPs so that it is not devalued by delays and also to calm down the anxiety of the affected people. The Ministry of Energy and Mineral Development and its contracted service provider, Strategic Friends International, should in the compensation and resettlement of the residents of Buliisa, embrace the human rights-based approach (HRBA) in dealing with the affected communities. The Ministry should organise regular forums for Government, CSOs and other stakeholders to come together to discuss their differences, map out strategies of addressing mutual suspicion and engendering cordial working relationships amongst all parties in the oil and gas sector. The Ministry should specifically address the issue of exploitation of workers by CNOOC Chinese employees on the basis of language. The Ministry should ensure that Chinese employers do not employ Ugandans on unfair and unfavorable terms due to language barrier just because they do not understand the Chinese language. The Ministry should expeditiously issue the special plan for developing the Albertine region in order to manage the prevailing uncertainty, speculation and misinformation among the people. Responsibility for guarding the oil areas should be removed from the army's Special Forces unit. The control of the Unit by the son of the President represents a fundamental conflict of interests and deviation of democratic standards.

5.5.3 Stakeholder involvement in the oil M&E process influences service delivery

Public education campaigns should be undertaken to ensure that the public is aware of their right to access information and participate in decision-making processes. In addition, the role of NGOs, churches, unions and other civil society stakeholders in disseminating information could be further strengthened. The oversight role of parliament and enforcement agencies over the oil industry should be strengthened. All payments made to local government from the resource

revenues should be published at a local level. The government could, for instance, duplicate the example of the education sector, with monthly publication of payments made at a government and local level. Independent civil society groups should be allowed to continue to be actively involved in the oversight of the oil, gas or mining sectors. Credible allegations of corruption in the oil and gas sector should automatically lead to independent investigation. Proven corruption should bring serious penalties for any companies, company employees and government officials who are implicated, including the cancellation of contracts. All contracts and other agreements governing oil, gas and mining rights should explicitly forbid corrupt acts as defined in national and international law. The government should implement the revenue management measures set out in the IMF's Guide on Resource Revenue Transparency. There is need to continue and increase support to Ugandan civil society's efforts to increase government accountability. Provide more support to Ugandan organisations working to build government accountability with respect to the management of public assets. The Ministry should empower the district officials (both politicians and technical staff) with adequate knowledge on the oil and gas industry in order for them to be able to effectively monitor how the sector is affecting the people; respond to their issues resulting from the oil and gas industry and also empower them with information.

5.6 Limitations to the Study

There were also a number of limitations associated with decisions made regarding the methodology. They relate to the choice of participants, the type of data collected and the analytic process. Another limitation was the time frame in which data was collected. The data constituted a snapshot of one point on the implementation continuum. Interview dates were limited in a number of ways including the limitations present in the questions themselves and also in the nature of the responses from

participants. The participant's responses were based only on the questions that the researcher asked but there could have been more information through observation hence sometimes misleading information is given during interviews. Some respondents were not willing to give information unless paid and at some instances, the researcher had to wait till late in the evening when the respondents are through with their work so as to interview them. For the key informants, given their busy schedules, some interviews were rescheduled to fit their timetables, but these also sometimes failed. The research took slightly long to conduct particular interviews which delayed the study. There was also a problem of absenteeism by some of the respondents at the designated place of carrying out the interviews. Therefore, collecting data from them through the questionnaires proved to be a big challenge. The researcher managed these problems by making use of the supportive team leader who in one instance was willing to introduce the researcher in person to the respondents through sensitization of respondents on the importance and significance of the study. The Uganda Technology and Management University letter helped to allay any fears and doubts among some respondents. Efforts were made to maintain confidentiality of the responses. The absenteeism of some officials was tackled by frequent visits to their offices, and above all establishing good rapport. In general, the following measures were taken, aimed at reducing non-response for the initial mailing, an introduction letter on Uganda Technology and Management University logo was sent out and this emphasized academic relevance of this research project. A summary of results was offered to the respondents, reporting on the main conclusions of the study.

5.7 Areas for further Research

There is need to carry out a study on the effects of oil exploration in Buliisa on Human Rights

There is need to carry out the effects of oil exploration on the natives in Buliisa and Hoima District.

There a need to find establish the influence of corporate social responsibility and service delivery in Buliisa District.

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APPENDICES:

APPENDIX (i) QUESTIONNAIRE

QUESTIONNAIRE FOR ALL THE STAKEHOLDERS

My name is Kajoba *Sulaiman*, a student of Masters of Business Administration (Oil and Gas) at Uganda Technology and Management University. In partial fulfillment of the requirements for the degree, i am required to conduct a research in an area of my interest. My interest in this study is to evaluate the *Influence of stakeholder involvement on service delivery in the oil industry in Uganda. A Case Study of Oil Exploration in Buliisa District - Western Uganda*. You have been sampled to participate in this study and the information you give will be used strictly for academic purposes and will never be used against you or your office. The information got from you will be kept confidential. You are also requested not to write your name on this questionnaire. After filling out the questionnaire, put in the provided envelop and seal it and return to me. Your participation in this study is entirely voluntary. Your consent to participate is implied by your decision to complete this questionnaire. Thank you for your cooperation.

SECTION A BIO-DATA

Please tick in the column below the specified variable.

Age	22-30	31-40	41-52	Above 53	
Gender	Male	Female			
Marital status	Married	Single			
Level of Education	Masters	Bachelors	Diploma	Certificate	Others Specify
Experience	1-4years	5-10 years	11-16 years	Over16 years	

Instructions from question 1-21- tick the number that best indicate your opinion on the questions using the following scale.

Scale	1	2	3	4	5
	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

SECTION B

STAKEHOLDER INVOLVEMENT IN DESIGN/PLANNING

		1	2	3	4	5
1	I (Stakeholder) was involved in the preliminary assessment of the oil exploration process					
2	There was documentation of the oil exploration process which called for the involvement of all stakeholders					
3	I was directly or indirectly involved in the budgetary process					
4	The indicators set were approved by all stakeholders since they were of interest to the stakeholders.					
5	Before ground work began there was approval of the entire project design and planning process					

_STAKEHOLDER INVOLVEMENT IN IMPLEMENTATION

		1	2	3	4	5
6	I am part of the supervision process either directly or indirectly.					
7	I am part of the control process either directly or indirectly.					
10	I am informed of the project coordination process					
11	The project organization process was an effort of all the key stakeholders					

STAKEHOLDER INVOLVEMENT IN M&E

		1	2	3	4	5
12	I was oriented on the oil exploration evaluation indicators					
13	I was regularly given feedback on the oil exploration process					
14	Assessment of performance is a teamwork exercise involving all key stakeholders either directly or indirectly					
15	Assessment of the oil exploration scheme is a teamwork exercise involving all key stakeholders either directly or indirectly					
16	I was involved in the formulation of oil exploration evaluation indicators					

SECTION C

SERVICE DELIVERY

		1	2	3	4	5
17	There is timely delivery of services as a result of stakeholder involvement in the oil exploration process					
18	There is ample customer satisfaction as a result of stakeholder involvement in the oil exploration process					
19	There is ample service quality as a result of stakeholder involvement in the oil exploration process					
20	There is ample quality assurance as a result of stakeholder involvement in the oil exploration process					
21	There is customer feedback on complaints					

**APPENDIX (ii) : INTERVIEW GUIDE FOR DISTRICT OFFICIALS/DISTRICT
POLITICAL LEADERS/OFFICIALS FROM THE MINISTRY OF ENERGY AND
MINERAL DEVELOPMENT AND OIL EXPLORATION COMPANY STAFF**

1. For how long have you worked in the government?
2. Comment on the oil exploration process in Uganda?
3. Who are the key stakeholders government is partnering with in the oil exploration process
4. What are the key events you have been involved in since the beginning of the oil exploration process?
5. How effective are the communication channels in the oil exploration sector?
6. Comment on the different levels of government's stakeholder involvement
7. How has government involved the residents of Buliisa in planning for oil?
8. How has government involved the residents of Buliisa in implementation for oil?
9. How has government involved the residents of Buliisa in monitoring for oil?
10. How has government involved the residents of Buliisa in evaluation for oil?
11. What contributions did the residents make towards the oil exploration process
12. What did the government learn from the contribution of the residents?
13. How has the failure to involve some of the stakeholders been addressed
14. Comment on the view that the stakeholders have been complaining about the failure to involve them in the oil exploration process
15. How have the residents benefitted from the oil exploration process?
16. How has the oil exploration process affected the interests and rights of the residents

APPENDIX (iii): INTERVIEW GUIDE FOR CSOs, RELIGIOUS AND KINGDOM

OFFICIALS

1. How has the government involved you in the oil exploration process
2. How has government involved you in the planning for oil exploration?
3. How has government involved you in the implementation of the oil sector plans?
4. How has government involved you in the implementation of the oil sector plans?
5. How has government involved you in the monitoring of the oil sector plans?
6. What are the key events you have been involved in since the beginning of the oil exploration process?
7. What contributions did you make towards the oil exploration process
8. What did the government learn from your contribution?
9. How has the failure to involve some of the stakeholders been addressed
10. What benefits have you derived from the oil exploration process
11. How has the oil exploration process affected your interests as key stakeholders in the oil exploration process
12. Comment on your role in the oil exploration process
13. How have you made government aware of your interests, pleasures and displeasures in the oil exploration process in Uganda
14. What has been the response of the government about the above
15. How best can the government address your concerns as key stakeholders in the oil exploration process
16. What is the way forward on the oil exploration process in Uganda.

APPENDIX (iv) : INTERVIEW GUIDE FOR RESIDENTS

1. How has the government involved you in the oil exploration process
2. How has government involved you in the planning for oil exploration?
3. How has government involved you in the implementation of the oil sector plans?
4. How has government involved you in the implementation of the oil sector plans?
5. How has government involved you in the monitoring of the oil sector plans?
6. What are the key events you have been involved in since the beginning of the oil exploration process
7. What contributions did you make towards the oil exploration process
8. What did the government learn from your contribution?
9. How has the failure to involve some of the stakeholders been addressed
10. What benefits have you derived from the oil exploration process
11. How has the oil exploration process affected your interests as key stakeholders in the oil exploration process
12. Comment on your role in the oil exploration process
13. How have you made government aware of your interests, pleasures and displeasures in the oil exploration process in Uganda
14. What has been the response of the government about the above
15. How best can the government address your concerns as key stakeholders in the oil exploration process
16. What is the way forward on the oil exploration process in Uganda?

APPENDIX (v): DOCUMENTARY REVIEW CHECKLIST

1. National Policy on Gas and Oil
2. Newspaper and media Articles
3. MEMD Oil Sector Manuals
4. Communication Strategy for Oil and Gas November 2011
5. Oil Sector Reports
6. Write ups of MEMD Meetings/Forums
7. Past Dissertations

APPENDIX (vi): STATISTICAL TABLES FOR DETERMINING SAMPLE SIZE

RESEARCH TOPIC: Stakeholder Involvement and Service Delivery in the Oil Sector in Uganda: A Case Study of Oil Exploration in Western Uganda – Buliisa District

Table 3.1

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

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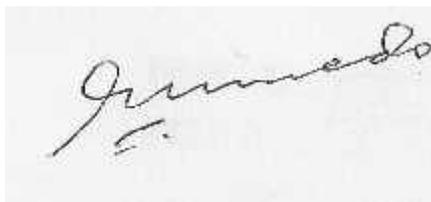
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27 September 2016

CERTIFICATE OF PROOF THAT DISSERTATION HAS BEEN EDITED

This is to certify that the Master's Degree dissertation entitled, **Stakeholder Involvement and Service Delivery in the Oil Industry in Uganda: A Case Study of Oil Exploration in Buliisa District, Western Uganda by Sulaiman Kajoba**, has been reviewed and corrected in order to ensure clarity of expression and consistency regarding key style aspects like general grammar, sentence structure to ensure logical flow and effectiveness of meaning, all-round punctuation, consistency in citation and referencing.

A handwritten signature in black ink, appearing to read 'Mukotani Rugyendo', is written on a light-colored background.

Mukotani Rugyendo

Professional Editor