THE CUEA JOURNAL OF HUMANITIES & SOCIAL SCIENCES

Vol. 2, No. 1 (2026) | ISSN 3078-3143 (Online)

# TULLOW'S CORPORATE SOCIAL RESPONSIBILITY AND ECONOMIC DEVELOPMENT AND LIVELIHOOD ENHANCEMENT OF LOKICHAR WARD, TURKANA SOUTH SUB-COUNTY, TURKANA COUNTY, KENYA

**Mollen K. Onderi**[1]
**Lango Barnard**[2]
**Lilechi C. Melvine**[3]
*The Catholic University of Eastern Africa, Kenya*
Email: onderimollenkwamboka@gmail.com

## Abstract

*This study, titled Assessing the Impact of Tullow's Corporate Social Responsibility (CSR) on Socio-Economic Development in Lokichar, Turkana County, Kenya, explored the effects of Tullow Oil Corporation's CSR initiatives on the local community, with a focus on both social and economic dimensions. The research aimed to identify the key components of Tullow's CSR programs, assess their influence on the socio-economic conditions of Lokichar, and gather perceptions from a wide range of stakeholders, community members, business owners, and local officials. The study was guided by Triple Bottom Line Theory, developed by John Elkington in 1994, which emphasized the importance of balancing social, environmental and economic factors in business practices and the stakeholder theory proposed R Edward Freeman in 1984, which focused on the relationship between corporation and various stakeholders. The research employed a descriptive design, utilizing both exploratory and explanatory methodologies to provide a holistic understanding of the impact of CSR on the local community. Data for the study was collected using multiple instruments, including questionnaires, in-depth interviews, focus group discussions, observations, and document analysis. These tools allowed for the gathering of both qualitative and quantitative data, which was analyzed using descriptive narrative and statistical techniques, and presented through tables and figures. The target population comprised community households, local students, Tullow employees, civil society representatives, and government officials in Lokichar. A stratified sampling method was employed to ensure a broad representation from various demographic and professional groups, resulting in a sample size of 300 participants. The findings of the research provided valuable insights into the role of CSR in promoting socio-economic development, highlighting both the positive and negative impacts of Tullow's initiatives. The study recommended enhanced community involvement in the planning and implementation of CSR activities, a stronger focus on skills development, and the adoption of more adaptive CSR strategies. Furthermore, the establishment of a robust monitoring and evaluation system was suggested to ensure the long-term success of these initiatives. The study also called for further research into the long-term impact of CSR, the comparison of CSR practices across industries, and the exploration of cultural sensitivity in CSR implementation, particularly in rural and marginalized areas. This research contributed to the CSR impact assessment discourse and provided actionable recommendations for policymakers, corporations, and communities seeking to improve corporate-community collaborations for sustainable development.*

**Key words:** *Corporate Social Responsibility (CSR), Socio-economic development, Triple Bottom Line theory, Stakeholder theory*.

## 1. Introduction

Corporations primarily exist to generate profits, yet they hold a broader set of economic, civic, and ethical responsibilities within their operations. Corporate social responsibility (CSR) emphasizes both the obligation to earn profit and the responsibility to engage ethically with the community and the wider world (Arya & Bassi, 2011). CSR represents a diverse commitment: economically, it requires profitability for business survival, while legally, it demands adherence to established regulations. Ethically, CSR obligates businesses to act in ways that benefit society, and philanthropically, it encourages support for community initiatives that address social welfare needs. Many corporations have developed diverse CSR strategies to positively impact the communities around them, recognizing the dual role of driving profits and fostering social well-being (Arya & Bassi, 2011).

Research on CSR at both global and regional levels indicates its growing importance as a strategic management tool that enhances corporate identity and branding. For instance, European organizations have invested in CSR activities across various social sectors (Rionda, 2012). Companies such as Meridian Group International, Pathfinder International, and PROFAMILIA/Colombia have partnered with public and private entities to expand health and education services (Camilleri, 2017). In Kenya, banks like Equity Bank, Cooperative Bank, and Kenya Commercial Bank have used CSR to support education, offering scholarships for underprivileged students and funding school infrastructure. Similarly, Kenya Breweries Limited has contributed to the creative arts sector, promoting emerging talent within East Africa (Camilleri, 2017). These initiatives underscore the critical role CSR plays in empowering communities socially and economically.

This study is set within this framework, focusing on the impact of Tullow Oil Corporation's CSR on the socio-economic development of Lokichar Sub-County in Turkana County. This region, characterized by high poverty levels and a history of underinvestment, has gained prominence following the discovery of oil reserves. Tullow Oil's operations in the area have led to ongoing debates between the corporation and the local community regarding equitable sharing of oil proceeds. This tension mirrors experiences documented elsewhere in Africa's extractive sector, where CSR and stakeholder engagement have often struggled to keep pace with community expectations even as company-community relations formally improve (Ansu-Mensah et al., 2021). A recent independent assessment of Tullow's own community engagement practices in Turkana similarly found that, despite improvements over time, the company had yet to achieve the standard of free, prior, and informed consent expected of extractive operations in the area (Oxfam, 2023). This study aims to explore how Tullow's CSR initiatives contribute to tangible community benefits and economic empowerment in Lokichar, particularly given the region's economic marginalization and limited access to sustainable development programs.

## 2. Statement of the Problem

Corporations today are increasingly recognized as having obligations that extend beyond profit generation to encompass broader societal responsibilities. Corporate Social Responsibility (CSR) affirms that companies carry economic, legal, ethical, and philanthropic duties toward the communities and environments in which they operate. Ideally, CSR initiatives are intended to support sustainable development across economic, social, and environmental spheres, engaging all stakeholders in the decision-making process to align corporate actions with community needs.

However, in the case of Tullow Oil Corporation, there is limited evidence regarding the depth and inclusivity of its CSR practices, particularly in Turkana County's Lokichar Sub-County. Existing literature lacks a thorough examination of whether Tullow has actively involved diverse stakeholders including local communities, government representatives, and civil society organizations in shaping its CSR strategy. Fundamental questions remain unanswered: Who are the stakeholders considered by Tullow in its CSR initiatives, and how are their voices incorporated into decision-making? What measurable impact has Tullow's CSR had on the social welfare and economic empowerment of Lokichar residents? Furthermore, to what extent does Tullow's CSR approach address environmental sustainability within this region?

These gaps in understanding highlight a pressing need for research into Tullow's CSR practices to determine whether they are fostering genuine, sustainable benefits for the Lokichar community. This study therefore seeks to investigate the effectiveness and inclusivity of Tullow's CSR efforts in uplifting economic livelihoods and promoting social and environmental well-being, providing an evidence-based assessment that will address these critical questions.

## 3. Research Objective

To examine the impact of Tullow's corporate social responsibility on the economic development and livelihood enhancement of Lokichar Sub-County, Turkana County, Kenya.

## 4. Theoretical Framework

This study was explicitly guided by two theories: John Elkington's Triple Bottom Line (TBL) theory (1994) and R. Edward Freeman's Stakeholder Theory (1984). The TBL framework was operationalized by categorizing Tullow's CSR initiatives into three distinct dimensions—social (e.g., health and education projects), environmental (e.g., water and land management), and economic (e.g., local employment and business support). Each data collection instrument, including questionnaires and interview guides, contained items mapped directly to these three dimensions. Concurrently, Stakeholder Theory informed the identification of respondent categories (community members, business owners, local officials, civil society, and Tullow employees) and guided the analysis of divergent perceptions across these groups. Findings were interpreted through both lenses: socio-economic changes were assessed as outcomes of balanced or imbalanced TBL performance, while community satisfaction levels were analyzed as indicators of effective or ineffective stakeholder engagement. This dual theoretical mapping ensured that the study's constructs, analytical categories, and conclusions were systematically derived from, and traceable to, the stated frameworks.

While the TBL and Stakeholder Theory are frequently paired in CSR research, integrating them is not merely a matter of applying two checklists side by side. TBL has been criticized as a largely accounting-oriented device that risks reducing complex social and environmental outcomes to reportable metrics without addressing who defines those metrics or whose interests they ultimately serve (Norman & MacDonald, 2004). Stakeholder Theory addresses this gap by foregrounding the power, legitimacy, and urgency of competing stakeholder claims in determining which interests a firm prioritizes in practice (Mitchell, Agle, & Wood, 1997). The two theories are therefore treated in this study as complementary rather than parallel: TBL supplies the substantive categories against which CSR outcomes are measured, while Stakeholder Theory supplies the analytical basis for interpreting why particular outcomes were prioritized and whose voices shaped that prioritization. This integration is particularly salient in an extractive-industry setting such as Lokichar, where community claims on the firm are high in urgency but comparatively low in structural power relative to the corporation and the state—a configuration that stakeholder salience theory predicts is more likely to be acknowledged by a firm than acted upon (Mitchell et al., 1997).

This positioning generates a specific analytical expectation that the study examines empirically: that Tullow's CSR performance may appear strong when measured against TBL's substantive categories, such as the predominantly positive self-reported employment impact reported in Table 5, while the underlying stakeholder engagement processes remain comparatively weak, since low-power, high-urgency stakeholders such as Lokichar residents are more readily satisfied through visible outputs (jobs, boreholes, bursaries) than through genuine inclusion in CSR decision-making. Distinguishing between outcome-based CSR performance and process-based stakeholder legitimacy in this way allows the study's findings to speak back to the theoretical framework, rather than simply being sorted into its categories, and is revisited in the Conclusions in light of both the study's own data and independent assessments of Tullow's community engagement practices (Ansu-Mensah et al., 2021; Oxfam, 2023).

## 5. Research Methodology

The research design adopted for this study outlines the methods and procedures applied throughout the research process. A descriptive research design was chosen, incorporating both exploratory and explanatory approaches to capture both qualitative and quantitative data. The descriptive design provided a quantitative summary of existing phenomena, using numerical data to characterize individuals or groups and assess the nature of conditions, such as the number of Turkana people employed directly by the organization. The explanatory approach was selected to collect initial quantitative data, followed by qualitative data to further explain and elaborate on the quantitative findings. This sequential design allowed for a deeper understanding of the results. In addition, a case study design was employed to investigate the impact of Tullow's social responsibility on the economic life of the community. This approach involved examining one or more entities over time, using multiple data sources to gain a comprehensive view. The combined use of these research designs enabled the researcher to triangulate data from various sources, corroborate findings, and clarify aspects of the study that required further explanation. As Creswell (2014) highlighted, this approach has significant advantages, as it allows for a more detailed and complete understanding of the research problem by integrating diverse data sources.

### Study Area

Lokichar Sub-County is located in the arid and dusty Turkana Basin within the Rift Valley, approximately 550 km northeast of Nairobi. It lies in the Turkana South Sub-County, within Turkana County, and is part of the Tertiary Rift in the northwestern region of Kenya, southwest of Lake Turkana. The coordinates of Lokichar Basin range from 35°30'E to 36°20'E in longitude and 2°00'N to 3°00'N in latitude. The basin is 30 km wide and 60 km long, covering an area of approximately 1200 km$^2$.

### Target Population

The target population for this study is defined as the group of individuals with shared measurable characteristics, as outlined by Mugenda & Mugenda (1999). In order to align with the study objectives and the reported response rate, the target population was conceptualized at two levels: First, the broader population consisted of residents of Lokichar Sub-County, which had a total population of 12,676 individuals according to the 2019 Kenya Population Census (KNBS, 2019) (6,735 males and 5,940 females). This broader population provided the general context of the study. Second, for purposes of data collection and analysis, the study focused on a refined target population of 300 respondents drawn from key stakeholder groups directly relevant to the study objectives. These included households (men and women), students (primary and secondary), Tullow Oil Corporation employees, NGO representatives, and government officers. This structured target population corresponds directly with the categories presented in the General Response Rate table and forms the basis of the empirical analysis.

### Sample Size and Sampling Procedure

To ensure consistency, the study adopted a sample size of 300 respondents, which represents the total number of individuals targeted across the selected stakeholder categories.

The sampling process was conducted in two stages. First, Lokichar Sub-County was clustered into administrative wards and sub-wards. These areas provided the geographical framework for selecting respondents. Second, within these clusters, respondents were selected using a combination of sampling techniques, including simple random sampling for households and purposive sampling for specialized groups such as Tullow employees, NGO staff, and government officers. While the broader population of 12,676 informed the study context and sampling frame, the final operational sample size of 300 respondents was determined based on feasibility, representation of key stakeholder groups, and the need to ensure meaningful analysis across categories. This sample size is therefore consistent with the figures presented in the Response Rate table.

 

### Data Collection

Data collection in research refers to the process by which a researcher gathers and accesses information from various sources to address a research problem, test a hypothesis, and evaluate results (Creswell, 2014). In this study, multiple data collection tools were employed, including interviews, questionnaires, focus group discussions (FGDs), document analysis, and observation.

These tools were applied across the identified respondent categories namely households, students, Tullow Oil Corporation employees, NGOs, and government officers to ensure alignment with the defined sample size of 300 respondents. This approach enabled the researcher to collect comprehensive and diverse data reflecting both individual and institutional perspectives. Together, these tools enabled the researcher to collect a rich set of data that captured both the individual and collective experiences of the Lokichar community, providing a holistic view of the impact of corporate social responsibility on the socio-economic development of the region. Prior to data collection, ethical approval was sought and obtained from the National Commission for Science, Technology and Innovation (NACOSTI). Additionally, research permits were secured from the Turkana County Government and relevant local authorities, and informed consent was obtained from all 300 participants to ensure voluntary participation, confidentiality, and anonymity throughout the study.

### Data Analysis

Quantitative data from the questionnaires were coded, cleaned, and analyzed using descriptive statistics (frequencies and percentages), which are presented in tables throughout the findings. Qualitative data from the in-depth interviews, focus group discussions, and open-ended questionnaire items were analyzed using thematic analysis, following the six-phase approach outlined by Braun and Clarke (2006): familiarization with the transcripts, generation of initial codes, searching for themes, reviewing themes against the coded extracts, defining and naming themes, and producing the final narrative. Coding was conducted manually and organized around the three Triple Bottom Line dimensions (social, environmental, economic) and the stakeholder categories identified in the sampling frame, consistent with the theoretical framework outlined earlier. Illustrative quotations presented in the findings were selected to represent recurring themes across multiple respondents within a given stakeholder category, rather than isolated or atypical views. To strengthen the credibility of the qualitative findings, the study triangulated interview and focus group data with questionnaire responses and secondary document analysis, allowing convergent themes to be cross-checked across data sources and methods.

## 6. Findings

### Response Rate

The study targeted a total of 300 respondents across various groups, including households, students, Tullow Oil Corporation employees, NGOs, and government officers. Of these, 243 individuals participated, resulting in an overall response rate of 81%. The breakdown of respondents is outlined in Table 1 below.

**Table 1:** *General Response Rate (n=300)*

| Category | Target Population | Initial Projection | Final No. Interviewed/ Questionnaires Returned | Response Rate |
|---|---|---|---|---|
| Households: Women and Men | 10 households | 75 | 61 | 81% |
| Students (both primary and secondary) | 1500 | 25 | 20 | 80% |
| Tullow Oil Corporation | 1400 | 20 | 16 | 80% |
| NGOs | 20 | 5 | 4 | 80% |
| Government Officers | 500 | 15 | 12 | 80% |
| **Total Respondents** | **300** | **140** | **243** | **81%** |

Each category achieved a relatively high response rate, with households, students, employees from Tullow Oil Corporation, NGOs, and government officers all exceeding a 75% response rate. The highest number of returned questionnaires was from the "Households: Women and Men" category, with 61 completed surveys out of the initial projection of 75, representing 81% of the target. It is important to note that in many rural Lokichar, Turkana County, multi-generational and polygamous households are common, with 6–10 adults living together. The study surveyed every adult (18 years and above) within each sampled household, rather than one representative per household hence obtaining 61 responses from 10 households. The lowest number of returns came from the NGO category, where 4 respondents participated, representing an 80% response rate.

These high response rates demonstrate strong participation from various stakeholder groups. The households and Tullow Oil Corporation employees, in particular, showed significant interest, indicating that these groups were more engaged in the study, likely due to their direct involvement with or proximity to Tullow's Corporate Social Responsibility (CSR) activities. The participation of government officers and NGOs, though lower in raw numbers, also suggests an understanding of the importance of CSR initiatives in their official and advocacy roles. Thus, the response rate of 81% surpasses the commonly accepted minimum threshold for response rates in social science research, which often ranges from 60-70% for surveys involving complex subjects (Groves & Couper, 2013). A high response rate like this helps ensure that the findings are both reliable and representative of the larger population.

Further, the high response rate across all categories confirms the suitability of the chosen methodology for engaging diverse participants, including households, students, corporate employees, NGOs, and government officers.

According to Creswell (2014), a high response rate in surveys enhances the credibility and generalizability of findings. In this case, the 81% response rate strengthens the validity of the conclusions drawn from the data, indicating that the methodology was effective in achieving an inclusive and comprehensive data collection process. Additionally, the high response rate may have been aided by the face-to-face approach used in the administration of questionnaires and interviews, which is known to increase response rates in research settings.

The relevance of high engagement and participation levels in CSR-related studies is well-supported in the literature. For instance, studies on community engagement in CSR initiatives by companies like Shell and BP have shown that communities directly affected by corporate activities tend to respond robustly when they perceive CSR efforts as addressing their socio-economic needs (Freeman & Hasnaoui, 2011). Similarly, the households in Lokichar exhibited a high response rate, likely due to their firsthand experience with the effects of Tullow's CSR initiatives, such as employment opportunities and infrastructural development. This aligns with the findings of Carroll and Shabana (2010), who noted that CSR programs are most effective when there is active community involvement and when communities see tangible benefits from these initiatives. The study's methodology also facilitated this engagement, as it incorporated both qualitative and quantitative approaches, allowing for a richer and more detailed understanding of the community's perceptions and experiences.

Furthermore, the participation of other stakeholders, such as government officers and NGOs, underscores the multi-faceted nature of CSR in contributing to local development. CSR initiatives are often seen as a partnership between corporations, governments, and non-governmental organizations (Visser, 2008). The involvement of government officers in the study indicates a recognition of the importance of collaboration between the corporate sector and public institutions in delivering sustainable socio-economic benefits. The high response rate ensured that the findings from this study were confidently analyzed and interpreted with minimal bias due to non-response. Moreover, the strong engagement from multiple stakeholder groups provided a holistic understanding of the CSR landscape in Lokichar, covering various viewpoints on employment, social welfare, and development.

### Demographic Characteristics of the Respondents

The demographic data collection tool considered gender, age, religious background, marital status, and level of education. It therefore ensured that the research was able to obtain a complete understanding of community perceptions about Tullow's CSR initiatives. It would provide valuable insights to various perceptions by groups concerning such initiatives.

#### *Gender of the Respondents*

The sample included a diverse gender distribution, with 55% male and 45% female respondents, as shown in Table 2. This relatively balanced distribution ensured that both male and female viewpoints were captured, enabling a more comprehensive understanding of CSR's impact on employment and socio-economic development in the community.

**Table 2:** *Gender of Respondents*

| Gender | Number of Respondents | Percentage |
|---|---|---|
| Male | 133 | 55% |
| Female | 110 | 45% |
| **Total** | **243** | **100%** |

The diverse gender participation reflects the inclusivity of the study, ensuring that insights from both men and women are considered when analyzing the impacts of CSR programs. Male respondents often highlighted the employment opportunities brought by Tullow's presence, while women pointed to the positive effects on household income. This is consistent with Davis et al. (1997), who emphasized that inclusive CSR programs foster broader socio-economic development by engaging both genders. Moreover, this aligns with the study's mixed-method approach, where both quantitative data (as shown in Table 2) and qualitative data were used to ensure a holistic understanding.

This gender diversity reflects the need for CSR initiatives to engage both genders equally, as noted by Akpan (2006). The literature emphasizes that gender-inclusive CSR programs are essential for equitable socio-economic development, as men and women experience the impact of such initiatives differently. By ensuring both genders are well-represented in the study, the research captures a wider range of viewpoints on Tullow's CSR impact, which aligns with the goal of achieving equitable community benefits.

#### *Ages of the Respondents*

Respondents were aged between 18 and 65 years, with the majority (60%) falling between the ages of 25 and 40, as indicated in Table 3. This economically active group showed the greatest interest in the employment opportunities provided by Tullow's CSR initiatives. Younger respondents also indicated that these opportunities enabled them to support their families and contribute positively to their communities.

**Table 3:** *Age Distribution of Respondents (n=243)*

| Age Range | Number of Respondents | Percentage |
|---|---|---|
| 18-24 | 36 | 15% |
| 25-40 | 144 | 60% |
| 41-55 | 48 | 20% |

| Age Range | Number of Respondents | Percentage |
|---|---|---|
| 56-65 | 15 | 5% |
| **Total** | **243** | **100%** |

As shown in Table 3, the age distribution emphasizes that the majority of respondents were economically active adults. This demographic is typically the most affected by employment-related CSR initiatives, such as those offered by Tullow, which aligns with Visser's (2006) argument that CSR programs targeting job creation significantly reduce unemployment in rural areas. In particular, the presence of CSR-driven employment opportunities for individuals aged 25-40 suggests that Tullow's initiatives are contributing to improved local economic stability, as this age group is often the primary provider for families.

This finding highlights the strong interest of younger, economically active adults in the employment opportunities generated by Tullow's CSR initiatives. According to Porter and Kramer (2011), CSR programs that create employment opportunities play a crucial role in ensuring the sustainability of local communities. The large representation of this age group in the study underscores the importance of job creation in improving livelihoods and reducing unemployment.

### *Religious Background*

This section presents the religious background of the respondents, which is an important demographic characteristic for understanding the composition of the study population. Religious affiliation can influence community values, perceptions, and levels of participation in development initiatives, including Corporate Social Responsibility (CSR) programmes. Figure 1 illustrates the distribution of respondents according to their religious affiliation.

**Figure 1:** *Religious Background of Respondents*

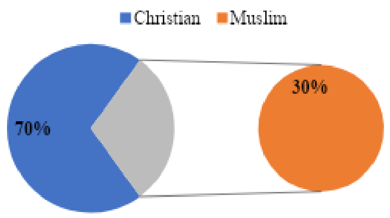


Figure 1 above illustrates the religious background of the respondents. The findings reveal that 70% of the respondents were Christians, while 30% were Muslims. This indicates that Christianity is the dominant religion among the study participants, although the Muslim community also constitutes a substantial proportion of the population. The predominance of Christian respondents suggests that Christian religious institutions and leaders are likely to play a significant role in influencing community perceptions and acceptance of Tullow Oil's Corporate Social Responsibility (CSR) initiatives. In many local communities, religious leaders are respected opinion leaders who shape public attitudes, mobilize community participation, and influence how development projects are perceived. Their support can therefore enhance the credibility, acceptance, and sustainability of CSR programmes. However, the presence of a sizeable Muslim population (30%) highlights the need for CSR interventions to remain inclusive and culturally sensitive by ensuring that the interests, beliefs, and practices of all religious groups are considered during project planning and implementation. These findings demonstrate that religious institutions serve as important platforms through which corporations can engage communities and strengthen stakeholder relationships. The findings are consistent with existing literature, which recognizes religious leaders as influential intermediaries between corporations and local communities. Their ability to interpret corporate intentions within the context of local beliefs and values enables them to foster trust, encourage participation, or raise concerns about development initiatives. This supports Visser (2006), who argues that effective CSR in developing countries must be aligned with local cultural, social, and religious contexts to achieve meaningful stakeholder engagement. In the context of Lokichar, the results suggest that Tullow Oil's CSR programmes are more likely to gain community legitimacy and long-term support when they actively involve both Christian and Muslim religious leaders in consultation, planning, and implementation processes. In summary, the findings indicate that Christians, who constituted 70% of the respondents, formed the majority religious group and are therefore likely to have the greatest influence on community perceptions and acceptance of Tullow Oil's Corporate Social Responsibility (CSR) initiatives. Muslims accounted for 30% of the respondents, representing a significant minority and underscoring the importance of implementing inclusive CSR strategies that respect religious diversity and accommodate the interests and beliefs of all community members. Overall, the findings suggest that engaging both Christian and Muslim religious institutions is essential for enhancing community acceptance, building trust, and promoting active participation in Tullow Oil's CSR programmes in Lokichar.

### *Marital Status*

A significant portion of respondents were married (65%), with the remainder being single (25%) or either divorced or widowed (10%). This demographic distribution highlights the substantial role that marital status plays in shaping respondents' views on employment and economic stability.

**Figure 2:** *Marital Status of Respondents*

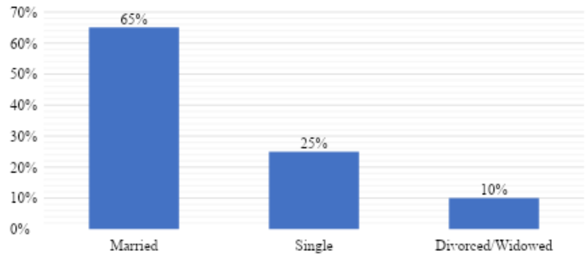


Figure 2 presents the marital status of the respondents. The findings indicate that 65% of the respondents were married, 25% were single, while 10% were divorced or widowed. Overall, these results show that the majority of the study participants were married, suggesting that most respondents have family responsibilities and well-established social ties within the community.

Given this demographic composition, the predominance of married respondents implies that they are more likely to value Corporate Social Responsibility (CSR) initiatives that improve household welfare, including education, healthcare, water supply, livelihood programmes, and infrastructure development. In particular, married individuals often make decisions that prioritize the well-being of their families and are therefore more inclined to support development projects that generate long-term socio-economic benefits. Consistent with this observation, many married respondents expressed concerns about their families' economic well-being, emphasizing the critical role that Tullow Oil's CSR initiatives played in creating employment opportunities and improving household incomes. The high proportion of married respondents therefore underscores the importance of stable income sources and sustainable livelihoods in communities affected by oil exploration. In contrast, the 25% of respondents who were single represent a substantial segment of the population, highlighting the need for CSR programmes to address the aspirations of young people and unmarried adults. For example, initiatives focusing on youth empowerment, vocational training, entrepreneurship, employment creation, and educational support can enhance their economic prospects and contribute to long-term community development.

Meanwhile, the 10% of respondents who were divorced or widowed may face unique socio-economic challenges, particularly with regard to social protection, income-generating opportunities, and access to community support services. Consequently, CSR interventions should be designed to ensure that vulnerable groups are not excluded from development benefits, thereby promoting equity and social inclusion. Taken together, these findings suggest that marital status is an important demographic characteristic influencing how community members perceive and benefit from Tullow Oil's CSR initiatives. Accordingly, adopting a differentiated approach that considers the needs of married, single, and divorced or widowed individuals is likely to enhance the inclusiveness, effectiveness, and sustainability of CSR programmes. The inclusion of respondents from different marital categories also provided a comprehensive understanding of how CSR initiatives affect various segments of the community, ensuring that diverse expectations and priorities were adequately represented.

Furthermore, married respondents, who often serve as primary breadwinners within their households, placed particular emphasis on employment opportunities, income security, and long-term economic sustainability. As a result, CSR initiatives that generated employment were viewed positively because they directly contributed to household welfare, financial stability, and family support. These findings indicate that marital status significantly shapes community expectations regarding CSR programmes, especially in relation to sustainable livelihoods and economic resilience. Moreover, the findings are consistent with stakeholder theory, which emphasizes the importance of recognizing the diverse characteristics and needs of different stakeholder groups when designing and implementing CSR initiatives. Similarly, Carroll and Shabana (2010) argue that CSR programmes have a greater impact on individuals with family responsibilities because they directly address concerns related to economic stability and job security. Likewise, Crane et al. (2008) contend that effective CSR initiatives should prioritize the economic well-being of individuals with familial obligations, while Visser (2006) maintains that CSR in developing countries should respond to local socio-economic realities to promote meaningful stakeholder engagement and sustainable development.

Therefore, the data presented in Figure 2 demonstrate that Tullow Oil's CSR activities have contributed to improving the financial stability of many married respondents by providing employment and livelihood opportunities. Beyond benefiting individual households, these initiatives have also strengthened overall community welfare by enhancing economic security for those with significant family responsibilities. In summary, the findings reveal that married respondents constituted the majority (65%), indicating that they are likely to place greater value on CSR initiatives that enhance family welfare, employment, and long-term economic stability. Single respondents accounted for 25%, emphasizing the importance of programmes that promote youth empowerment, education, skills development, and entrepreneurship, while divorced or widowed respondents represented 10%, highlighting the need for inclusive CSR interventions that address the needs of vulnerable groups. Overall, the results suggest that Tullow Oil's CSR programmes in Lokichar should be responsive to the differing needs associated with various marital statuses to strengthen community participation, stakeholder acceptance, and the long-term sustainability of CSR interventions.

### *Highest Education Level*

Educational levels varied among respondents, with 50% having completed primary education, 30% holding secondary education, and 20% having higher education qualifications. Those with higher education expressed dissatisfaction with the limited skilled job opportunities provided by Tullow, whereas respondents with lower education levels were appreciative of the available unskilled jobs.

**Table 4:** *Highest Education Level of Respondents (n=243)*

| Education Level | Number of Respondents | Percentage |
|---|---|---|
| Primary School | 121 | 50% |
| Secondary School | 73 | 30% |
| Higher Education | 49 | 20% |
| **Total** | **243** | **100%** |

This distribution highlights the diversity in educational backgrounds among the respondents and provides insights into their perceptions of Tullow's CSR initiatives. Respondents with primary education constituted the majority, reflecting a significant portion of the community that benefits from unskilled job opportunities provided by Tullow's CSR programs. These respondents generally expressed appreciation for the employment opportunities, which were seen as a critical source of income.

In contrast, respondents with higher education qualifications expressed dissatisfaction with the limited availability of skilled job opportunities. This sentiment underscores a common issue in CSR programs, where the mismatch between the available job roles and the qualifications of potential employees can lead to frustration and perceived inadequacy of the CSR initiatives (Porter & Kramer, 2006). Higher-educated respondents were looking for opportunities that match their skills and qualifications, which suggests a need for CSR programs to diversify and expand to include more skilled job opportunities.

The study's inclusion of various educational backgrounds, as depicted in Table 4, reflects the research methodology's aim to capture a broad spectrum of community viewpoints. By analyzing responses from individuals with different levels of education, the study provides a detailed understanding of how Tullow's CSR activities impact people at different educational stages. Therefore, the educational distribution of respondents, as shown in Table 4, indicates that while Tullow's CSR programs are successful in providing employment for individuals with lower educational levels, there is room for improvement in creating opportunities for those with higher education. This finding supports the literature's call for more inclusive CSR programs that address the needs of a diverse workforce (Carroll, 1999).

Overall the findings indicate that respondents with primary education constituted the majority (50%), followed by those with secondary education (30%) and higher education qualifications (20%). This distribution suggests that most members of the community possessed relatively low levels of formal education and therefore relied heavily on unskilled and semi-skilled employment opportunities generated through CSR initiatives. Consequently, Tullow's employment-related CSR programs were perceived positively among respondents with lower educational attainment. However, respondents with higher education qualifications expressed expectations for more skilled and professional employment opportunities, highlighting the need for CSR initiatives to incorporate skill development and career advancement strategies that address the diverse educational backgrounds within the community.

### Impact of Tullow's Corporate Social Responsibility on Employment in Lokichar

Tullow's CSR initiatives had a noticeable impact on local employment, creating both direct and indirect job opportunities. The positive impact was evident in the increased employment rates.

**Table 5:** *Tullow's CSR on Employment (n=243)*

| Impact | Number of Respondents | Percentage |
|---|---|---|
| Positive Impact | 182 | 75% |
| Neutral Impact | 45 | 19% |
| Negative Impact | 16 | 6% |
| **Total** | **243** | **100%** |

The data revealed that a substantial majority, specifically 75%, of respondents perceived a positive impact from Tullow's CSR activities on local employment. This overwhelming figure highlights a widespread recognition within the Lokichar community of the benefits derived from Tullow's initiatives. The increase in job opportunities facilitated by these activities has been notably appreciated, leading to a tangible improvement in economic conditions for many residents.

This high percentage of positive responses indicates the effectiveness of Tullow's efforts in creating and expanding employment opportunities. The success of these initiatives is evident in the noticeable boost in local economic development and stability. This observation is supported by the literature, which underscores the importance of CSR programs focused on employment as a key driver of community development and economic growth. Porter and Kramer (2011) argue that such CSR initiatives are instrumental in fostering economic stability and advancing community well-being, further validating the observed positive impact in Lokichar. Respondents appreciated the jobs provided, which they viewed as critical for their families' livelihoods. For instance, one respondent noted:

> *"Tullow's arrival in our town has significantly changed our lives. Before their involvement, job opportunities were extremely scarce, and many families, including mine, struggled to make ends meet. The jobs created by Tullow have provided not just a source of income but also a sense of hope for the future. We now see a tangible improvement in our community's standard of living, which can be directly attributed to their CSR activities" (Respondent 045, 12/08/2024).*

This testimony underscores the vital role of Tullow's CSR initiatives in creating employment opportunities and enhancing the economic well-being of community members. The respondent's account vividly portrays how Tullow's CSR activities have not only provided essential financial benefits but also instilled a renewed sense of hope and optimism about the community's future. This feedback aligns with existing research that highlights the importance of CSR programs in improving local livelihoods and boosting social welfare, particularly in areas where economic prospects are otherwise limited (Visser, 2006). The respondent's experience reflects how Tullow's CSR efforts transcend simple job creation to foster broader community development and long-term economic stability. By addressing the immediate economic needs of individuals while simultaneously contributing to the overall growth of the community, Tullow's approach exemplifies how well-implemented CSR strategies can have far-reaching positive effects on both individual lives and regional prosperity. This comprehensive impact resonates with the literature that advocates for CSR initiatives as crucial tools for sustainable community development and economic resilience. However, it is important to address concerns regarding the sustainability of the benefits derived from Tullow's CSR initiatives. One respondent articulated a prevalent apprehension:

> *"Tullow provided jobs for many, but what happens when they leave? We need long-term solutions, not temporary relief. The community is grateful for the current opportunities, but we hope that these jobs are not just a short-term fix. We need sustainable development that continues to provide for us even when Tullow's direct involvement decreases" (Respondent 099, 22/07/2024).*

This statement highlights a significant concern often associated with CSR practices: while the immediate advantages of such programs are acknowledged, there is a pressing need for sustainable, long-term solutions to ensure that the economic benefits endure beyond the duration of corporate involvement. The worry here is that without a strategy for sustaining the progress made, the community might face challenges once Tullow's direct engagement diminishes. This concern aligns with broader discussions in the literature about the necessity for CSR programs to not only provide immediate relief but also to foster enduring community development and resilience (Visser, 2006; Porter & Kramer, 2011).

Additionally, a smaller segment of respondents (19%) reported a neutral impact from Tullow's CSR activities. These individuals may have experienced minimal benefits or found that the initiatives did not significantly influence their employment situation. For example, one respondent shared:

> *"I hear people talking about the positive impacts of Tullow's CSR work, but my personal experience hasn't been as impactful. I haven't seen much change in my employment situation. While some have benefited, the initiatives haven't really affected my day-to-day life. I hope future projects might address more varied needs" (Respondent 078, 17/08/2024).*

This neutral response underscores the varied impact of CSR initiatives within the community and suggests that while some individuals have reaped substantial benefits, others have seen limited or no improvement. This variability highlights the need for CSR programs to adopt more tailored approaches that address diverse local needs and conditions. It also emphasizes the importance of evaluating the effectiveness of CSR activities from multiple viewpoints to ensure that the benefits are equitably distributed and address the full spectrum of community needs. A minority (6%) of respondents reported experiencing a negative impact from Tullow's CSR activities. This group may have faced challenges related to the nature of the jobs created or other aspects of the CSR initiatives. For instance, one respondent expressed:

> *"While Tullow's initiatives have brought jobs to the area, the work provided is often temporary and lacks security. Many of us are left wondering if these opportunities will last. Job insecurity and the temporary nature of some roles have left a lot of us feeling uncertain about the future" (Respondent 092, 20/08/2024).*

This feedback reveals that some members of the community have struggled with issues such as job insecurity and dissatisfaction with the temporary nature of the employment offered. These concerns highlight that while the quantity of jobs created is appreciated, the quality and stability of these positions remain problematic for a portion of the workforce. The negative perceptions reported by these respondents' point to deeper issues related to the sustainability and security of the employment opportunities provided.

The literature underscores the importance of addressing not only the quantity of employment created through CSR initiatives but also its quality and longevity. Smith (2003) notes that effective CSR programs should focus on creating jobs that offer not just immediate employment but also long-term stability and satisfaction. This approach ensures that CSR efforts contribute to sustainable socio-economic development rather than merely offering short-term relief. The concerns expressed by the minority of respondents reflect a need for CSR initiatives to consider both the immediate and enduring aspects of job creation to fully realize their potential benefits.

The findings from Table 5 indicate that a significant majority of respondents (75%) perceived Tullow's CSR initiatives as having a positive impact on employment, reflecting the essential role of CSR in providing job opportunities and contributing to community development. This finding supports the argument made by Porter and Kramer (2011) that CSR initiatives are instrumental in creating employment opportunities, which in turn supports broader community development objectives. CSR programs that focus on job creation align with the notion that businesses can achieve competitive advantage while simultaneously addressing social issues, thereby contributing to economic growth and community welfare.

Porter and Kramer (2011) emphasize that CSR should not be seen merely as a philanthropic endeavor but as a strategic approach that integrates social and economic goals. By providing direct employment opportunities, Tullow's CSR initiatives demonstrate how businesses can leverage their resources and operations to generate positive social outcomes. The positive feedback from the majority of respondents underscores the effectiveness of such initiatives in meeting immediate employment needs and enhancing economic stability in Lokichar.

However, the study also highlights a recurring theme in CSR research regarding the need for sustainability and long-term solutions. As noted by Smith (2003), while the immediate benefits of CSR initiatives, such as job creation, are valuable, there is a critical need for these programs to focus on enduring impacts to ensure long-term socio-economic improvements. Smith (2003), argues that sustainable CSR practices should go beyond short-term relief and aim to create lasting value for communities. This viewpoint is reflected in the concerns expressed by some respondents about the sustainability of the jobs provided by Tullow. For instance, the apprehension about job security and the need for long-term solutions echoes the broader literature's call for CSR programs to address not only the immediate needs but also to ensure that the benefits are sustainable over time.

The feedback from respondents, including those who raised concerns about job sustainability, reflects a broader understanding within the literature about CSR's impact and highlights areas for potential improvement in Tullow's CSR programs. Although Tullow's initiatives have brought significant benefits, particularly in terms of immediate job creation and community support, the concerns voiced by respondents' point to critical areas that need attention. Some respondents expressed worry that the benefits of the CSR activities might not be sustainable in the long term. They stressed the need for CSR programs to go beyond providing temporary relief and instead focus on long-term solutions that ensure enduring benefits. This concern echoed the earlier testimony regarding job insecurity and the temporary nature of some roles (Respondent 092, 20/08/2024).

This concern reflects a broader issue in CSR practices where the immediate benefits, although valuable, may not sufficiently address long-term needs. To address these concerns, CSR programs need to focus on several key areas. First, ensuring job security is crucial. Employment opportunities should not only be immediate but also stable, providing long-term security for workers. This approach can alleviate the uncertainties associated with temporary positions and contribute to the overall well-being of individuals.

Second, there should be an emphasis on skill development. Jobs created through CSR initiatives should offer opportunities for personal and professional growth. By investing in skill development, CSR programs can enhance the employability of individuals and support their career advancement. Finally, fostering economic resilience is essential. CSR initiatives should aim to strengthen the local economy by creating stable jobs and supporting local businesses. This strategy helps reduce dependency on external support and builds a more resilient economic foundation for the community.

Thus, while Tullow's CSR initiatives have made a significant positive impact on employment, as shown in Table 5, there is a clear need to address the sustainability of these benefits. The alignment with existing literature underscores the importance of integrating long-term strategies into CSR programs to ensure that they continue to provide value beyond the immediate term. Enhancing job security, providing skill development opportunities, and fostering economic resilience are crucial steps in making CSR initiatives more sustainable and effective in delivering enduring socio-economic improvements.

## 7. Summary of Findings

The comprehensive exploration into Tullow's Corporate Social Responsibility (CSR) initiatives in Lokichar constitutes a meticulous and methodologically sound study. Employing a descriptive research design that seamlessly integrates exploratory and explanatory approaches, this research skillfully navigated both qualitative and quantitative dimensions. The resulting analysis offered a profound understanding of Tullow's impact on employment, socio-economic development, and community perceptions within Lokichar.

## 8. Conclusions

The concluding remarks of the study paint a comprehensive picture of Tullow's CSR impact in Lokichar. The discernible positive impact on employment stands out prominently, with the creation of job opportunities contributing significantly to the economic upliftment and improved livelihoods within the community. This outcome aligns with the broader goal of CSR, demonstrating Tullow's commitment to not only extract resources but also actively contribute to the socio-economic fabric of Lokichar. Read through the outcome-versus-process distinction set out in the Theoretical Framework, this pattern is consistent with a firm that performs comparatively well on TBL's substantive outcome categories while stakeholder engagement itself remains a weaker, less consistently prioritized dimension of its CSR approach; independent assessments of Tullow's community engagement practices in Turkana reach a similar conclusion (Ansu-Mensah et al., 2021; Oxfam, 2023), suggesting this is not unique to the present sample but reflects a broader pattern in how extractive-sector CSR is delivered in the region.

The acknowledgment of challenges in CSR implementation, such as limited infrastructure and cultural differences, adds a layer of realism to the conclusions. However, crucially, these challenges are reframed as opportunities for adaptive strategies and meaningful collaboration. This pragmatic viewpoint positions challenges not as roadblocks but as potential avenues for innovation and community-driven solutions. Therefore, the study affirms the positive outcomes of Tullow's CSR endeavors in Lokichar, emphasizing the varied impact on employment, socio-economic development, and community engagement. Despite challenges, the call for adaptive strategies and continuous community involvement echoes a commitment to sustainability and effectiveness. The outlined recommendations serve as actionable steps for refining and optimizing CSR practices, ensuring that they align with the dynamic needs and aspirations of Lokichar and similar contexts. Through this lens, Tullow's CSR journey becomes not just a corporate responsibility but a collaborative and ongoing partnership with the community for mutual growth and development.

## 9. Limitations of the Study

This study is subject to several limitations that should be considered when interpreting its findings. First, the research was conducted as a single case study of one corporation's CSR activities within one ward of Turkana County; the findings therefore reflect the specific context of Tullow's operations in Lokichar and may not generalize to other extractive companies, regions, or countries without further comparative research. Second, the cross-sectional design captures perceptions at a single point in time and cannot establish how community perceptions of CSR impact have changed over the course of Tullow's engagement in the area or how they may evolve as operations continue or scale down. Third, the data are based on self-reported perceptions of impact rather than independently verified socio-economic indicators (for example, household income or employment records), which may be subject to social desirability or recall bias. Fourth, the sampling approach for the household category, in which every adult member of sampled multi-generational households was surveyed rather than one respondent per household, means that household-level responses are not fully independent observations; while this was appropriate for capturing the range of individual perceptions within large households, it should be taken into account when comparing response counts across stakeholder categories. Future research adopting a longitudinal design, a comparative multi-company approach, or a mix of self-reported and independently verified indicators would help address these limitations and build on the findings presented here.

## 10. Recommendations

Drawing from the study findings, the following recommendations are put forth:

**Community Engagement Enhancement:**Tullow should intensify efforts to involve the local community in the CSR planning process. Ensuring their active participation will enhance the relevance and effectiveness of initiatives.

**Adaptive CSR Strategies:**The company should develop adaptive CSR strategies that respond to the identified challenges. Flexibility and responsiveness to local dynamics will be crucial for sustained positive impact.

**Skill Development Focus:**Prioritize skill development programs to empower the local workforce. Building skills aligning with market needs will enable sustainable economic participation.

**Monitoring and Evaluation System:**Establish a robust monitoring and evaluation system to continually assess the impact of CSR initiatives. This will facilitate data-driven decision-making and foster continuous improvement.

## 11. Areas for Further Studies

While this study provides valuable contributions, several avenues for further research are recommended:

**Long-Term Impact Assessment:**Conduct longitudinal studies to evaluate the enduring impact of Tullow's CSR initiatives on employment and socio-economic development in Lokichar.

**Comparative CSR Practices:**Explore and compare CSR practices across diverse industries to identify best practices and potential areas for improvement.

**Cultural Sensitivity Investigation:**Investigate the role of cultural sensitivity in CSR implementation, analyzing its impact on community perceptions and overall outcomes.

**Policy Implications Exploration:**Investigate the policy implications of CSR in the region, examining how government policies can complement and augment corporate initiatives.

## References


Akpan, W. (2006). Between western inclinations and African realities: Reflections on corporate social responsibility in Nigeria's oil sector. Africa Development, 31(2), 91–113. https://doi.org/10.4314/ad.v31i2.57236

Ansu-Mensah, P., Marfo, E. O., Awuah, L. S., & Amoako, K. O. (2021). Corporate social responsibility and stakeholder engagement in Ghana's mining sector: A case study of Newmont Ahafo mines. International Journal of Corporate Social Responsibility, 6(1), 1–22.

Arya, B., & Bassi, B. (2011). Corporate social responsibility and broad-based black economic empowerment legislation in South Africa: Codes of good practice. Business & Society, 50(4), 674–695. https://doi.org/10.1177/0007650309340082

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77–101.

Camilleri, M. A. (2017). Corporate social responsibility policy in the United States of America. In S. O. Idowu, S. Vertigans, & A. Schiopoiu Burlea (Eds.), Corporate social responsibility in times of crisis (pp. 129–143). Springer.

Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. Business & Society, 38(3), 268–295. https://doi.org/10.1177/000765039903800303

Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. International Journal of Management Reviews, 12(1), 85–105. https://doi.org/10.1111/j.1468-2370.2009.00275.x

Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. S. (Eds.). (2008). The Oxford handbook of corporate social responsibility. Oxford University Press.

Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). SAGE Publications.

Creswell, J. W., & Plano Clark, V. L. (2023). Revisiting mixed methods research designs twenty years later. In Handbook of mixed methods research designs (Vol. 1, No. 1, pp. 21–36). Sage.

Davis, J. H., Schoorman, F. D., & Donaldson, L. (1997). Toward a stewardship theory of management. Academy of Management Review, 22(1), 20–47.

Elkington, J. (1994). Towards the sustainable corporation: Win-win-win business strategies for sustainable development. California Management Review, 36(2), 90–100.

Freeman, I., & Hasnaoui, A. (2011). The meaning of corporate social responsibility: The vision of four nations.

Journal of Business Ethics, 100(3), 419–443. https://doi.org/10.1007/s10551-010-0688-6

Freeman, R. E. (1984). Strategic management: A stakeholder approach. Pitman.

Groves, R. M., & Couper, M. P. (2013). Nonresponse in household interview surveys. Wiley.

KNBS (Kenya National Bureau of Statistics). (2019). The 2019 Population and Housing Census, Vol III: Population Distribution by Age and Sex. Nairobi: KNBS.

Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. Academy of Management Review, 22(4), 853–886.

Mugenda, O. M., & Mugenda, A. G. (1999). Research methods: Quantitative and qualitative approaches. Acts Press.

Norman, W., & MacDonald, C. (2004). Getting to the bottom of the “triple bottom line.” Business Ethics Quarterly, 14(2), 243–262.

Oxfam. (2023). Testing community consent: Tullow Oil project in Kenya. Oxfam GB.

Porter, M. E., & Kramer, M. R. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. Harvard Business Review, 84(12), 78–92.

Porter, M. E., & Kramer, M. R. (2011). Creating shared value. Harvard Business Review, 89(1/2), 62–77.

Rionda, Z. L. (2012). What is corporate social responsibility? 8 questions and answers. CATALYST Consortium, 1–15.

Smith, N. C. (2003). Corporate social responsibility: Whether or how? California Management Review, 45(4), 52–76.

Visser, W. (2006). Revisiting Carroll's CSR pyramid: An African perspective. In E. R. Pedersen & M. Huniche (Eds.), Corporate citizenship in developing countries (pp. 29–56). Copenhagen Business School Press.

Visser, W. (2008). Corporate social responsibility in developing countries. In A. Crane, A. McWilliams, D. Matten, J. Moon, & D. S. Siegel (Eds.), The Oxford handbook of corporate social responsibility (pp. 473–499). Oxford University Press.

 