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THE RELATIONSHIP BETWEEN PARTICIPATORY PLANNING FOR MONITORING AND EVALUATION ACTIVITIES AND ENVIRONMENTAL SUSTAINABILITY IN THE OIL AND GAS INDUSTRY

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Abstract

The rapid exploitation of petroleum oil and natural gas poses a significant environmental and ecological danger to the immediate environment owing to oil spills, effluent discharge and gas flaring. Furthermore, petroleum upstream activities present legal, political, economic, financial, technical and environmental problems. Participatory monitoring and evaluation has often been sidelined and in Africa where the oil drilling activities are booming, decisions are often made without any exhaustible effort to include inputs or views of those whose livelihoods stand to be negatively impacted by the oil and gas activities. This study thus sought to establish the relationship between participatory planning monitoring and evaluation activities and environmental sustainability in the case oil and gas. From the analysis, a positive relationship was established between participatory planning of monitoring and evaluation activities and environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya (correlation coefficient 0.779). When other factors are held constant, a unit increase in participatory planning of monitoring and evaluation activities would lead to a 0.762 (p=.000) increase in environmental sustainability The study thus concluded that participatory planning of monitoring and evaluation activities were significant factors in ensuring environmental sustainability in the oil and gas.

Keywords: *Participatory Planning, Monitoring and Evaluation Activities, Environmental Sustainability*

INTRODUCTION

A key aspect to the project cycle, in the short, mid and long term is monitoring and evaluation. The reason why M&E is important is that the parties to the progress are able to measure and define if the objectives set are being met as the project goes by. In the short term, it is important that the projects are monitored for efficient use and allocation of resources, and corrective measures are taken if need be. We need to have a checklist of what need to be done by when and using which resources. It is against this checklist that budget, scope and time are managed. In the mid-term, the projects need to be evaluated for effectiveness, which is whether the intended goals or the desired change is being achieved (Bukhari, 2013). Whereas efficiency and

effectiveness of a project are two important aspects, the ability of the project to further meet the future needs should never be compromised; hence all projects should be assessed for the long term objective, which is sustainability.

Sustainability is about the improvement of the quality of life in a community be if from an economic, social and environmental perspective in both present and future. It is the ability of a project to meet the current needs/goals without compromising the future needs. Sustainability is a key success factor in determining whether the impact of a project to the wider society is met. Hence it's very important that project managers should always have sight on the sustainability as precursor to the project impact. According to Shapiro (1999) conventional monitoring is a continuous process of collecting and analyzing information to compare how well a project; programme or policy is being implemented against expected results, while evaluation is a systematic and objective assessment of an ongoing or completed project against the desired results. Monitoring and Evaluation are closely related concepts that are distinct but complementary. Shapiro (1999) explains that monitoring facilitates decision making on whether a project is being implemented in line with the design i.e. its activity schedules and budget; while Evaluation is the periodic and systematic collection of data to assess 2 the design, implementation and impact in terms of effectiveness, efficiency, distribution and sustainability of outcomes and impacts, McCoy et al (2005). Mokoena (2011) in his study established that in South Africa, for example, the South African Schools Act (Act 84 of 1996), which became operative at the beginning of 1997 and mandated that all public schools in South Africa must have democratically elected School Governing Bodies (SGBs) comprised of principals, educators, non-teaching staff, parents and learners, the latter applicable only in secondary schools. As a result, the nature and extent of school decision-making have changed. Decision-making at schools is now characterized by greater participation of all stakeholders. Parents, teachers, learners and non-teaching staff and learners who are elected to serve on the school governing bodies become school governors.

Participatory planning monitoring and evaluation activities is a nonconventional process through which different stakeholders engage in M&E planning, and thereafter, share control over the content and engage in taking or identifying corrective actions. It is a process of self-assessment, knowledge generation, and cause correction whereby stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data, and take action because of what they learn through this process (Jackson and Kassam, 1998). Participatory planning monitoring and evaluation activities focus beyond measuring the effectiveness of a project, but also towards consultation in objectives setting, capacity building ownership, empowering and building accountability while taking corrective actions to improve performance and outcomes. Merits of participatory planning M&E activities versus the conventional M&E methods includes, the project beneficiaries get closer to understanding what is happening in the projects through alignment of the successes and failures. Second, key stakeholder feel empowered through participating in the evaluation processes and sharing results. Thirdly learning is more effective and efficient when feedback is listened to and when changes are put in place (Burnette & Dehose, 2008). This also encourage innovation and responsibility through creation of a room where different stakeholders share views. Forth, capacity is build which can be relied in case of subsequent project. There is also a substantial benefit for team building and creating commitment through collaborative inquiry as hence a deep sense of meaningfulness to the work is cultured.

Statement of the Problem

Development projects are aimed at changing social structures, popular attitudes as well as acceleration of economic growth, reduction of inequality and the eradication of poverty (Auya and Oino, 2013). According to studies done elsewhere including Kimilili, South Mugirango, Kacheliba, and Machakos Town Constituencies just to name a few, there are cases of community development projects that are left incomplete while others are completely abandoned since they cannot meet long term needs of the society. There are many cases where the society disowns the projects since they were never consulted or feel their needs and interests are not been addressed by the community development projects that are undertaken. The problem that was been addressed the ability of the projects to meet both current and future needs of the society. Projects in oil and gas lack a broad, clear, and well-defined concept of sustainability hence they fail to deliver continued improvements in quality of life or standard of living of project beneficiaries beyond the project completion or sponsors' withdrawal. As a result, there is a lot of waste of public funds which otherwise would have been used to improve welfare of the members of the community. Demonstrated success to use of participatory planning monitoring and evaluation gives more confidence on PPM&E as a reliable approach to project success and environmental sustainability.

LITERATURE REVIEW

Participatory planning is critical in promoting development at the basic community level. Barasa and Jelagat (2013) felt that community participation is an essential tool for sustainable development for any country's development. Participatory planning is known to promote empowerment, equity, accountability and ensures democratic behavior and development. Participation more so in project planning ensures better management actions and high rates of project completion as well as ownership (Barasa & Jelagat, 2013). Participatory planning can be initiated by any of the parties and the forms it will take and the timetables are likely to be negotiated and agreed amongst participants. It is culturally aware and sensitive to differences in power, and seeks to ensure that these do not pre-determine outcomes. The different parties need to exchange information to explore areas of common ground and compromise and to find ways of reducing the extent and intensity of disagreements. Participatory planning thus ensures that no party should lose out entirely.

Clear objectives in planning a public participation process are essential, and ideally, they are delineated by consultation with a representative group of stakeholders. A community assessment process, involving community interviews (Marxen, 2011), would provide a good basis for a plan. It is equally essential that all those involved, both active and nonactive participants understand the objectives, as well as the limitations on what can be achieved. The connection between process and outcome must be clear to all. Ongoing process evaluation is essential to keep a clear focus on the objectives (Cuff, 2001). The two basic reasons for identifying and classifying objectives are; that objectives change over the various stages of a process, and that some participation techniques are better than others for achieving particular objectives (Canter, 1996). Involvement of all stakeholders at the planning stage is crucial as it ensures that the needs and concerns of all involved is taken to consideration. From a study by the World Bank on decision making in the planning phase, community participation in planning led to effective and efficient management processes, which later guaranteed better performance of the projects. It also indicated that due to this, many funding agencies, including The African Development Bank, The United Nations and the Asian Development Bank requires that the target community for a development initiative is actively involved, for all their funded projects.

Participatory planning in Monitoring and Evaluation (PPM&E) offers governments and development organizations a host of opportunities for improving the performance of poverty alleviation programs and building the management capacity of local partners (Sartorius, 2008). He points out that, "While there are many agencies which can evaluate poverty programs using outside 'expert' approaches, few have the know-how and skills to employ PME approaches and fewer still are able to design and implement effective PME systems".

Participatory planning monitoring and evaluation activities has developed as an alternative to institutionalized forms of planning that rely on public agencies to develop the framing of problems and solutions in monitoring and evaluation (Sartorius, 2008). It is a more time intensive process that focuses on educating participants in the vocabulary at hand, and then works with participants to develop visions or ideas for the changes they want to see. This approach is rooted in the idea that local knowledge is valuable and participatory processes have the potential to address issues like exclusion and discrimination. It is also more focused on the process than on the product, although in some cases the product is an important aspect of the project. There is room for creativity and the process is iterative. Fung (2006) writes about this process of moving from consultation to deliberation in decision-making processes, which is an important aspect of participatory planning. The deliberative process can lead to consensus, increased capacity and other benefits for participants. The shift from consultative to deliberative also signals a shift in power dynamics although the decision-making and implementation still depend on deeper shifts in power structures. Participatory planning values participants' knowledge and supports participants' decision-making capacities by including them in the deliberative process.

Participatory planning in monitoring and evaluation activities strengthen the level of engagement with participants, increase the opportunity for voices to be heard that are not normally heard and generate discussion (Donnelly, 2010). They assist the external evaluators to have more confidence in the answers to the evaluation questions. These participatory approaches contribute to making the 'measuring' meaningful for everyone involved. In addition, critically reflecting on the program as a team can enable team members to celebrate achievements, embrace challenges and learn from what has gone well and what has not gone so well. Sharing the findings with partners and others can assist everyone strengthen their practice and programs. This study seeks to establish the relationship between participatory planning monitoring and evaluation activities and environmental sustainability of the oil and gas sector.

METHODOLOGY

The study adopted a pragmatic research paradigm as the main philosophical underpinning. This paradigm assumes that knowledge arises from actions, situation and consequence rather than antecedent conditions (Creswell, 2012). This study adopted a mixed method of the study an approach to investigation that connected both quantitative and qualitative methods in the study. This mode allowed the use of both methods together such that the general strong point of research was greater than either of the two (Creswell, 2012). Since the study used a mixed methods, it was used in a sequential manner, where the researcher sought to elaborate on or expand the findings of one method with another method.

FINDINGS AND DISCUSSION

The study sought to ascertain the respondents' opinion on various statements relating to participatory planning of monitoring and evaluation activities and environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya. The findings are illustrated in Table 1.

Table 1 Participatory Planning of Monitoring and Evaluation Activities

Statements	N	Min	Max	Mean	Std. Dev
Resource specifications may need to focus on a few of the components at the outset and phase-in M&E investments	186	3.00	5.00	4.02	0.80
Environmental decision-making poses severe challenges to citizenship-based approaches to participation	186	3.00	5.00	3.91	0.83
It is also important to address the issues of human resources/capacity in M&E	186	3.00	5.00	4.01	0.76
Resource specifications aids functioning partnerships to support the collection of good quality data	186	3.00	5.00	4.02	0.82
Resource specification aids in planning, coordination, and implementation of sustainable environmental projects	186	3.00	5.00	3.91	0.83
Participation in resource allocation is critical in promoting environmental sustainability	186	3.00	5.00	3.96	0.82
Resource allocation is known to promote empowerment, equity and accountability	186	3.00	5.00	4.05	0.80
Participatory resource allocation reduces the extent and intensity of disagreements	186	3.00	5.00	3.97	0.81
Participatory resource allocation is known to promote high rates of project completion	186	3.00	5.00	3.97	0.82
Resource allocation in participatory planning aids in effective monitoring and evaluation	186	3.00	5.00	3.97	0.82
Developing a sustainable framework aids in effective participatory planning in monitoring and evaluation activities	186	3.00	5.00	4.07	0.83
Development of framework aids take corrective actions in participatory planning monitoring and evaluation	186	3.00	5.00	4.16	0.83
Development of an M&E framework promotes efficiency and accountability in projects sustainability	186	3.00	5.00	4.08	0.84
An M&E framework helps in carrying out performance appraisals	186	3.00	5.00	3.98	0.85
Participatory development of M&E framework leads to effective environmental sustenance in the oil and gas sector	186	3.00	5.00	3.94	0.85
Collaborative planning help the public and private decision makers to arrive at decisions that promote the common good of society	186	3.00	5.00	3.84	0.81
planning monitoring and evaluation activities should be collaborative	186	3.00	5.00	4.01	0.83
Collaboration in participatory planning enables parties with diverse interests to work together towards reaching an agreement on an idea	186	3.00	5.00	3.93	0.84
Collaborative planning can reduce community conflicts in oil and gas exploration	186	3.00	5.00	3.97	0.81
Collaborative planning is an effective participatory planning technique for effective environmental sustainability	186	3.00	5.00	3.97	0.84
Provision of information to participants in the oil and gas sector reduces conflicts	186	3.00	5.00	4.02	0.82
Information sharing is an effective tool in participatory planning in monitoring and evaluation	186	3.00	5.00	4.08	0.83
Collaboration through advisory groups can lead to effective environmental sustenance	186	3.00	5.00	4.01	0.88
Limiting information shared to stakeholders may affect their collaboration to projects	186	3.00	5.00	3.95	0.83
Sharing information is a crucial aspect in participatory monitoring and evaluation	186	3.00	5.00	4.01	0.82
Valid N (listwise)	186				

Source: Researcher (2021)

Based on the responses from the respondents, it was clear that most respondents agreed with statements on participation planning of monitoring and evaluation activities and environmental

sustainability. It was established from the analysis that most respondents strongly agreed (M=4.02, S.D= 0.80) on the statement; Resource specifications may need to focus on a few of the components at the outset and phase-in M&E investments. It was also established that a significant number of the respondents strongly agreed (M=3.91, S.D= 0.83) that Environmental decision-making poses severe challenges to citizenship-based approaches to participation. Also noted from the analysis of the findings was that a significant number of the respondents agreed (M=4.01, S.D=0.76) that It is also important to address the issues of human resources/capacity in M&E. Also noted from the findings was that majority concurred that resource specifications aids functioning partnerships to support the collection of good quality data. This was noted true by the mean calculated of 4.02. The standard deviation calculated of 0.82 indicated uniformity in the responses from the respondents. A significant number of the respondents agreed (M=3.91, S.D=0.83) that Resource specification aids in planning, coordination, and implementation of sustainable environmental projects.

It was also established from the analysis that most respondents strongly agreed (M=3.96, S.D= 0.82) on the statement; Participation in resource allocation is critical in promoting environmental sustainability. It was also established that a significant number of the respondents strongly agreed (M=4.05, S.D= 0.80) that resource allocation is known to promote empowerment, equity and accountability. Also noted from the analysis of the findings was that a significant number of the respondents agreed (M=3.97, S.D=0.81) that participatory resource allocation reduces the extent and intensity of disagreements. Also noted from the findings was that majority concurred that participatory resource allocation is known to promote high rates of project completion. This was noted true by the mean calculated of 3.97. The standard deviation calculated of 0.82 indicated uniformity in the responses from the respondents. A significant number of the respondents agreed (M=3.97, S.D=0.82) that Resource allocation in participatory planning aids in effective monitoring and evaluation.

It was also established from the analysis that most respondents strongly agreed (M=3.99, S.D= 0.81) on the statement; Developing a sustainable framework aids in effective participatory planning in monitoring and evaluation activities. It was also established that a significant number of the respondents strongly agreed (M=4.07, S.D= 0.83) that the development of framework aids take corrective actions in participatory planning monitoring and evaluation. Also noted from the analysis of the findings was that a significant number of the respondents agreed (M=4.08, S.D=0.84) that development of an M&E framework promotes efficiency and accountability in projects sustainability. Also noted from the findings was that majority concurred that An M&E framework helps in carrying out performance appraisals. This was noted true by the mean calculated of 3.98. The standard deviation calculated of 0.85 indicated uniformity in the responses from the respondents. A significant number of the respondents agreed (M=3.94, S.D=0.85) that Participatory development of the M&E framework leads to effective environmental sustenance in the oil and gas sector.

It was also established from the analysis that most respondents strongly agreed (M=3.84, S.D= 0.81) on the statement; Collaborative planning help the public and private decision makers to arrive at decisions that promote the common good of society. It was also established that a significant number of the respondents strongly agreed (M=3.93, S.D= 0.84) that collaboration in participatory planning enables parties with diverse interests to work together towards reaching an agreement on an idea. Also noted from the analysis of the findings was that a significant number of the respondents agreed (M=3.97, S.D=0.81) that collaborative planning can reduce community conflicts in oil and gas exploration Also noted from the findings was that majority

concurred that collaborative planning is an effective participatory planning technique for effective environmental sustainability. This was noted true by the mean calculated of 3.97. The standard deviation calculated of 0.84 indicated uniformity in the responses from the respondents. A significant number of the respondents agreed (M=4.02, S.D=0.82) that provision of information to participants in the oil and gas sector reduces conflicts. Also noted from the analysis of the findings was that a significant number of the respondents agreed (M=4.08, S.D=0.83) that information sharing is an effective tool in participatory planning in monitoring and evaluation Also noted from the findings was that majority concurred that Collaboration through advisory groups can lead to effective environmental sustenance. This was noted true by the mean calculated of 4.01. The standard deviation calculated of 0.88 indicated uniformity in the responses from the respondents. A significant number of the respondents agreed (M=4.01, S.D=0.82) that Sharing information is a crucial aspect in participatory monitoring and evaluation. From the findings, it was clear that Participatory Action Research have a significant influence on environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya.

From the interviews, the study also confirmed that participatory planning monitoring and evaluation activities was also essential to enhancing environmental sustainability in the oil and gas upstream projects in Turkana County. For instance, one of the respondents indicated

> *"There are no participatory planning measures that have been taken in the oil and gas upstream projects. Measures should therefore be taken to ensure the communities are involved in planning monitoring and evaluation activities"*

The study findings were in line with Cuff (2011) who asserted that in order to make a coherent plan it is necessary for the practitioner to establish the objectives of the process, based on the overall aims. It is then important to identify which public(s) the participatory process is trying to include. Clear objectives in planning a public participation process are essential, and ideally, they are delineated by consultation with a representative group of stakeholders. A community assessment process, involving community interviews (Marxen, 2001), would provide a good basis for a plan. The findings were also in line with Sartorius, (2008) who asserted that participatory planning in Monitoring and Evaluation (PME) activities offers governments and development organizations a host of opportunities for improving the performance of poverty alleviation programs and building the management capacity of local partners. He points out that, "While there are many agencies which can evaluate poverty programs using outside 'expert' approaches, few have the know-how and skills to employ PME approaches and fewer still are able to design and implement effective PME systems.

Bivariate Correlation Analysis

The study used bivariate correlation analysis to establish the association between participatory planning for monitoring and evaluation activities and environmental sustainability. Two-tailed Pearson correlation (R) was used to establish the same at 95% confidence level. The results are presented in Table 2.

Table 2 Bivariate Correlation Analysis

		Participatory Planning monitoring and evaluation activities	Environmental Sustainability
Participatory Planning monitoring and evaluation activities	Pearson Correlation	1	.491**
	Sig. (2-tailed)		.000
	N	186	186
Environmental Sustainability	Pearson Correlation	.491**	1
	Sig. (2-tailed)	.000	
	N	186	186

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

The table above reveals that all the predictor variable (Participatory planning monitoring and evaluation activities) shown has a positive association with environmental sustainability at a significant level of 0.01 and hence included in the analysis. The bivariate linear correlation analysis values are as presented as follows:

Participatory planning monitoring and evaluation activities X1 = 0.491**

There is a strong positive and significant relationship between Participatory planning monitoring and evaluation activities and environmental sustainability (correlation coefficient 0.491**); This implies that Participatory planning monitoring and evaluation activities has a strong positive association to environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya.

Regression Analysis

The study sought to ascertain the relationship between participatory planning monitoring and evaluation activities and environmental sustainability. The regression model was:

$Y= \beta_0 + \beta_2 X_2 + \acute{\varepsilon}$

Where;

α = Constant

Y = Environmental sustainability

X_2 = Participatory Planning Monitoring and Evaluation Activities

ε = Stochastic disturbance error term

Analysis of Variance

The study sought to determine the ANOVA used to present regression model significance. The findings are presented in Table 3.

Table 3 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.419	1	5.419	58.434	.000[b]
	Residual	17.065	184	.093		
	Total	22.484	185			

a. Dependent Variable: Environmental Sustainability

b. Predictors: (Constant), Participatory Planning Monitoring and Evaluation Activities

The study sought to investigate the multiple regression model whether it was valid or not. The F statistics was used to determine the model validity. The study found out that the model was valid

$F_{(1, 185)} = 58.434$, P=0.000. The F-significance value of less 0.001 established depicted that the regression model was significant (confidence level) ($p<0.05$).

Model Summary

The study sought to determine the model's goodness of fit statistics. The findings are presented in Table 4.

Table 4 Model's Goodness of Fit Statistics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491[a]	.241	.237	.30454

a. Predictors: (Constant), Participatory Planning Monitoring and Evaluation Activities

The coefficient of determination as measured by the R-square (R^2) (0.241) shows that all the participatory planning monitoring and evaluation activities explain 24.1% of the total variation in environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya. This implies that the stochastic disturbance error term (ε) covers 75.9%.

Regression Coefficients

The study sought to determine the regression variable coefficients. The findings are presented in Table 5 as shown.

Table 5 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.750	.406		1.848	.066
	Participatory Planning Monitoring and Evaluation Activities	.846	.111	.491	7.644	.000

a. Dependent Variable: Environmental Sustainability

Environmental sustainability = 0.750 + 0.846* Participatory Planning Monitoring and Evaluation Activities

The study established that when participatory planning monitoring and evaluation activities is held at zero, the environmental sustainability would be 0.750. The study also established that holding other factors constant, a unit increase in participatory planning monitoring and evaluation activities would lead to a 0.846 unit increase in Environmental sustainability. From the coefficients, it was established that participatory planning monitoring and evaluation activities was significant in enabling environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya.

Summary

From the analysis of the descriptive statistics, it was clear that participatory planning of monitoring and evaluation activities had a significant influence on environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya. This was noted from the response from the analysis of findings. For instance, it was noted that majority of the respondents strongly agreed that active participation of key stakeholders in project planning significantly contributes to effective utilization of grass root level inputs in the oil and gas industry. Also noted was that most respondents agreed that involvement of all stakeholders in decision making at the planning stage is crucial to effective sustainability. From the findings, majority conceded that Participatory planning in Monitoring and Evaluation (PME) offers governments and development organizations a host of opportunities for improving the performance of projects.

This was seen true by the mean calculated of greater than 3.7. The standard deviation calculated of less than 1.5 indicated uniformity in the responses from the respondents. From the correlation analysis, a positive relationship was established between participatory planning of monitoring and evaluation activities and environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya (correlation coefficient .779**). When other factors are held constant, a unit increase in participatory planning of monitoring and evaluation activities would lead to 0.762 (p=.000) increase in environmental sustainability. The coefficient of determination as measured by the R-square (R^2) (79.0%) shows that the predictor variable explain 79.0% of the total variation in environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya. The coefficient of determination as measured by the R-square (R^2) (0.241) shows that all the participatory planning monitoring and evaluation activities explain 24.1% of the total variation in environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya and this was found to be quite significant.

CONCLUSIONS

The study also concludes that participatory planning of monitoring and evaluation activities have a significant influence on the factors influencing environmental sustainability in the case oil and gas upstream project in Turkana County, Kenya. The involvement of all stakeholders in decision making at the planning stage is crucial to effective sustainability. Participatory planning in Monitoring and Evaluation (PME) offers governments and development organizations a host of opportunities for improving the performance of projects. Participatory planning of monitoring and evaluation is crucial so as to ensure that the needs and concerns of all involved is taken into consideration.

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