

**FACTORS INFLUENCING PERFORMANCE OF WILDLIFE CONSERVATION
PROJECTS: A CASE OF LION ROVER PROJECT IN MERU NATIONAL
PARK, KENYA**

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DECLARATION

This research project is my original work and has not been presented for the award of a degree in any other university.

Sign.....

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This dissertation has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This study is dedicated to my family, Husband David Kamande and my two daughters Hilda Wanjiru and Sharon Muthoni for the support they accorded me during the demanding time of my study.

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May God bless you all.

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ABBREVIATIONS AND ACRONYMS

AEA	American Evaluation Association
BNR	Bisanadi National Reserve
CBNRM	Community-Based Natural Resource Management
CI	Conservation International
CM	Community Management
CBO	Community Based Organization
ERS	Economic Recovery Strategy
GoK	Government of Kenya
HWC	Human Wildlife Conflict
KNP	Kora National Park
KWS	Kenyan Wildlife Service
M&E	Monitoring and Evaluation
MCA	Meru Conservation Area
MDP	Marsabit Development Project
MED	Monitoring and Evaluation Directorate
MNP	Meru National Park
MNR	Mwingi National Reserve
NGOs	Non-Governmental Organizations
PM&E	Participatory monitoring and evaluation
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
WB	World Bank
WWF	Worldwide Fund for Nature

ABSTRACT

Conservation and management of wildlife resources in Kenya has largely been viewed as a mandate of the national state agencies. However, foreign state agencies, private companies and non-governmental organizations have made significant contribution to conservation of threatened ecosystems and species. In many cases, though, the conservation benefits generated by such conservation projects are not sustained by the state agencies or the community based organizations. The factors that influence the performance of conservation projects established within and outside the protected wildlife areas and sustainability of the benefits derived from such projects in Kenya are not well understood. The purpose of this study was therefore to establish the factors that influence the performance of wildlife conservation projects and sustainability of their benefits in and around Meru National Park, Kenya. In order to gain in-depth information, the Lion Rover Project in Meru National Park was selected as a case study. The specific objectives of the study were to establish how the performance of Lion Rover Project was influenced by community participation, monitoring and evaluation, socio-cultural factors and the competence of the project management team. The target population comprised 144 management staff of Born Free Foundation in Meru National Park and local community leaders who were familiar with the project. A sample of 105 respondents was selected using stratified proportionate random sampling technique. Primary data were obtained using self-administered questionnaires. Data were analyzed using Statistical Package for Social Sciences (SPSS Version 23.0). Descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables. Quantitative data were analyzed using correlation and regression analysis, which examined relationship between the four independent and one dependent variable (project performance). The study found that community contributions influences ownership of project and that community involvement in decision making influences performance of projects and that possession of land increases value addition of a project. The study postulated that M&E plan development forums influence performance of projects, frequency of Monitoring enhances sustainability of the project and that supervision events influence cost efficiency. On project management team competence, the study found that knowledge on conservancy influence customer satisfaction. The study concluded that community participation had the greatest influence on the performance of Lion Rover Project ($r= 0.882$; $p = 4.94E-07$), followed by social cultural factors ($r= 0.689$; $p =1.03E-03$), then monitoring and evaluation ($r= 0.601$; $p =1.09E-03$) while project management team competence had the least influence on the performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya ($r= 0.563$; $p =2.35E-07$). The study recommends that there is need for the local community to be involved and participate when designing its activities to avoid misunderstanding when it comes to implementation. For management competence, the study recommends community education and awareness by those in management of the projects to be enhanced in the areas where people have been affected.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Projects are used as means of organizing an activity with the aim of achieving desired objectives. A project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and they output accepted and used by the clients for whom the project was intended. Projects are unique and that's why project success differs from one project to another (Müller & Turner, 2013). To increase complexity even more, within the last decades the concept of project success is approached in relationship to stakeholders' perception, being accepted that success means different things to different people (Shenhar *et al.*, 2010).

The biological world is dynamic, constantly changing, governed by processes of ecology and evolution; species go extinct, new species evolve, and ecosystems and habitats disappear even without the assistance of humans. However, it is increasingly being recognized that humans are having a profound impact on the earth, unparalleled by any other single species, leading scientist to suggest we have entered a new geological era: the anthropocene (Steffen *et al.*, 2011). Dramatic human impacts on earth go back for millennia (Balter 2013), long before the industrial revolution, often associated with the onset of the epic present pressure on most natural systems seen today (Steffen *et al.* 2011) and have resulted in massive mega fauna extinctions (Lorenzen *et al.*, 2011), and loss of natural habitats (Ellis *et al.*, 2013).

In India, according to Hundal (2012), despite having most profuse natural gifts: verdant forests, water-stocked Himalayan ranges, rich coastal fish resources, productive estuaries, grassy pastures, and bountiful river systems. Abundant rain and fertile soils added to this plentitude. Years of lack of properly managed wild conservation, have degraded forests, wounded coastline, and poisoned aquifers with devastating results. Today, India contains 172 species (2.9% of the world's total number) of animals that are considered to be globally at risk. These include 53 species of mammals, 69 species of birds, 23 species of reptiles, and 3 species of amphibians. Extinction is somehow classified as 'biological reality' because no

species has, as yet, existed for more than a few million years without evolving into something different or dying out completely. Extinction is threatening all species, but most of the time smaller animals, like bats and rodents, face this threat more than other animals.

In Namibia conservancies have many and increasing cross-scale and cross-level linkages (Young 2012; Cash *et al.* 2010), including important linkages with international tourism enterprises. Centrally and internationally conceived approaches in community-based conservation emerged in the 1980s in Southern Africa to buttress national parks as wildlife reserves, and better conserve wildlife as an economic development alternative to agriculture in semi-arid regions (Adams and Hulme 2010). These have been termed community-based natural resource management (Fabricius *et al.* 2012).

Kenya has allowed private individuals to run wildlife conservancies. 75% of Kenya's spectacular wildlife is outside National Parks on private and community land. This is so because conservancies involve entire communities in preserving wildlife and thus the communities benefit from revenue sharing (GoK, 2016). Through private conservancies, new areas for tourism have been opened up, therefore bringing revenue to struggling conservation areas and marginalized communities. The conservancies support local schools near the camps and other small community projects. The major wildlife conservancies in Kenya are found within the Masai Mara Game Reserve Ecosystem and in Laikipia on the northern frontier districts of Kenya. It is exclusive in nature and the outstanding quality of lodges and camps offer even more serene beauty. The ecosystem supports a great variety and numbers of wild animals. Wildlife densities in the Laikipia and Ewaso region rank second to the internationally renowned Masai Mara ecosystem (Kimani, 1998).

1.2 Statement of the problem.

For the last two decades, there have been rapid and intense environmental changes caused by increasing human numbers and technological advances (United Nations Environment Programme, 2012). Today more than 75% of the terrestrial surface is impacted by humans and wildlife has experienced dramatic biodiversity declines (Halpern *et al.*, 2012). A study conducted by Conservation Centre (an organization based in the UK) (2013) reveals that wildlife species are disappearing faster than ever before in Earth's history, while the average global temperature is dangerously rising.

Meru National Park is experiencing a lot of changes in its environment both in the management and ecological changes due to climate change. Currently it is facing a prolonged dry season that is leading to degradation of habitats making wildlife uncomfortable due to inadequate forage vegetation for consumption resulting to death and migration from the conservancy, making them unavailable for viewing by tourists. Although the holding capacity for the conservancy according to the Conservancy management strategic plan is 95,000 per year, this has not yet been achieved (Njeri (2016). There has been a decline in number of visitors according to conservancy annual visitor's statistics record shows 2014, 2015 and 2016 there were 56200, 41060 and 24000 visitors respectively.

There has been an increase in poaching in 2016 by 10% compared to the previous year. According to Njeri (2016), the conservancy had not undertaken any detailed investigation on whether the tourist clients are satisfied with the products and services offered. Mwangunya (2016) studied factors influencing implementation of wildlife conservation projects in World Wide Fund for Nature in Nairobi, Kenya. Abudulghafur (2013) studied influence of Kenya wildlife conservation education program on reducing human wildlife conflict. Lekalkuli (2011) studied factors influencing the emergence of community wildlife conservancies in Isiolo District, Kenya. The conservancy is not performing well and the tourist are not satisfied with the services they being offered. Therefore, the conservancy needs to have strategic agility to enhance its performance to remain competent in Kenya and in the entire region in the midst of all these changes.

1.3 Purpose of the Study

The purpose of the study was to establish the factors influencing performance of wildlife conservation projects: a case of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To establish how community participation influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.

- ii. To assess how monitoring and evaluation influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.
- iii. To evaluate how socio-cultural factors, influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.
- iv. To assess how project management competence influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.

1.5 Research Questions

The study sought answers to the following research questions:

- i. To what extent does community participation influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya?
- ii. To what extent does monitoring and evaluation influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya?
- iii. How do socio-cultural factors influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya?
- iv. To what extent does project management competence influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya?

1.6 Significance of the Study

The study finding will be relevant and might be used by the following; the findings of the study will offer valuable contributions from both a theoretical and practical standpoint. From a theoretical standpoint, the findings of this study will broaden the understanding of factors influencing performance of wildlife conservation projects. The findings might further be used by Born Free Foundation in promoting managerial competencies, therefore, improving the project performance.

The Meru National Park management may use the findings as the bases upon which to make informed decision in regard to wildlife conservation and use suggested ways to improve tourism within the park.

The study findings will also be used by the government and particularly policy makers, planners and program implementers to formulate policies and strategies on how best to undertake wildlife conservation projects in the relevant organizations. The research findings will lay some foundations for further research on factors influence performances of public

institutions in Kenya. It will also contribute to the available literature in core competencies and performance of public institutions.

This study has significance to many wildlife conservancies in Kenya that are struggling to triumph and improve performance of conservation projects. With regards to the management, the study will be of significance in a twofold manner: management in organizations is charged with the responsibility of creating policies and practices for the wildlife management which play a key role in influencing tourism industry.

To the local residents living around the national park the study may create awareness among them on the benefits of national park to them and their role in improving tourism business. The general public, the research will give an overview of the Meru National Park tourism potential hence it may create awareness on tourist attraction features in the county, hence boosting visitor in the area.

1.7 Delimitation of the study

This study was confined to investigating the factors influencing performance of wildlife conservation projects, a case of Lion Rover Project, by Born Free Foundation, Meru National Park in Kenya; in order to enhance performance of conservation projects in wildlife conservancies. The focus of the study was lion rover project in Meru National Park in Kenya. The management staff from the National Park was chosen to act as respondents to this study together with community and staff of lion rover project.

1.8 Limitation of the Study

The study anticipated encountering some limitations that might hinder access to information that the study seeks. The respondents targeted in this study could be reluctant in giving information fearing that the information being sought could be used to intimidate them or print a negative image about them. The researcher handled this by carrying an introduction letter from the University to assure them that the information they were to give was to be treated with confidentiality and would be used purely for academic purposes.

The other limitation that the study was based in Meru National Park, the study could not include more National Parks around the Country owing to the amount of time and resources available. This study may therefore suffered from generalizability of the results if the nature

of projects undertaken was significantly different from those in Meru National Park such as donor funded and implemented projects.

In addition, the findings of this study would be limited to the extent to which the respondents were willing to provide accurate, objective and reliable information. The researcher checked for consistency and test the reliability of the data collected.

1.9 Assumption of the study

The study assumed that there would be no serious changes in the composition of the target population that might affect the effectiveness of the study sample. This study also assumed that the respondents would be honest, cooperative and objective in the response to the research instruments and would be available to respond to the research instruments in time. Finally, the study assumed that the authorities in the firms would grant the required permission to collect data from employees.

1.10 Definition of Significant Terms Used in the Study

Community participation; can be loosely defined as the involvement of people in a community in projects to solve their own problems. People cannot be forced to 'participate' in projects which affect their lives but should be given the opportunity where possible.

Management competency; management skills that are effective in achieving goals by performing four major functions; planning, which is involved in selecting missions and objectives, actions to achieve them, decision making and choosing future causes of actions from among alternatives (Gareth, 2012).

Monitoring and evaluation; is a process of self-assessment, knowledge generation, and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data, and take action as a result of what they learn through this process (Rossman, 2012).

Project management; is the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria.

Project Performance; This is the extent to which the project achieves its intended objectives (Covin & Wales, 2012). For the purpose of this study it is measured by the following parameters: cost efficiency, customer satisfaction, value addition, achieving the project objectives and project quality.

Recognition; refers to a managerial acknowledgement of the employee achievement that could result in improved status

Sociocultural factors; are the larger scale forces within cultures and societies that affect the thoughts, feelings and behaviors.

Stakeholders; are those who may be affected by or have an effect on an effort. They may also include people who have a strong interest in the effort for project, academic, philosophical, or political reasons, even though they and their families, friends, and associates are not directly affected by it.

1.11 Organization of the Study

This study is organized into five chapters. Chapter one contains the introduction to the study. It presents background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the Study, delimitations of the study, limitations of the Study and the definition of significant terms. On the other hand, chapter two reviews the literature based on the objectives of the study. It further looked at the conceptual framework and finally the summary. Chapter three covers the research methodology of the study. The chapter describes the research design, target population, sampling procedure, tools and techniques of data collection, pre-testing, data analysis, ethical considerations and finally the operational definition of variables. Chapter four presents analysis and findings of the study as set out in the research methodology. The study closed with chapter five which presents the discussion, conclusion, and recommendations for action and further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides an extensive literature and research related to factors influencing performance of wildlife conservation projects. This literature review summarizes a diverse spectrum of views about projects performance determinants. The chapter is thus structured into empirical review, theoretical and conceptual and. The study also presents the knowledge gap the chapter seeks to fulfill.

2.2 Community Participation and Performance of Wildlife Conservation Projects

For a long time, community participation and ownership have been considered by most developing countries as important tools to enhance public engagement and ownership over wildlife conservation projects so as to attain sustainability. Participation plays a major role in people's management of their own affairs. Ownership and control of resources have a profound impact on participation in development projects. According to Mathbor (2014), emphasis is made on the following areas as crucial in a participatory service and resource management programs: Community Organization (CO), Community Management (CM), greater economic and social equality, better access to services for all, greater participation in decision making, and deeper participation in the organizing process resulting from the empowerment of people. All these are aimed at achieving sustainability in the development projects.

Community need to be involved in the decision-making and wildlife conservation projects management process if they are to remain supportive of the idea or technology being introduced in terms of project undertaking for ownership. In other words, for the purpose of achieving success as a project manager must create an environment of involvement in the running of the project (Ndagi, 2013). Kansas University (2013) defined Stakeholders as those who may be affected by or have an effect on an effort. They may also include people who have a strong interest in the effort for project, academic, philosophical, or political reasons, even though they and their families, friends, and associates are not directly affected by it.

There are three main types of stakeholders: Primary stakeholders - the people or groups that stand to be directly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization. Secondary stakeholders - are people or groups that are indirectly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization. And, Key stakeholders, who might belong to either or neither of the first two groups, are those who can have a positive or negative effect on an effort, or who are important within an organization, agency, or institution engaged in an effort. The director of an organization might be an obvious key stakeholder, but so might the line staff – those who work directly with participants – who carry out the work of the effort. If they don't believe in what they are doing or don't do it well, it might as well not have begun.

Other examples of key stakeholders might be funders, elected or appointed government officials, heads of businesses, or clergy and other community figures who wield a significant amount of influence in the community. Community generally is said to have an interest in a wildlife conservation projects or organization undertaking based on whether they can affect or be affected by it. The more they stand to benefit or lose by it, the stronger their interest is likely to be. The more heavily involved they are in the project or undertaking, the stronger their interest as well.

The need for community participation has been found to be increasingly important in the successful performance of a project. Indeed, Weisman (2011) found that the degree to which stakeholders are personally involved in the implementation process will cause great variation in their support for that project. According to World Bank (2012), stakeholder involvement is the number one reason for successful projects followed by executive management support and a clear statement of requirements. Further, Jobber (2009) viewed stakeholder consultation as the first stage in a program to implement change. As this factor was derived for the model, stakeholder consultation expresses the necessity of taking into account the needs of stakeholder or users of the project.

Once the project manager is aware of the major community, he is better able to accurately determine if their needs are being met. Urban (1993) established that the most important factor in the success of new product development is to understand the voice of the customer.

It was found that stakeholder consultation is more influential in service-oriented projects such as information technology (Ndagi, 2013) and marketing based projects. In addition, to stakeholder consultation at an earlier stage in the project implementation process; it remains of ultimate importance to determine whether the stakeholders for whom the project has been initiated will accept it. Stakeholder acceptance refers to the final stage in the implementation process, at which point the ultimate efficacy of the project is determined. Too often project managers make the mistake of believing that if they handle the other stages of the implementation process well, the stakeholder will accept the resulting project. Stakeholder acceptance is a stage in project implementation that must be managed like any other.

As an implementation strategy, Rossman (2012) discusses the importance of user involvement in the early stages of system development as a way of improving the likelihood of later acceptance. Bean and Radnor (1979) examine the use of intermediaries to act as a liaison between the designer, or implementation team, and the project's potential users as a method to aid in stakeholder acceptance. Naidoo (2010) found out that user involvement refers to a psychological state of the individual and is defined as the importance and personal relevance of a system to a user. It is also defined it as the user's participation in the implementation process. There are two areas for user involvement when the company decides to implement a system: (1) user involvement in the stage of definition of the company's system needs, and (2) user participation in the implementation of systems. The function of the system rely on the user to use the system after going live, and recognizes the user as a significant factor in the implementation. In the implementation process, many projects fail due to lack of proper user training.

The main reason for education and training programs for project implementation and performance is to make the community comfortable with the system and increase their expertise and knowledge level. Project related concepts, features of the project, and hands-on-training are all important dimensions of training program for implementation. Training should not only be on how to use the new system, but also on new processes and should give a clear understanding on its integration into the existing system.

Advocates have promoted broad community participation, in mobilization and public awareness about the importance of early childhood. For the most part, however, activity to promote healthy child development and provide support to families with young children has not been linked with efforts to promote family economic security in low-income communities. At the same time, initiatives to promote community building and address economic issues in low-income communities have typically not explicitly addressed the developmental and family support needs of young children and families. Knitzer and Adely (2012) argue that over the past decade, considerable public and private attention has been focused on strengthening strategies for early childhood development and family support. States are steadily increasing support for child development, child care, and family support programs targeting young children and families, and initiatives focused on cities are growing.

Therefore, to ensure positive development among involvement in all the community activities is encouraged while stability, love and attention at the centers help the child enter formal education in local schools with dignity. Interaction with peers both from within and outside the projects is also encouraged Enshassi, Mohamed and Abushaban (2009). This relationship brings the project (and its children) into the community and the community into the project. The children's centers will consider any child in need regardless of their health status, parental mortality or any other criteria that excludes some children from other organizations.

Parental occupation plays a remarkable role in wildlife conservation projects wellbeing. According to Ndiritu (2009) socio-economic background influence participation and children from poor families are more involved in labour as prescribed by the community they live in. This is a situation which cannot inspire children to participate fully in school. In some homes, it is an established tradition that the highest education attainment is primary school.

2.3 Monitoring and Evaluation and Performance of Wildlife Conservation Projects

Worldwide there has been a demand in the uptake of Monitoring and Evaluation as the need to improve inclusivity of beneficiaries in projects is being emphasized by donors. According to Mulwa (2008), the use of conventional Monitoring and Evaluation has been on the rise though there is a need to shift from the conventional Monitoring and Evaluation method to participatory Monitoring and Evaluation method which improves inclusivity. World Bank

(2011) asserts that PM&E creates a good environment for interaction between stakeholders and bring on board resources available, use and monitor and evaluate impact brought by the resources. In this case, all stakeholders are able to improve on mitigation factors by engaging in development matters with the government, participatory resource audit, identification of gaps and suggesting the way forward.

According to Chikati (2010), monitoring encourages continuous evaluation of projects by the community members with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan. Participatory Monitoring and Evaluation is aimed at drawing lessons that can be used in future projects. Monitoring and evaluation (PM&E) is a process of self-assessment, knowledge generation, and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data, and take action as a result of what they learn through this process (Rossman, 2012).

The purpose of evaluation is to help the stakeholders of a project to better understand whether their hard work is having the impact they desire. In addition, evaluation aims to analyze the past to understand the future of the project (Gaventa & Blauert, 2013). Monitoring and Evaluation (PME) offers development organizations a host of opportunities for improving the performance of the projects undertaken by both the Government and private businesses.

Over the past ten years, M&E has gained prominence over more conventional approaches to monitoring and evaluation in the developing countries especially in Africa. Whereas monitoring and evaluation in the past has been judgmental, PM&E seeks to involve all key stakeholders in the process of developing framework for measuring results and reflecting on the projects' achievement and proposing solutions based on local realities (Coupal, 2011). According to CARE (1994) Monitoring and Evaluation therefore is a necessary condition for ensuring the sustainability of development process in African based projects. M&E involves the assessment of change through processes that involve many people or groups each of whom is affecting or affected by the impact being assessed. However, the biggest gap at that time had been with respect to documentation of participatory monitoring and evaluation (PM&E).

Countries like Canada, United Kingdom and United States are major donors that support the developing countries. In the United States there exists an American Evaluation Association (AEA). The World Bank (2009) argues that the need for good governance, sustained and rapid development in Africa led to recognition of Monitoring and Evaluation as a profession and as a result the first African Monitoring and Evaluation association was formed in 1998. According to the World Bank, “Putting up an effective M&E system is of enormous value for it makes processes more transparent as well as providing clear regulatory frameworks...to achieving results” (World Bank, 2012). The association formed is known as, Africa Evaluation Association, AfrEA (Naidoo, 2010).

South Africa being one of the African countries that are practicing PM&E in government and local NGOs’ has borrowed best practices from developed countries like Canada, United Kingdom and United States among others. This was done by the department of Monitoring and Evaluation in full support of the government. According to Naidoo (2010), the system has improved service delivery to the people with various check points on loop holes that include impromptu visits on government ministries, service delivery points e.g. health facilities and police station; training of staff on M&E and also creation of a hotline by the president for the public to allow citizens to log their complaints and queries regarding service delivery. During the monitoring visits, the teams interview users and staff as well for their view on system performance and a score card is produced for each facility, as well as an improvement plan (World Bank, 2012). In this case, the people are fully involved in Monitoring and Evaluation process hence enabling the stakeholders to analyze, reflect, develop strategies and draw common conclusion on corrective measures to be taken in future projects (Nuguti, 2009).

Monitoring and Evaluation approach has been very effective in many wildlife conservation projects in Africa and the world at large. Bayer and Bayer (2012) in their study in West Africa and Kenya reveal the importance of M&E in enhancing sustainability and project impact to the beneficiaries. According to the authors a project run by GTZ in Marsabit, Marsabit development project (MDP), the need for PM&E was highly emphasized so as to promote self-help capacity. In many instances as reported by Bayer and Bayer (2012), lack of community

2.4 Socio-cultural Factors and Performance of Wildlife Conservation Projects

Socio-cultural practices are very strong tools of group control. Culture influence the boundaries in which we operate within but for development to take place there is need to do away with culture, to remove its barriers and limitation. Most African cultures, women are not expected to speak before men, something that has kept many women's potential untapped or even unrealized at all, women are not allowed to own or even inherit from their parent. Given the stereotypic gender roles, the heroes tend to be men as the organizational culture they have created has been unfriendly and uninviting to women. Therefore, women's needs are underrepresented and therefore not pressure for challenging existing gender biased relation and ideologies influencing performance of wildlife conservation projects.

Socio-cultural influence is reckoned with breakthrough in gender mainstreaming. The Maasai are generally known for the strong socio-cultural practices and norms that govern all aspects of their community. This culture is so ingrained in the growth and upbringing of individuals that it leaves little room for external influence and make it difficult to introduce and accomplish social change. This socio-cultural dimension has negatively affected Maasai women who have experienced high levels of marginalization for many years. Example of this can be seen in their low levels of education and forced marriages (Mutongu, 2013).

The Maasai community is very patriarchal with minimal opportunities for women is challenge these circumstances, or community decisions, for these reason , Maasai women are among the poorest & most marginalized group in Tanzanian Society and their vulnerability is increasing in this unstable economy (Maanda, 2008). It is very common to see external influence expressed in conservation projects especially in community leaders such as Chief's, Assistant Chief's or even sometime religion leaders have special interest when powers struggle crops up women tend to withdraw and even weaken their power to influence decision making(Mutongu,2013).

Religion as an integral part of society refers is the shared beliefs and practices of a society. Although religion legitimizes those norms and values that are consistent with the beliefs of a society, It also condemns this norms and values that are not due to its power and influence in society religion has often been used as a tool for social control. The aspect of using religion

for social control and societal manipulation is seen even in the political arena when some politicians use religion to assert themselves and their ideas to the masses. The aspects of religion beliefs here in one way or another acts as barriers to performance of wildlife conservation projects. For women to be able to participate fully in conservation projects, these barriers must be broken especially in our rural areas where illiterate women are easily manipulated through these beliefs.

Culture is related to development and as development increases women's standing in society relative to men becomes more equal. On the other hand, two countries could be quite similar in terms of development, but women may have come substantially further in terms of equality in one country than in the other hand. In many countries, tradition continues to emphasize women's primary roles as mothers and housewives and restrict them to those roles. A traditional strong, patriarchal value system favours sexually segregated roles and traditional cultural values militate against the advancement, progress and performance of wildlife conservation projects.

Roles societies all over the world are dominated by an ideology of a woman place. According to this ideology woman should only play the role of working mother which is generally low-paid, according to article obstacles to women participation in parliament. Individual freedom to choose the kind of work he will pursue to determine by the type of society in which one lives. Cultural pressure on Germany women to stay at home after having children is very strong; the issue of not having time to build a base or professional experience prior is having children may also contribute to Germany Women's low rate of returning to work following child birth.

Across all countries, views of gender and the life roles played by men and women are informed by deep social traditions. In most all societies, women have occupied the primary caretaker's/homemakers role while men generally look the role of provider. As women increasingly come to occupy to provide the role too, Society's perception on how the tradeoff between women's caretakers and provides roles should be weighed is changing and many women themselves struggle each day to achieve a satisfying balance.

According to Bett (2014), the cultural values, level of education, resources and family responsibilities are the factors to be investigated in regard to women participation in development projects. Most of the rural people still keep some cultural values that hinder performance of wildlife conservation projects. Most of these cultural values upheld male chauvinism thus making women to feel that they are unable to participate. Family responsibilities have a direct bearing on their participation in community projects. Having in mind that we live in patriarchal society, most married women may not be able to make decisions in regard to participation in projects without seek for an idea from the husband. This leads to lack of power to make decisions and may result in a negative effect on performance of wildlife conservation projects. Most women in rural areas have the responsibilities of giving birth, taking care of the children and more so the sick and old people that lead them to lack enough time to participate in community projects. The Kenya constitution (2010) have the issue of gender mainstreaming but still rural women lacks the capacity and information hence still isolated and marginalized.

2.5 Management Competence and Performance of Wildlife Conservation Projects

Management demands is key in management competence and it involves planning aspect which bridges the gap from where we are and where we want to be in future performance of wildlife conservation projects (Gareth, 2012). Gareth (2012) pinpoints that management skills are effective in achieving goals by performing four major functions; planning, which is involved in selecting missions and objectives, actions to achieve them, decision making and choosing future causes of actions from among alternatives.

Management competence involves correcting any negative deviation that may exist and ensure performance of wildlife conservation projects plans is accomplished. Organizing helps organizations in establishing an international structure of roles for people to fulfill, influencing them to contribute to their active groups and hence these groups motivate workers to achieve objectives (Jobber, 2009). Conceptual skills are related to ability to visualize an organization as a whole, discern interrelationship among organizational parts and understanding how the organization fits in the wider context of the industry, community and the world at large. According to Gareth, (2012) in his study on Contemporary Management postulated that management competence skills are required to give desired performance levels

in areas of operation. Technical skills reflect understanding of production knowledge in areas of question. Human skills reflect undertaking work well with others both as individuals, as members of a group and as leaders who get things done.

Leadership Styles are very important in any performance of wildlife conservation projects as they help managers to avoid neglecting basic policy making. Due to market changes, management skills are important to managers as this enables them to set goals, have information seeking skills to undertake market research on customers' needs and what the competitors are up to. Training is a planned process of modesty attitudes, knowledge skills or behaviors acquired through learning experience to achieve effective performance. The aim is to develop the ability of individuals to satisfy present and future needs of their businesses. This helps to have knowledge and skills needed to perform their jobs effectively, take new responsibilities and also be able to manage changing conditions (Jobber, 2009). Training hence helps individuals in acquiring the knowledge and skills they need to perform their jobs and do it effectively.

Commitment of the staff to the achievement of the objectives requires promotion which is another aspect that needs to be carefully dealt with. Dessler (2015) sees promotion as advancements to positions of increased responsibility. He says most working people look forward to promotions, which usually means more pay, responsibility and often job satisfaction. According to him, employee promotions can provide opportunities to reward exceptional performance and to fill open positions for tested and loyal employees.

Staff allocation of rewards schemes or programmes need to be set aside and clearly defined. Gibson (2013) suggested that the main objectives of reward programmes are; to attract qualified people to join the organization, keep employees coming to work and to motivate employees to achieve high levels of performance. Rewards are classified into two broad categories namely; extrinsic and intrinsic rewards. Extrinsic rewards are those that are external to the job such as pay and promotion. Intrinsic rewards on the other hand are those that are part of the job itself and include responsibility and challenging goals.

Gibson (2013) says that in a reward context, recognition refers to a managerial acknowledgement of the employee achievement that could result in improved status.

Recognition could include public praise, expressions of a job well done or special attention. Dessler (2015) in his study shows that recognition has a positive impact on performance. In a study of recognition done in Minnesota Department of Natural Resources, respondents said they “highly valued” day to day recognition from supervisors, peers and team members. More than two thirds of the respondents said it was important to believe that others appreciated their work. By so doing, employees will be highly motivated hence improving on their performance.

In Information sharing in communication is required so that the management can keep the employees informed of the policies and plans affecting them. The employees can react promptly with their views about the management’s proposals and actions. Armstrong (2016) states that employees want to hear about and to comment upon the matters that affect their interest. These will include changes in working methods and conditions, changes in the arrangements of overtime and shift working company plans, which may affect pay or security and changes in terms and conditions of employment hence good communication between the employees and management which greatly affects the staff and organizational performance.

2.6 Theoretical Review

This section discusses the theoretical foundation on which the study is anchored. The study will be grounded on resource dependence theory, agency theory, public participation theory stakeholder theory and theory of change.

2.6.1 Resource Dependence Theory (RDT)

This theory was developed by Pfeffer and Salancik, (2014). In employing this theory to this study, the researcher looks at how the dependence on external resources organizations influences the performance of wildlife conservation projects. Further, the author argues that the wildlife conservation projects under study are dependent on resources, these resources ultimately originate from the environment of donors, the environment to a considerable extent contains other organizations, the resources one organization needs are thus often in the hand of other organizations, resources are a basis of power, legally independent organizations can therefore be dependent on each other Jakachira (2013).

In addition, by adopting this theory, the researcher also argues that; in as much as organizations are inter-dependent, the theory of Resource Dependence needs a closer examination. Its' very weakness lies in its very assertions of dependence. According to this theory, organization depends on resources for their survival; therefore, for any organization to achieve sustainability, resources are indispensable. For community, based organizations to achieve performance, resources are important. The researcher therefore argues that these resources will not only come in the form of financial resources but for project sustainability, other resources of human for example volunteers and land should be considered.

This theory addressed research question two which sought to empty the effects of access to monitoring and evaluation of project performance in the performance of the wildlife conservation projects, the theory will explain the important role that monitoring and evaluation plays as part of the overall system that makes up wildlife conservation.

2.6.2 The agency theory

Agency theory extends the analysis of the firm to include separation of ownership and control and managerial motivation. In the field of participation in projects, management agency issues have been shown to influence managerial attitudes toward participation (Wollack, 2010). The theory explains how best to organize relationships in which one party determines the work and the other party do the work. It also explains a possible mismatch of interest between shareholders, management and debt holders due to asymmetries in earning distribution, which can result in the firm taking too much risk or not engaging in positive net value projects (Covin & Wales, 2012). Consequently, agency theory implies that defined hedging policies can have important influence on firm value (Wollack, 2010).

It becomes necessary to carefully identify the challenges that may occur over the life of the project, from conception to operation, and allocate those tasks to the participants who are best able to manage them (Zou, Zhang & Wang, 2013). This study examines the support of management in project success. Therefore, this theory is relevant in understanding the influence of project management team on performance of wildlife conservation projects.

2.6.3 Stakeholder Theory

According to Freeman (2008) the stakeholder theory looks into how an organization influences both its internal and external environment. In adopting this theory to this study, the researcher argues that performance of wildlife conservation projects, it is important understand how their operations are influenced by others and how they influence others. The leadership of these wildlife conservation projects should lay emphasis on the relationships of the firm with its stakeholders, by finding ways to balance and assimilate the different relationships and objectives that a firm can have. However, according to Freeman (2008) an organization's leadership should categorize its stakeholders as primary stakeholders and secondary stakeholders with greater priority granted to primary stakeholders.

Management competence should prioritize their influence on these stakeholders and the influence of these stakeholders of wildlife conservation projects objectives. Secondary stakeholders could include; government, media and other special interest's groups. This theory addressed research questions which sought to unpack the effects of socio- cultural factors in projects, the theory will explain the important role that it plays as part of the overall system that makes up wildlife conservation projects and how these influence their performance.

2.7 Conceptual Framework

A conceptual framework considers the theoretical and conceptual issues surrounding research work and form a coherent and consistent foundation that will underpin the development and identification of existing variables. The conceptual framework of the study shows the relationship between independent variables which are community participation, monitoring and evaluation, social cultural factors, project management competence and dependent variable which is performance of wildlife conservation projects. Furthermore, it also shows other factors, moderating and intervening variables that can play in and affect both independent and dependent variables in this study.

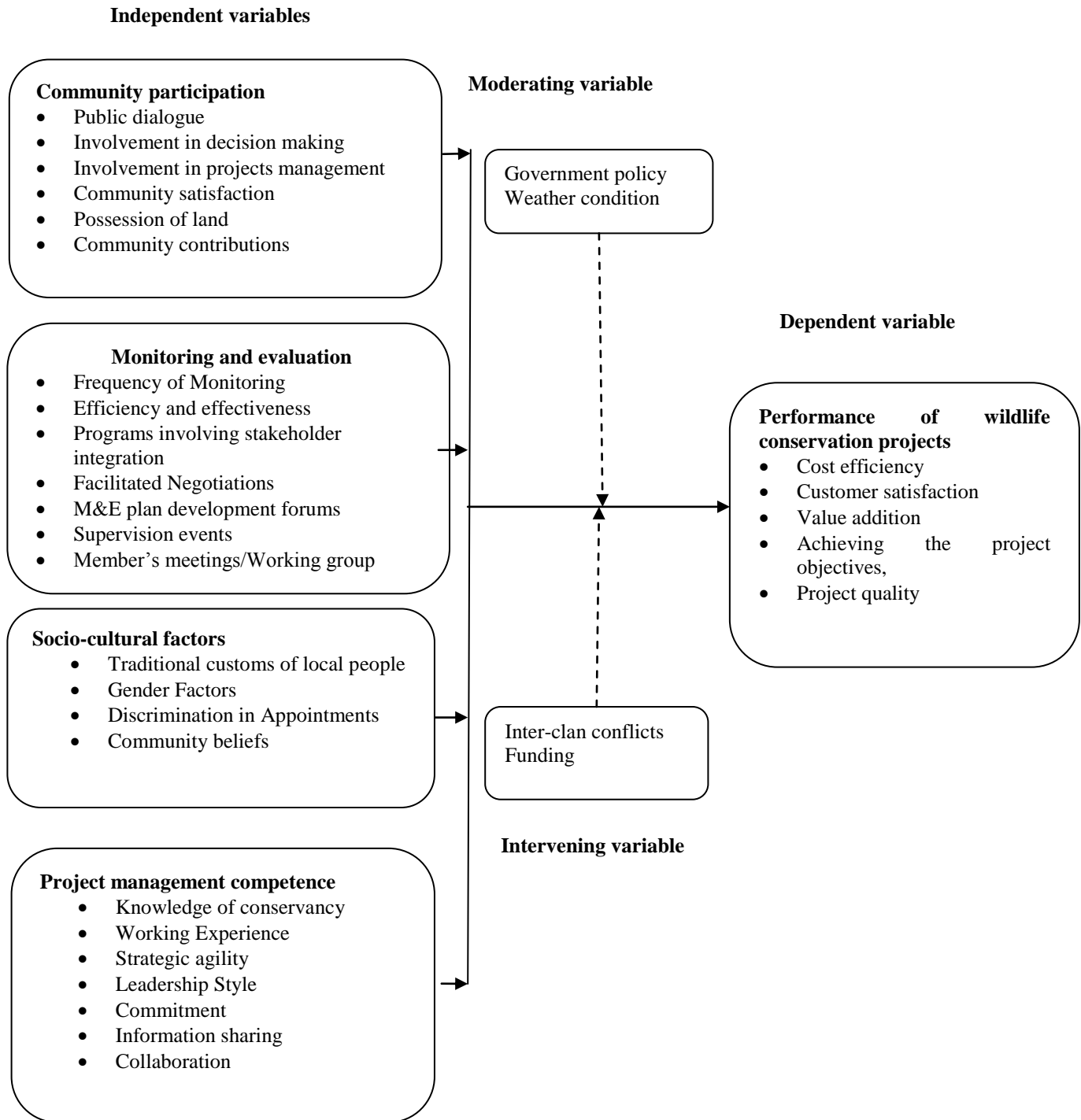


Figure 1: Conceptual Framework

2.8 The relationship between variables.

The conceptual framework of the study shows the relationship between independent variables which are community participation, monitoring and evaluation, social cultural factors, project

management competence and dependent variable which is performance of wildlife conservation projects. It describes how the various parameters such as Community contributions under community participation and Involvement in decision making influence Performance of wildlife conservation projects. Other parameters under the study includes frequency of Monitoring, traditional customs of local people and Knowledge of conservancy by Project management competence and how all these influence Performance of wildlife conservation projects

2.9 Summary and Research Gaps

The need for community participation has been found to be increasingly important in the successful performance of a project. Indeed, Weisman (2011) found that the degree to which stakeholders are personally involved in the implementation process will cause great variation in their support for that project. Worldwide there has been a demand in the uptake of Monitoring and Evaluation as the need to improve inclusivity of beneficiaries in projects is being emphasized by donors. According to Mulwa (2008), the use of Monitoring and Evaluation method has been on the rise though there is a need to shift to participatory Monitoring and Evaluation method, which improves inclusivity. Information systems play an important strategic role and support the performance of wildlife conservation projects which affect the speed and flexibility of decision-making and make it easier to adapt to environmental conditions. Information Technology (IT) has significant potential to contribute to improving access to care, lowering overall costs, and streamlining operational efficiencies (Makumi, 2013). This socio-cultural dimension has negatively affected Maasai women who have experienced high levels of marginalization for many years. Example of this can be seen in their low levels of education and forced marriages (Mutongu, 2013).

Technology as a whole is broad and always evolving. Humans have always been trying to find better ways of doing things, easier ways of achieving a result and this is expressed in every aspect of his environment, and the public institutions is no different. We have been pushing beyond the limit of the existing advancements to get to the better and the one that's serves us well (Kirera, 2016).

A number of studies, such as Tayo (2011) have established the factors influencing attitudes of individuals of local communities in the Tsavo East National Park, Kenya. Ombogo (2014) investigated the factors influencing performance contracting on delivery of conservation

projects in Lamu county, Kenya. According to Chikati (2010), monitoring encourages continuous monitoring of projects by the community members with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan. Participatory Monitoring and Evaluation is aimed at drawing lessons that can be used in future projects. Monitoring and evaluation (PM&E) is a process of self-assessment, knowledge generation, and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data, and take action as a result of what they learn through this process (Rossman, 2012). Clearly, from the reviewed literature, none of these studies focuses on factors influencing performance of wildlife conservation projects: a case of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya. Therefore, this forms the gap that this study seeks to bridge.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter explains the research methods that were used by the researcher to find answers to the research questions. The research methodology was presented in the following order, research design, target population, sampling procedure, data collection methods, instruments of data collection and the pilot study. The section also explains how data was analyzed to produce the required information necessary for the study. Finally, the chapter provides the ethical issues and operationalization of the variables.

3.2 Research Design

The study adopted a descriptive design. This design was adopted because it describes the state of affairs, as it exists at present in the study (Kothari, 2010). The researcher intends to apply this design to evaluate the factors influencing performance of wildlife conservation projects: a case of Lion Rover Project, by Born Free Foundation in Meru National Park, Kenya. This design is very useful in studying the inter-relations between the variables already mentioned in the conceptual framework Mugenda and Mugenda, (2003). It is analytical and often singles out a variable factor or individual subject and goes into details and describing them.

3.3 Target Population

A target population is classified as all the members of a given group to which the investigation is related, whereas the accessible population is looked at in terms of those elements in the target population within the reach of the researcher. Based on the recommendations of Flick (2015) in defining the unit of analysis for a study, the target population for this study was 144 persons comprising of project management staff in Born Free Foundation, Meru National Park and Community leaders as shown in table 3.1.

Table 3.1: Target population

Categories	Number	Percentage
Born Free Foundation managers	57	39.5
Meru National Park top management	24	16.7
Community Leaders	41	28.6
NEEMA officials	22	15.2
Total	144	100

3.4 Sample Size and Sampling Procedure

3.4.1 Sample Size

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling outline depicts the list of all populace units from which the specimen will be chosen (Cooper and Schindler, 2011). As indicated by Orodho (2012), sampling includes selecting a given number of subjects from a characterized population in order to represent to the whole population. Sampling is a deliberate choice of a number of people who are to provide the data from which a study will draw conclusions about some larger group whom these people represent (Mugenda&Mugenda, 2003). The sample size is a subset of the population that is taken to be representatives of the entire population. A sample population of 105 was arrived at by calculating the target population of 144 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004).

$$n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2}$$

Where; n = Size of the sample,

N = Size of the population and given as 144,

e = Acceptable error and given as 0.05,

\hat{p} = The standard deviation of the population and given as 0.5 where not known,

Z = Standard variance at a confidence level given as 1.96 at 95% confidence level.

Table 3.2: Sampling Frame

Categories	Target Population	Sample
Born Free Foundation managers	57	42
Meru National Park top management	24	18
Community Leaders	41	30
NEEMA officials	22	15
Total	144	105

Source: Author (2017)

3.4.2 Sampling Procedures

This study adopted a stratified and simple random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. In the determination of the sample size in this study, Sekaran and Bougie's (2010) criterion on selection of sample size will be considered by taking 55% of the total population in each case.

3.5 Data collection Instruments

Primary data was obtained using self-administered questionnaires while secondary data was obtained using data collection sheet. The questionnaire was made up of both open ended and closed ended questions covering issues associated to performance of wildlife conservation projects. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Saunders, Lewis and Thornhill (2012), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they were in immediate usable form.

3.6 Pilot Testing

Pilot testing was conducted using the questionnaire to 10 respondents comprising management staff in Born Free Foundation, Meru National Park and Community leaders from Meru County, who are involved in the Lion Rover Project. The purpose of the pilot testing

was to establish the validity and reliability of the research instrumentation and to enhance face validity. From the pilot results, reliability and validity was tested. Saharan and Boogie (2010) recommend that the questionnaire pre-tests were done by personal interviews in order to observe the respondent's reactions and attitudes. All aspects of the questionnaire were pre-tested including question content, wording, sequence, form and layout, question difficulty and instructions. The feedback obtained was used to revise the questionnaire before administering it to the study respondents.

3.7 Validity of Research Instruments

According to Saunders, *et. al.*, (2012), validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. The study used both face and content validity to ascertain the validity of the questionnaires. Content validity draws an inference from test scores to a large domain of items similar to those on the test. The researcher sought assistance from supervisor in the university to ascertain content validity of the data collected.

3.8 Reliability of Research Instruments

Instrument reliability is the extent to which a research instrument produces similar results on different occasions under similar conditions. It is the degree of consistency with which it measures whatever it is meant to measure. Reliability is concerned with the question of whether the results of a study are repeatable. A construct composite reliability co-efficient (Cranach's alpha (α)) of 0.6 or above is generally acceptable (Silverman, 2016). A co-efficient of 0.7 or above for all the constructs was considered adequate in this study. Reliability coefficient of the research instrument was assessed using Cranach's alpha (α) which is computed as follows:

$$\alpha = \frac{k}{k-1} \times \left[1 - \frac{\sum (S_2)}{\sum S_2 \text{sum}} \right]$$

Where:

A = Cranach's alpha

k = Number of responses

$\sum (S_2)$ = Variance of individual items summed up

$\sum S_2 \text{sum}$ = Variance of summed up scores

3.9 Data Collection Procedures

The researcher obtained an introduction letter from the university as well as a research permit from National Commission for Science, Technology and Innovation (NACOSTI), which was presented to each institutional head so as to be allowed to collect the necessary data from the respondents. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointment with respondent organizations at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents. This enabled the researcher to establish rapport, explain the purpose of the study and the meaning of items that may not be clear as observed by Saharan and Boogie (2010).

3.10 Data Analysis Techniques

Data was analysed using Statistical Package for Social Sciences (SPSS Version 22.0) which is the most recent version. Descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open-ended questions was analysed using conceptual content analysis and presented in prose.

Inferential data analysis was done using regression and correlation analysis. The regression analysis was used to establish the relations between the independent and dependent variables. Regression was used because the procedure uses two or more independent variables to predict a dependent variable. Since there are four independent variables in this study the regression model generally will assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: -

Y= Performance of Lion Rover Project

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1 = Community Participation

X_2 = Frequency of Monitoring and Evaluation

X_3 = Social Cultural Factors

X_4 = Project Management Team competence

ε =Error Term

3.11 Ethical Considerations

The researcher observed the following standards of behaviour in relation to the rights of those who become subject of the study or are affected by it: First, in dealing with the participants, they were informed of the objective of the study and the confidentiality of obtained information, through a letter to enable them give informed consent. Once consent is granted, the participants maintained their right, which entailed but is not limited to withdraw or decline to take part in some aspect of the research including rights not to answer any question or set of questions and/or not to provide any data requested; and possibly to withdraw data they have provided. Caution was observed to ensure that no participant is coerced into taking part in the study and, the researcher seeks to use minimum time and resources in acquiring the information required. Secondly, the study adopted quantitative research methods for reliability, objectivity and independence of the researcher. While conducting the study, the researcher ensured that research ethics were observed. Participation in the study was voluntary. Privacy and confidentiality was also observed. The objectives of the study were explained to the respondents with an assurance that the data provided was used for academic purpose only.

3.12 Operationalization of Variables

The operationalization of variables is shown in Table 3.3.

Table 3.3: Operationalization of variables

Objectives	Type of Variable	Indicator	Measuring of Indicators	Scale	Tools of analysis	Type of analysis
To establish how community participation influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.	Independent	Community participation	<ul style="list-style-type: none"> • Public dialogue • Involvement in decision making • Involvement in projects management • Community satisfaction • Possession of land • Community contributions 	Ordinal Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Regression analysis
To assess how monitoring and evaluation influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.	Independent	Monitoring and evaluation	<ul style="list-style-type: none"> • Frequency of Monitoring • Efficiency and effectiveness • Programs involving stakeholder integration • Facilitated Negotiations • M&E plan development forums • Supervision events • Member’s meetings/Working group 	Interval Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Regression analysis
To evaluate how socio-cultural factors, influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.	Independent	Socio-cultural factors	<ul style="list-style-type: none"> • Traditional customs of local people • Gender Stereotype Factors • Discrimination in Appointments 	Ordinal Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Regression analysis

			<ul style="list-style-type: none"> • Community beliefs • Cattle rustling 			
To assess how project management team competence influenced performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.	Independent	Project Management Team competence	<ul style="list-style-type: none"> • Knowledge • Experience • Strategic agility • Leadership Style • Commitment • Information sharing • Collaboration 	Ordinal Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Regression analysis
	Dependent	Performance of wildlife conservation projects	<ul style="list-style-type: none"> • Cost efficiency • Customer satisfaction • Number of members • Value addition 	Interval Ordinal Ordinal Interval	Mean score	Descriptive statistics Regression analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter lays forth the empirical findings and outcomes of the research's analysis on the factors influencing performance of wildlife conservation projects based a case of lion rover project, by born free foundation, Meru national park, Kenya.

4.2 Response Rate

To ensure that the entire questionnaire distributed were filled and returned, the questionnaires were administered to the respondents and questions were designed in a manner they understood without changing their meaning. The study was able to get a response from 76 respondents out of 105 questionnaires distributed; this represents a response rate of 72.38% of the total questionnaires distributed. The rest of respondents did not return the questionnaires citing forgetfulness and lack of time. However, the achieved response rate was considered credible enough to provide the basis for arriving to the conclusions of the study.

4.3 Analysis of Demographic Information

The background information of this study comprised of gender of the respondents, duration of work with wildlife conservation projects, highest level of education and their age bracket. The background information of the respondents determined their suitability to participate in the study.

4.3.1 Gender

The composition of the respondents consisted of nearly equal number of men and women as shown in table 4.2.

Table 4.1: Respondents Gender

Gender	Frequency	Percent
Male	41	53.9
Female	35	46.1
Total	76	100

Majority of the respondents included in the sample were identified to be male as shown by 53.9% while 46.1% of the respondents were females. This implies unbiased nature of the study since there was an approximate equality of the respondents sought to give information concerning the subject under study.

4.3.2 Duration of Work with Wildlife Conservation Projects

Answers to an enquiry about how long the respondents had been working with wildlife conservation projects were analyzed and the results are shown in table 4.3.

Table 4.2: Duration of Work with Wildlife Conservation Projects

	Frequency	Percent
Less than 3 years	8	10.5
3 to 9 years	22	28.9
9 to 12 years	31	40.8
Above 12 years	15	19.7
Total	76	100

Considering the respondents who filled the questionnaires, 40.8% had been working with wildlife conservation projects for 9 to 12 years, 28.9% had been working with wildlife conservation projects for 3 to 9 years and 19.7% had been working with wildlife conservation projects for above 12 years while 10.5% had been working with wildlife conservation projects for less than 3 years.

4.3.3 Respondents Highest Level of Education

A question about the respondents' highest level of education was answered and the answers were summarized in table 4.4.

Table 4.3: Respondents Highest Level of Education

	Frequency	Percent
Diploma	18	23.7
Degree	47	61.8
Masters	11	14.5
Total	76	100

According to the results, out of the respondents who filled the questionnaires only 61.8% were degree holders. On the same, diploma holders were 23.7%, while Masters degree holders were 14.5%. The respondents with secondary or primary education were not included since the researcher considered only the project management staff. This reveals that most of Born Free Foundation managers, Meru National Park top management, Community Leaders and NEEMA officials could be relied upon to give information concerning the factors influencing performance of wildlife conservation projects.

4.3.4 Age of the Respondent

The questionnaires required the respondents to classify themselves according to their age bracket. The classification is as presented in table 4.5

Table 4.4: Age of the Respondent

	Frequency	Percent
31 - 40 years	22	28.9
41 - 50 years	41	53.9
51 - 60 years	13	17.1
Total	76	100

Analysis of age classification shows that most of those who filled the questionnaires were aged between 41 to 50 years. However, 28.9% were aged between 31 and 40 years while 17.1% were aged between 51 and 60 years. This shows that Born Free Foundation managers, Meru National Park top management, Community Leaders and NEEMA officials composed of mature people who could cooperate in giving out information on the factors influencing performance of wildlife conservation projects.

4.4 Factors Influencing Performance of Wildlife Conservation Projects

In this study, the researcher assumed that the performance of the wildlife conservation projects is globally influenced by community participation, monitoring and evaluation, social cultural factors as well as project management team competence. This section therefore presents subsections for the findings of each of the factors.

4.4.1 Influence of Community Participation on performance.

The Researcher used the respondents’ opinions on the contribution of the following parameter on community participation influence on performance of wildlife conservation projects in Kenya to come with the findings in table 4.6.

Table 4.5: Mean scores of community participation parameters influence on wildlife conservation projects.

	S.D	D	N	A	S.A	Mean	Std.Dev
Public dialogue increases value of the project to stakeholders	0	58	18	0	0	2.237	0.428
Community involvement in decision making influences sustainability of projects	0	9	1	30	36	4.224	0.960
Involvement in projects management increases ownership of the project	0	0	1	75	0	3.987	0.115
Community satisfaction influences performance of projects	0	7	19	50	0	3.566	0.660
Possession of land increases value addition of a project	0	0	14	31	31	4.224	0.741
Community contributions influence ownership of project	0	0	0	31	45	4.592	0.495

On community contributions and influence on ownership of project, large numbers of respondents strongly agreed that community involvement and contributions highly influenced ownership of wildlife projects as depicted by a high positive mean score of 4.592 in Table 4.5. There was also strong positive assertion by respondents on community involvement in decision-making influences sustainability of projects as shown by a mean of 4.224 and on

possession of land increasing value addition of a project as depicted by Mean of 4.224 in Table 4.5

Respondents indicated that involvement in projects management influenced ownership of the project as was shown by a mean score of 3.987 and that community satisfaction influences performance of projects as depicted by a Mean of 3.566 while the respondents perceived that public dialogue did not increase value of the project to stakeholders as was depicted by the mean of 2.237.

4.4.2 Influence of Monitoring and Evaluation on performance

In terms of the influence of monitoring and evaluation (frequency of monitoring, efficiency and effectiveness as well as programs involving stakeholder integration) on the performance of wildlife conservation projects in Kenya, the respondents were required to gauge the parameters using likerts scale and the findings are presented in table 4.6.

Table 4.6: Mean scores of Monitoring and Evaluation parameters influence on performance of wildlife projects

	S.D	D	N	A	S.A	Mean	Std. Dev.
Frequency of Monitoring enhances sustainability of the project	0	0	0	45	31	4.408	0.495
Efficiency and effectiveness of project increases Customer satisfaction	0	0	18	45	13	3.934	0.639
Programs involving stakeholder integration enhances project ownership	0	0	30	46	0	3.605	0.492
Facilitated Negotiations enhances customer satisfaction	0	36	40	0	0	2.526	0.503
M&E plan development influence performance of projects	0	0	0	44	32	4.421	0.497
Supervision events influence cost efficiency	0	0	17	16	43	4.342	0.825
Member's meetings/Working group enhance performance of project	0	0	55	20	1	3.290	0.485

Concerning the extent to which M&E plan development influence performance of projects, there was strong agreement by the respondents as was indicated by Mean of 4.421 in Table 4.6, also on the frequency of Monitoring and sustainability of the project the findings were that there was strong agreement as shown by mean of 4.408 and that supervision events influence cost efficiency as indicated by a mean of 4.342, the respondents agreed. The respondents further agreed that efficiency and effectiveness of project increases Customer satisfaction as shown by mean of 3.934 and that programs involving stakeholder integration enhances project ownership as depicted by mean of 3.605. The respondents were negative on the assumption that member's meetings/Working group enhance performance of project as shown by a mean of 3.290 and also disagreed that facilitated negotiations enhances customer satisfaction in terms of performance of wildlife projects as depicted by mean of 2.526.

4.4.3 Influence of Social Cultural Factors on performance of wildlife projects

The study sought to find out whether social cultural factors (traditional customs of local people, gender Factors and discrimination in appointments) influence performance of wildlife conservation projects in Kenya was sought to draw the findings illustrated in table 4.8.

Table 4. 7: Influence of Social Cultural Factors on performance of wildlife projects.

	S.D	D	N	A	S.A	Mean	Std. Dev.
Traditional customs of local people highly influence ownership of the project	0	48	28	0	0	2.368	0.486
Gender Stereotype Factors influence sustainability of projects	0	4	5	31	36	4.303	0.817
Discrimination in appointments deteriorate customer satisfaction	0	0	5	50	21	4.211	0.549
Community beliefs influence value addition of a project	0	0	0	30	46	4.605	0.492
Cattle rustling greatly affects sustainability of projects	0	0	32	40	4	3.632	0.585
Traditional customs of local people has influence performance of projects	0	1	10	44	21	4.118	0.673

The study findings indicated that community beliefs influence value addition of a project as shown mean of 4.605 in Table 4.7, and also gender stereotype factors influence sustainability of projects as confirmed by a mean of 4.303. Discrimination in appointments affected negatively customer satisfactions evidenced by mean of 4.211 where there was strong agreement as per the table 4.7. The respondents strongly agreed that traditional customs of local people has influence performance of projects as shown by mean of 4.118. There was also an agreement with statements on cattle rustling greatly affecting sustainability of projects as shown by mean of 3.632. It was also perceived that traditional customs of local people did not highly influence ownership of the project as expressed by a mean score of 2.368.

4.4.4 Influence of Project Management Competence on performance

Project management competence influence on performance of wildlife conservation projects in Kenya was sought by asking the respondents to rate their level of agreement with various statements concerning the project management competence. Aspects of individual competence entered into the model were knowledge of conservancy, working experience, strategic agility and leadership Style. Their answers were used to come up with the findings in table 4.10.

Table 4.8: Influence of Project Management Competence on performance of wildlife projects.

	S.D	D	N	A	S.A	Mean	Std. Dev.
Knowledge on conservancy influence customer satisfaction	0	0	10	21	45	4.461	0.720
Experience has a great influence on sustainability of the project	0	0	2	44	30	4.368	0.538
Strategic agility influence cost efficiency of the project	0	9	1	30	36	4.224	0.961
Leadership Style affects value addition of the project	0	38	31	7	0	2.592	0.657
Commitment of the project team influence performance	0	0	26	44	6	3.737	0.597

Information sharing enhance project team competence	0	0	27	34	15	3.842	0.731
Collaboration enhance networking through the project	0	0	23	30	23	4.000	0.783

On project management competence, the respondents agreed that knowledge on conservancy influenced customer satisfaction and that experience has a great influence on sustainability of the project as shown by a mean of 4.368, that strategic agility influence cost efficiency of the project as indicated by a mean of 4.224 and that collaboration enhance networking through the project as shown by a mean of 4.000. In addition, the respondents agreed that information sharing enhanced project team competence as expressed by a mean score of 3.842 and that commitment of the project team influence performance as indicated by a mean of 3.737 while revealing that leadership Style affects value addition of the project as shown by a mean of 2.592.

4.4.5 Performance of Wildlife Conservation Projects in Kenya

Performance of wildlife conservation projects in Kenya was evaluated and the following parameters were taken into consideration as shown in table 4.10

Table 4.9: Mean Performance of Wildlife Conservation Projects in Kenya

	S.D	D	N	A	S.A	Mean	Std. Dev.
Cost efficiency has really increased	0	1	9	43	23	4.158	0.674
The project has achieved a high customer satisfaction level.	0	0	0	35	41	4.540	0.502
Number of participating community members has increased	0	0	8	23	45	4.487	0.683
Value addition has greatly deteriorated	0	41	35	0	0	2.461	0.502
High financial sustainability has been achieved	0	1	13	34	28	4.171	0.755

The respondents insinuated that the project has achieved a high customer satisfaction level as indicated by a mean of 4.540, that number of members has increased as shown mean of 4.487

and that high financial sustainability has been achieved. The respondents further postulated that cost efficiency has really increased (Mean=4.158).

4.5 Inferential Data Analysis

This section presents subsections for multiple regression analysis and correlation analysis of the study variables.

4.5.1 Results of Correlation Tests between the Selected Variables

A correlation is a number between -1 and +1 that measures the degree of association between two variables. A positive value for the correlation implies a positive association while a negative value for the correlation implies a negative or inverse association.

Table 4.10: Correlation Coefficients

		Performance of Lion Rover	Community Participation	Monitoring and Evaluation	Social Cultural Factors	Project Management
Performance of Lion Rover Project	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Community Participation	Pearson Correlation	.92	1			
	Sig. (2-tailed)	.020	.			
Monitoring and Evaluation	Pearson Correlation	.664	.422	1		
	Sig. (2-tailed)	.027	.034	.		
Social Cultural Factors	Pearson Correlation	.718	.516	.497	1	
	Sig. (2-tailed)	.025	.042	.000	.	
Project Management Team	Pearson Correlation	.529	.312	.420	.432	1

competence						
	Sig. (2-tailed, probability)	.017	.038	.000	.000	.

The analysis of correlation results between the performance of lion rover project and community participation shows a positive coefficient 0.718, with p-value of 0.020. It indicates that the result is significant at $\alpha = 5\%$ and that if the community participation increases it will have a positive impact on the performance of lion rover project. The correlation results between monitoring and evaluation and performance of lion rover project also indicates the same type of result where the correlation coefficient is 0.664 and a p-value of 0.027 which significant at $\alpha = 5\%$. The results also show that there is a positive association between social cultural factors and performance of lion rover project where the correlation coefficient is 0.92, with a p-value of 0.025. Further, the result shows that there is a positive association between project management team competence and performance of lion rover project where the correlation coefficient is 0.529, with a p-value of 0.017. Nevertheless, the positive relationship indicates that if the aforementioned practice was adopted the levels of performance of Lion Rover Project would have increased.

4.5.2 Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions

Table 4.11: Summary of the Regression Model

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	0.822	0.675	0.653	0.756

The results in table 4.13 indicate that 65.3% of the variation in the performance of Lion Rover Project could be attributed to the combined effect of the predictor variables (community participation, monitoring and evaluation, social cultural factors and experience of the project management team).

Table 4.12: Summary of One-Way ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.223	5	17.845	29.550	4.25E-16
	Residual	42.876	71	0.604		
	Total	132.099	76			

The F calculated value of 29.55 is by far greater than the F critical value of 2.5252) at 5% significance level, showing that the overall model was significant. The very low probability value of 4.25E-16 also indicates that the regression relationship predicting how community participation, monitoring and evaluation, social cultural factors and project management team competence was highly significant. Hence, variations in the performance of Lion Rover Project in Meru NP could not have occurred at random.

Table 4.13: Multiple Regression Coefficient Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.241	0.207		5.995	4.40E-07
	Community Participation	0.882	0.148	0.616	5.959	4.94E-07
	Monitoring and Evaluation	0.601	0.171	0.149	3.515	1.09E-03
	Social Cultural Factors	0.689	0.195	0.334	3.533	1.03E-03
	Project Management Team competence	0.563	0.091	0.238	6.187	2.35E-07

Feeding the predictor variables generated from this study into the general model, ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$) the SPSS-generated values above, the predictive equation translates into the following model:

$$Y = 1.241 + 0.882X_1 + 0.601X_2 + 0.689X_3 + 0.563X_4$$

Table 4.15 postulates that taking all predictor factors into account (community participation, monitoring and evaluation, social cultural factors and project management team competence) constant at zero performance of lion rover project will be 1.241. The findings presented also show that taking all other independent variables at zero, a unit increase in the community participation would lead to a 0.882 increase in the scores of performance of Lion Rover Project and a unit increase in the scores of monitoring and evaluation would lead to a 0.601 increase in the scores of performance of lion rover project. Further, the findings show that a unit increase in the scores of social cultural factors would lead to a 0.689 increase in the scores of performance of lion rover project. The study also found that a unit increase in the scores of project management team competence would lead to a 0.563 increase in the scores of performance of lion rover project. Overall, All the variables were significant ($p < 0.05$).

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study.

5.2 Summary of findings.

This is the summary of findings as per objectives of the study.

5.2.1 Community Participation

Under this, the study found that community participation influence ownership of project as shown by 4.592, that community involvement in decision making influences performance of projects as shown by a mean of 4.224 and that possession of land increases value addition of a project as depicted by Mean of 4.224. The study also found that involvement in projects management increases ownership of the project as was shown by a mean score of 3.987 and that community satisfaction influences performance of projects while public dialogue was found to decrease value of the project to stakeholders as depicted by a mean of 3.566.

5.2.2 Monitoring and Evaluation

The study postulated that M&E plan development forums influence performance of projects indicated by mean of 4.421, that frequency of Monitoring enhances sustainability of the project as indicated by a mean of 4.342 and that supervision events influence cost efficiency as indicated by a mean of 4.342. The study revealed that efficiency and effectiveness of project increases customer satisfaction as shown by mean of 3.934 and that programs involving stakeholder integration enhances project ownership as depicted by mean of 3.605. The study found that member's meetings/working group rarely enhances performance of project as shown by a mean of 3.290 and that facilitated negotiations don't enhances customer satisfaction projects as depicted by mean of 2.526.

5.2.3 Social Cultural Factors

Under this it was made clear that community beliefs influence value addition of a project as shown mean of 4.605, that gender stereotype factors influence performance of projects as confirmed by a mean of 4.303, that discrimination in appointments deteriorate customer satisfaction evidenced by mean of 4.211 and that traditional customs of local people has influence performance of projects as shown by mean of 4.118. There was also a clear indication that cattle rustling greatly affecting performance of projects as shown by mean of 3.632 and that traditional customs of local people don't highly influence ownership of the project as expressed by a mean score of 2.368.

5.2.4 Project Management Competence

On project management competence influence statements, the study found that knowledge on conservancy influence customer satisfaction as shown by a mean of 4.461, that experience has a great influence on performance of the project as shown by a mean of 4.368, that strategic agility influence cost efficiency of the project as indicated by a mean of 4.224 and that collaboration enhance networking through the project as shown by a mean of 4.000. In addition, the study postulated that information sharing enhances project team competence as illustrated by a mean of 3.842 and that commitment of the project team influence performance as indicated by mean score of 3.737 while leadership Style was found to rarely affect value addition of the project as indicated by a mean of 2.592.

5.3 Discussion of findings

5.2.1 Community Participation

Community contributions were found to influence ownership of projects. This correlates with Mathbor (2014) whose emphasis is made on the following areas as crucial in a participatory service and resource management programs: Community Organization (CO), Community Management (CM), greater economic and social equality, better access to services for all, greater involvement in decision making, and deeper involvement in the organizing process resulting from the empowerment of people. All these are aimed at achieving sustainability and good performance in the development projects.

The study also made it clear that community involvement in decision making influences performance of projects and that possession of land increases value addition of a project. This was similar to Ndagi (2013) who claimed that for the purpose of achieving success a project manager must create an environment of involvement in the running of the project.

Involvement in projects management increased the ownership of the project. This concurs with Jobber (2009) who viewed stakeholder consultation as the first stage in a program to implement change. Further it was clear that community satisfaction influences performance of projects. This conformed to Knitzer and Adely (2012) who argue that over the past decade, considerable public and private attention has been focused on strengthening strategies for early childhood development and family support. Finally public dialogue was found not to increase the value of the project to stakeholders. This was Weisman (2011) who found that the degree to which stakeholders are personally involved in the implementation process will cause great variation in their support for that project.

5.2.2 Monitoring and Evaluation

The study postulated that M&E plan development forums influence performance of projects, that frequency of monitoring enhances sustainability of the project and that supervision events influence cost efficiency. These were similar to Chikati (2010) who argue that monitoring encourages continuous evaluation of projects by the community members with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan.

The study further agreed on the statements that efficiency and effectiveness of project increases Customer satisfaction and that programs involving stakeholder integration enhances project ownership. This conforms to Naidoo (2010) who said that the system has improved service delivery to the people with various check points on loop holes that include impromptu visits on government ministries, service delivery points e.g. health facilities and police station; training of staff on M&E and also creation of a hotline by the president for the public to allow citizens to log their complaints and queries regarding service delivery.

The study found that member's meetings/working group rarely enhances performance of project and that facilitated negotiations don't enhance customer satisfaction. Bayer and

Bayer (2012) concurred with these findings by arguing that West Africa and Kenya reveal the importance of M&E in enhancing sustainability and project impact to the beneficiaries.

5.2.3 Social Cultural Factors

Under this it was made clear that community beliefs influence value addition of a project and that gender stereotype factors influence performance of projects. This was in line with Maanda (2008) who argue that the Maasai community is very patriarchal with minimal opportunities for women is challenge these circumstances, or community decisions, for these reason , Maasai women are among the poorest & most marginalized group in Tanzanian Society and their vulnerability is increasing in this unstable economy.

It was also found that that discrimination in appointments deteriorates customer satisfaction and that traditional customs of local people has influence performance of projects. Bett (2014) concurred with these findings and concluded that cultural values, level of education, resources available and family responsibilities are key factors to be investigated in regard to women participation in development projects in Kenya.

5.2.4 Project Management Competence

On project management competence influence statements, the study found that knowledge on conservancy influence customer satisfaction and that experience has a great influence on performance of the project. These results were similar to Gareth (2012) who pinpoints that management skills are effective in achieving goals by performing four major functions; planning, which is involved in selecting missions and objectives, actions to achieve them, decision making and choosing future causes of actions from among alternatives.

It was also clear that strategic agility influence cost efficiency of the project and that collaboration enhance networking through the project. Armstrong (2016) concurred with these findings by stating that employees want to hear about and to comment upon the matters that affect their interest. These will include changes in working methods and conditions, changes in the arrangements of overtime and shift working company plans, which may affect pay or security and changes in terms and conditions of employment hence good communication between the employees and management which greatly affects the staff and organizational performance.

In addition, the study postulated that information sharing enhances project team competence and that commitment of the project team influence performance while leadership Style was found to rarely affect value addition of the project. In relation to the same, Gibson (2013) suggested that the main objectives of reward programmes are; to attract qualified people to join the organization, keep employees coming to work and to motivate employees to achieve high levels of performance.

5.4 Conclusion

The study concluded that community participation strongly, positively and significantly influenced performance of Lion Rover Project. The study from the findings deduced that community contributions influence ownership of project and that possession of land increases value addition of a project. The study also postulated that involvement in projects management increases ownership of the project and that community satisfaction influences performance of projects while public dialogue was found to decrease value of the project to stakeholders.

The study further concluded that monitoring and evaluation influenced the performance of Lion Rover Project positively and significantly. The study deduced that that M&E plan development forums influence performance of projects, that frequency of Monitoring enhances sustainability of the project and that supervision events influence cost efficiency and that programs involving stakeholder integration enhances project ownership. The study found that member's meetings/working group rarely enhances performance of project and that facilitated negotiations don't enhances customer satisfaction.

The study concluded that social cultural factors influences performance of Lion Rover Project positively and significantly. The study deduced that community beliefs influence value addition of a project, that gender stereotype factors influence sustainability of projects, that discrimination in appointments deteriorates customer satisfaction and that traditional customs of local people has influence performance of projects. There was also a deduction that cattle rustling greatly affecting sustainability of projects and that traditional customs of local people don't highly influence ownership and performance of the project.

The study concluded that project management competence positively and significantly influences performance of Lion Rover Project. The study deduced that found that knowledge on conservancy influence customer satisfaction, that strategic agility influence cost efficiency of the project and that collaboration enhance networking through the project. In addition, the study deduced that commitment of the project team influence performance and that leadership Style rarely affects value addition of the project.

5.5 Recommendations

The study recommended that:-

1. There is need for the local community to be involved when designing its activities to avoid misunderstanding when it comes to implementation. Again women should be given equal opportunities and men in all conservation activities to boost the positive attitude of the entire local population towards wildlife. Finally locally-base project implementers and effective and sustainable local institutions are crucial for project performance and sustainability with a long-term commitment to the area should be encouraged because they are more likely to succeed.
2. Those working in the wildlife projects should work very closely with the public and open up so that they are not seen to serve a minority of the population. It is also critical that professional M&E officers should be engaged in order to entrench the practice, culture and management of strategy planning, strategy implementation and monitoring, evaluation and control of the strategy making process.
3. For the neighboring communities who are being the most affected in terms of crop raiding, the government to come up with a better policy for an alternative way of livelihood that suits those living near the National Park, especially programs like wildlife enterprises and creation for community conservancies that can assist them to accrue revenue.
4. Community education and awareness by those in management of the projects to be enhanced in the areas where people have been affected. This will assist in improving the competence of the management through increase in skills of their employees

through these continuous professional development programs and holding training workshops for their management officials.

5.6 Recommendations for Further Studies.

1. This study was only limited to studying the factors influencing performance of wildlife conservation projects based on a case of lion roover project, by born free foundation, Meru national park, Kenya. Therefore this study recommended that the same study should be done based on other national parks in Kenya.

2. The study also recommends that the same study should be conducted in other national parks based on other projects carried out for wildlife conservation other than lion roover project.

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APPENDICES

Appendix I: Letter of Transmittal

P.O Box

Meru.

Dear Sir/ Madam,

I am a Master of Arts in Project Planning and Management student at University of Nairobi. I wish to conduct a research entitled **Factors Influencing Performance of Wildlife Conservation Projects: A Case of Lion Rover Project, By Born Free Foundation, and Meru National Park, Kenya**. A questionnaire has been designed and will be used to gather relevant information to address the research objective of the study. The purpose of writing to you is to kindly request you to grant me permission to collect information on this important subject from your organization.

Please note that the study will be conducted as an academic research and the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours faithfully,

Ann Wangui Ndege

L50/84538/2016

Appendix II: Research Questionnaire

This questionnaire is to collect data for purely academic purposes. The study seeks to investigate factors influencing performance of wildlife conservation projects: a case of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

SECTION A: DEMOGRAPHIC INFORMATION

SECTION A: Background Information (Please tick (√) appropriate answer)

- 1) Please indicate your gender: Female Male
- 2) For how long have you been working with wildlife conservation projects?
 Less than 3 years 3 to 9 years
 9 to 12 years Above 12 years
- 3) State your highest level of education
 Certificate Diploma Degree Masters PhD
 Others (Specify) -----
- 4) Please Indicate your age bracket 20-30 yrs 31-40 yrs
 41-50 yrs 51 – 60

Community Participation

- 5) What is your level of agreement with the following statements on community participation influence performance of wildlife conservation projects in Kenya?
 Where: 5- Strongly agree 4-Agree 3-Neutral
 2-Disagree 1- Strongly disagree

	1	2	3	4	5
Public dialogue increases value of the project to stakeholders					
Community involvement in decision making influences sustainability of projects					
Involvement in projects management increases ownership of the project					

Community satisfaction influences performance of projects					
Possession of land increases value addition of a project					
Community contributions influence ownership of project					

6) In your view how do the above aspects of community participation affect the performance of wildlife conservation projects in Kenya?

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Monitoring and Evaluation

7) What is your level of agreement with the following statements on monitoring and evaluation influence performance of wildlife conservation projects in Kenya?

Where: 5- Strongly agree 4-Agree 3-Neutral

2-Disagree 1- Strongly disagree

	1	2	3	4	5
Frequency of Monitoring enhances sustainability of the project					
Efficiency and effectiveness of project increases Customer satisfaction					
Programs involving stakeholder integration enhances project ownership					
Facilitated Negotiations enhances customer satisfaction					
M&E plan development forums influence performance of projects					
Supervision events influence cost efficiency					
Member's meetings/Working group enhance performance of project					

8) In what way does monitoring and evaluation affect the performance of wildlife conservation projects in Kenya?

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Social Cultural Factors

9) What is your level of agreement with the following statements on social cultural factors influence performance of wildlife conservation projects in Kenya?

Where: 5- Strongly agree 4-Agree 3-Neutral
 2-Disagree 1- Strongly disagree

	1	2	3	4	5
Traditional customs of local people highly influence ownership of the project					
Gender Stereotype Factors influence sustainability of projects					
Discrimination in appointments deteriorate customer satisfaction					
Community beliefs influence value addition of a project					
Cattle rustling greatly affects sustainability of projects					
Traditional customs of local people has influence performance of projects					

Project Management Competence

10) What is your level of agreement with the following statements on project management competence influence performance of wildlife conservation projects in Kenya?

Where: 5- Strongly agree 4-Agree 3-Neutral
 2-Disagree 1- Strongly disagree

	1	2	3	4	5
Knowledge on conservancy influence customer satisfaction					
Experience has a great influence on sustainability of the project					

Strategic agility influence cost efficiency of the project					
Leadership Style affects value addition of the project					
Commitment of the project team influence performance					
Information sharing enhance project team competence					
Collaboration enhance networking through the project					

11) In your view how does project management team competence affect the performance of wildlife conservation projects in Kenya?

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Performance of Wildlife Conservation Projects in Kenya

12) What is your level of agreement with the following statements on performance of wildlife conservation projects in Kenya?

Where: 5- Strongly agree 4-Agree 3-Neutral
 2-Disagree 1- Strongly disagree

	1	2	3	4	5
Cost efficiency has really increased					
The project has achieved a high customer satisfaction level					
Number of members has increased					
Value addition has greatly deteriorated					
High financial sustainability has been achieved					

Thank you for participating

END