

**INFLUENCE OF CORPORATE SOCIAL
RESPONSIBILITY IN MINIMIZING HUMAN-WILDLIFE
CONFLICT AT LAKE NAKURU NATIONAL PARK IN
RIFT VALLEY PROVINCE, KENYA**

BY

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**A Research Project Submitted in Partial Fulfillment for the Requirements of the
Award of the Degree of Master of Arts in Project Planning and Management, of the
University of Nairobi**

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DECLARATION

This Research Project report is my original work and has not been presented for a degree or other award in any other university.


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ABBREVIATIONS AND ACRONYMS

CSD	Corporate Social Disclosure
CSR	Corporate Social Responsibility
EIA	Environmental Impact Assessment
ETC	Electronic Training Collars
HWC	Human-Wildlife Conflict
KWS	Kenya Wildlife Service
LNNP	Lake Nakuru National Park
LNNPAC	Lake Nakuru Park Action Committee
MAG	Movement activated guard
NFP	Not For Profit
N	Numbers
NBA	Nakuru Business Association
SPSS	Statistical Package for Social Sciences
SRB	Sustainable Responsible Business

ABSTRACT

The concept of a company or corporation, and even business itself cannot be separated from society. Strategic Corporate Social Responsibility is where the firm is involved in Corporate Social Responsibility activities that are aligned to organizational goals. This guarantees the firm of its sustainability. The purpose of this study was to evaluate the effectiveness of Corporate Social Responsibility in minimizing human-wildlife conflict at Lake Nakuru National Park. In order to accomplish this study, the study objectives were: To identify the Corporate Social Responsibility strategy objectives; to determine the Corporate Social Responsibility activities practiced; to determine the effectiveness of Corporate Social Responsibility and to find out the measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife strategy in minimizing human-wildlife conflict at Lake Nakuru National Park. This study was supported by a comprehensive literature review section in chapter two. The study adopted a Correlational research design and the sample design was selected by purposive sampling technique and cluster sampling technique. The study used a sample size of 70 respondents; 60 from the Lake Nakuru National Park staff and 10 employees from the Municipal Council Environment Department office in Nakuru. Data was collected by use of questionnaires and was analyzed with the aid of Statistical Package Social Sciences and Microsoft excel. Descriptive statistics (means, frequencies, correlations and non parametric tests [chi – test]) were computed. The findings were presented in form of charts and tables. The study successfully addressed the set research objectives. The findings revealed that the activities practiced included electric fencing; community sensitization; enhancement of employee welfare; and improved quality of life to the community. These were presented as influential in the minimization of Human Wildlife Conflicts at Lake Nakuru National Park. However the study found out that the challenges of adequacy of financial resources; and human resource capacity and flexibility hindered successful minimization of human wildlife conflict at Lake Nakuru National Park to a large extent. The suggested measures included allocation of more funds to support the activities and enhancement of human and technological capacities. This study's findings may provide essential information to the Lake Nakuru National Park and Kenya Wildlife Services which could be useful in the alignment of the practiced Corporate Social Responsibility activities to the Corporate Social Responsibility objectives. The Government and concerned stakeholders could use this information for the enhancement of the services offered by Lake Nakuru National Park through Kenya Wildlife Services, as well as support sustainable eco-tourism.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Corporate Social Responsibility (CSR), also known as corporate responsibility, corporate citizenship, responsible business, sustainable responsible business (SRB), or corporate social performance, is a form of corporate self-regulation integrated into a business model. CSR is the performance or non-performance of certain activities by a private enterprise or corporate organization without the expectation of direct economic gain or loss, for the purpose of improving the social well being of the community or one of its constituent groups. It is the duty of business community to promote the welfare of society. For instance, a corporate organization is said to be socially responsible or a good citizen if, among other things, it makes safe products devoid of serious structural defects, carefully disposes of its industrial wastes without causing ecological disasters, provides equal employment opportunities irrespective of gender, race or class and contributes towards solving society's problems in a number of ways such as building Old Peoples' Homes and donating food to the poor (Matten and Crane, 2003).

In recent years the business strategy field has experienced the renaissance of Corporate Social Responsibility (CSR) as a major topic of interest by scholars worldwide. The concept has not surfaced for the first time. CSR had already known considerable interest in the 1960s and 70s, spawning a broad range of scholarly contributions and a veritable industry of social auditors and consultants. However, the topic all but vanished from most managers' minds in the 1980s. Having blossomed in the 1970s CSR all but vanished and only re-emerged in recent years (Carroll, 1999).

In Africa like the rest of the developing countries, Governments, activists and the media have become adept at holding companies to account for the social consequences of their activities. Myriad organizations rank companies on the performance of their corporate social responsibility (CSR), and despite sometimes questionable methodologies, these rankings attract publicity. As a result, CSR has emerged as an

inescapable priority for business leaders (Michael and Mark, 2002). Companies are therefore allocating more resources to CSR practices (Khanna, (2004)

For the last 13 years, the Kenya Wildlife Service has changed the way it works by giving its wildlife conservation efforts a human face. It has done this by including corporate social responsibility (CSR) concept in its operations through working with the communities who host the wildlife on their land, as well as sharing the benefits of wildlife conservation. Corporate Social Responsibility (CSR) is a concept that organizations, especially corporations, have an obligation to consider the interests of customers, employees, shareholders, communities, and ecological considerations in all aspects of their operations. CSR is closely linked to the principles of Sustainable Development, which post that enterprises should make decisions based not only on financial factors such as profits or dividends, but also based on the immediate and long-term social and environmental consequences of their activities. The adoption of CSR by the KWS is hoped to have given the communities a new zeal towards wildlife conservation in which they are now expected to participate as the key stakeholders in wildlife conservation. The KWS through the Community Wildlife Service has been working with these communities since 1994, in order to gain their support for, and appreciate wildlife conservation. This proposed study is to evaluate the effectiveness of corporate social responsibility in minimizing human-wildlife conflict through a case study of Lake Nakuru National Park (Kenya Wildlife Services, 1996).

Considering the current human population growth rate, increasing demand for resources and the growing demand for access to land, it is clear that human wildlife conflicts will not be eradicated in the near future, however, it needs to be managed urgently. A wide range of different management tools has been developed worldwide to address HWC, but most of these are strongly site and species/genera specific and are not widely or easily accessible. Direct contact with wildlife occurs in both urban and rural areas, but it is generally more common inside and around protected areas, where wildlife population density is higher and animals often stray into adjacent cultivated fields or grazing areas. HWC has serious environmental, human health and safety, economic and social impacts and

thus follows the suggestion that governments, wildlife managers, scientists and local communities need to recognize the problem and adopt measures to resolve it in the interest of human and environmental well being. Mitigative strategies attempt to reduce the level of impact and lessen the problem; while preventative strategies endeavor to prevent the conflict occurring in the first place and take action towards addressing its root causes. Some are efficient in the short-term while others show results only in the long-term; others are more effective within defined geographic regions or specific taxonomic groups (Ogada, Woodroffe, Oguge, and Frank, 2003)

Nakuru town is one of the major towns in Kenya, whose population is increasing tremendously due to rural-urban migrations and expanding industrial and commercial developments. Effluent from the town is discharged into enclosed fragile ecosystem of Lake Nakuru and this can be hazardous to living organisms in the ecosystems. Threats to forests, vegetation cover and animal species like the rhino originate from several sources. First the local communities consider protected areas irrelevant and a nuisance. They do not understand the concept and inflict great disturbance to species there in. When the notion of protected areas was introduced during colonial times, it was never explained to the local population, who would logically protect the flora and fauna. Secondly, a system of protected areas is the core of any program to maintain the diversity of ecosystems, species and wild gene pools. Effective participation of the local communities in the design, management and operations should be a rule of the thumb (Kenya Wildlife Services, 1996).

Lake Nakuru National Park owes its existence to the Lake Nakuru; the biggest salty water lake in the Rift Valley of Kenya. The lake receives its water from a supply from various sources, which include River Makalia, River Njoro, River Nderit, River Lamdiak, Baharini Springs and Nakuru town sewage system (treated). The Lake Nakuru Park dates back to 1961 when the southern park of the lake was gazetted as a bird sanctuary to be protected the "greatest bird (ornithological) spectacle on earth", for the future generations. In 1964, the whole of the lake was declared a bird sanctuary. In

1968, the Lake Nakuru shores were added into the sanctuary and the whole area was upgraded to a National Park. In 1974 a northern extension was added to the park increasing its area to the current 188 Km². In 1990 Lake Nakuru was designated a Ramsar site- a signatory of the Ramsar convention, for protection of wetlands of international importance. The foundation of the Lake Nakuru park food chains is the cyanophyte *Spirulina platensis* which can support huge numbers of lesser flamingo. Lake Nakuru National Park is managed by KWS on behalf of the Kenya government. Lake Nakuru is the only fully fenced park in Kenya (Kenya Wildlife Services, 1996).

Ecosystem diversity is threatened by the competing land use practices, especially agriculture which has to expand to meet the needs of food security for a growing population. Some species of fauna and flora may be threatened by lack of proper and effective legal and institutional machinery. In Kenya the enforcement machinery is fragmented and uncoordinated and this handicaps the sustainability of the ecosystem. To protect game farming such as elephants and rhinos, it is essential for Kenya to streamline its enforcement machinery for protection of the endangered species (Kenya Wildlife Services, 1996).

Lake Nakuru National Park management has adapted a team effort with its stakeholders named Lake Nakuru National Park Action Committee (LNNPAC). The team works together in trying to minimize and solve emerging problems in and around the park. Started in 2003 by Nakuru hoteliers and Nakuru Business Association (NBA), LNNPAC compliment the park management activities and support all conservation activities to make the park a role model of others in Kenya. It is renowned as the committee behind construction of the electric fence, upgrading the living standard of the surrounding communities such as provision of water to surrounding schools, donation of reading materials e.t.c and supporting ecosystem e.g. rehabilitating earth dams in the park during dry season e.t.c (LNNPAC, Cycle with the Rhino, 2009).

1.1 Statement of the problem

Human-Wildlife Conflict (HWC) is fast becoming a serious threat to the survival of many endangered species in the world including Kenya. Most countries have employed various strategies to counter this threat. Among the strategies employed in Kenya minimization of the human-wildlife conflicts, is the CSR strategy employed by Lake Nakuru National Park which comprises activities such as community sensitization, electric fencing, enhancement of employees' welfare and enhancement of quality of life for communities. Corporate Social Responsibility (CSR) is closely linked to the principles of Sustainable Development, which posit that enterprises should make decisions based not only on financial factors such as profits or dividends, but also based on the immediate and long-term social and environmental consequences of their activities. This strategy has been in operation since the year 2005. A lot of resources; time, financial or otherwise is spent in ensuring the implementation of the CSR strategy. The concern was not whether it was implemented, but whether it was influential in the minimization of human wildlife conflicts. It is important to assess its influence considering the costs associated with strategy implementation.

Corporate Social Responsibility offers a sustainable competitive advantage to an organization because it creates a good relationship between the organization and the society, which is good for business. Porter and Kramer, 2006 argue that for any company, strategic CSR must go beyond best practices. It is about choosing a unique position – doing things differently from competitors in a way that lowers costs or better serves a particular set of customers' needs. This involves a commitment to the organizations resources. Lake Nakuru National Park, in achieving this, has adopted the CSR strategy and has engaged in a series of CSR activities. One of the key areas prioritized and targeted by the CSR strategy is the minimization of the human-wildlife conflict. The CSR strategy must be supportive to LNNP, owing to the fast decreasing rate of the endangered species such as the rhino. Destruction of the habitat by man will affect their own economic welfare since, wildlife which attracts a lot of revenue through tourism activities, will be affected. Through established committees such as the Lake Nakuru

Park Action Committee, the organization is determined to ensure that the CSR business strategy is implemented and effective.

It is also recognized that despite the existence of vast opportunities and numerous strengths, there are also a number of threats that affect the performance of KWS. Poaching and human / wildlife conflicts, as well as illegal trade in wildlife products are real threats, and these pose a problem. It is worth noting that reduced HWC will result into sustained tourism and natural environment sustainability. Tourism is the second largest contributor to Kenya's economy. The industry's strength is mainly based on Kenya's natural attractions, which include wild game. These wildlife resources managed by KWS are the backbone of the tourism industry in Kenya. KWS accounts for 90% of Safari Tourism and about 75% of total tourist earnings. Tourism industry accounts for 21% of total foreign exchange earnings and 12% of the Country's GDP. The economic survey of 2005 shows that, earnings from tourism rose to KShs39.2b in the year 2004-2005 (KWS Strategic Plan, 2008 – 2012). This study, therefore, focused on evaluating the effectiveness of Corporate Social Responsibility in minimizing human-wildlife conflict at Lake Nakuru National Park.

1.2 Purpose of the Study

The purpose of the study was to establish the influence of Corporate Social Responsibility in minimizing human-wildlife conflict at Lake Nakuru National Park, Rift Valley province.

1.3 Objectives of the study

The study was guided by the following objectives:

1. To establish how community sensitization influences minimization of Human Wildlife Conflicts at Lake Nakuru National Park.
2. To determine the extent to which electric fencing influences minimization of Human Wildlife Conflicts at Lake Nakuru National Park.
3. To examine how enhancement of employees welfare minimizes Human Wildlife Conflicts at Lake Nakuru National Park.

4. To determine the influence of enhanced quality of life for communities in the minimization of human wildlife conflicts.
5. To investigate measures the measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife

1.4 Research Questions

1. How does community sensitization influence minimization of Human Wildlife Conflicts at Lake Nakuru National Park?
2. To what extent does electric fencing influences minimization of Human Wildlife Conflicts at Lake Nakuru National Park?
3. Does enhancement of employees' welfare minimize Human Wildlife Conflicts at Lake Nakuru National Park?
4. How does enhanced quality of life for communities influence the minimization of human wildlife conflicts?
5. What are the measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife?

1.5 Significance of the study

The study could enable Lake Nakuru National Park evaluate its investment in the Corporate Social Responsibility strategy. The findings will help the committee to evaluate the appropriateness of the Corporate Social Responsibility activities applied and then make appropriate revision of activities practiced. The findings thus, could be used by Lake Nakuru National Park and Kenya Wildlife Services in aligning the Corporate Social Responsibility activities to the Corporate Social Responsibility objectives. The findings revealed that Lake Nakuru National Park was succeeding in minimizing human-wildlife conflicts, through the adopted Corporate Social Responsibility strategy.

The Government, Kenya Wildlife Services and Other stakeholders could use these findings to consolidate resources and be able to formulate workable policies geared towards the minimization of human-wildlife conflict.

The study is an eye-opener research and is hoped to be used as a reference material for research in the future. In other words, it forms a basis for future investigative research related to the nature of findings as well provide additional material for research work.

1.6 Limitations of the study

The study was conducted at LNNP and was influenced mainly by the prevailing physical and environmental circumstances which may not be the case in other parks within the country. The causes of human wildlife conflicts may not be the same as in other parks. It may not be possible to therefore, generalize the findings, since they only represent the population parameter at LNNP. However, the study findings touch on general aspects most which touch human related factors such as training and financing.

1.7 Basic Assumptions

The assumed that target respondents provided correct and thus, reliable information which enabled the researcher to come up with reliable conclusions and recommendations.

1.8 Delimitations of the study

The study was focused basically on Nakuru business community and other stakeholders. The focus was on the Lake Nakuru National Park staff, Municipal Council's Environmental Department. The study was carried out around Lake Nakuru National Park and its environs. Lake Nakuru National Park was chosen not just due its proximity but also, due to the high magnitude of Human Wildlife Conflicts experienced in the area. The community members and the Lake Nakuru National Park staff were interviewed for information related to Lake Nakuru National Park operations (objectives, activities and implementation). The study lasted for six months. Lake Nakuru National Park is situated north west of Nairobi City, Kenya. Lake Nakuru National Park is managed by Kenya Wildlife Service on behalf of the Kenya Government.

1.9 Definition of significant terms used in the study

Corporate social and environmental disclosure (CSD): is a method used by organizations to provide information to their stakeholders regarding their social; environmental; and ethical activities and impacts.

Corporate Social Responsibility (CSR): This is a social obligation where organization consider the interests of customers, employees, shareholders, communities, and ecological considerations in all aspects of their operations.

Human Wild life Conflict (HWC): This is a type of conflict that occurs when wildlife's requirements overlap with those of human populations, creating costs to residents and wild animals.

1.10 Organization of the study

This study contains five chapters and an appendices section. Chapter 1, which is the introduction, contains the background of the study, statement of the problem, research objectives and questions, significance of the study, basic assumptions and delimitations of the study. The chapter also contains the definition of significant terms used in the study. Chapter two contains the literature review section. This is a comprehensive review of past studies, background and progression of CSR. The section also discusses the Human Wildlife Conflicts, analyzing the causes and possible solutions, giving it a global, regional and local perspective. The chapter also has a conceptual framework and is concluded with a summary of literature reviewed. Chapter three gives a description of the methodology used for the study. The research design and sampling techniques used are explained. The method of sample selection and determination is explained. The methods of data collection, analysis and presentation are discussed. This section is concluded with the operational definition of variables, which attempts to associate the objectives with the methodology and provides a map to the expected results. Chapter four contains is the presentation the findings arising from data analysis using the techniques described in chapter three, the chapter also contains the discussions of the findings. Finally, chapter five contains the summary of the findings, the conclusion and the research recommendations. The chapter also contains a section for suggested areas for further studies arising from the study findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter contains a comprehensive review of past studies, background and progression of CSR. The section covers the definition of CSR, its evolution and the concept of CSR. The section also introduces the aspect of Strategic CSR, Corporate social and environmental disclosure. The literature review section contains past studies and references on the importance of wild life. The problem and the driving forces of human wildlife conflicts are extensively discussed. This section also covers solutions to human wildlife conflicts from past studies. Other areas covered include the concept of environment and sustainable development; Eco-tourism; and the empirical review section. The chapter is completed with a conclusion, conceptual framework and a summary and gaps section.

2.2 Human Wildlife conflict

This section contains the an overview and significance of human wildlife conflicts

2.2.1 Overview of Human Wildlife conflict

Human-Wildlife Conflict (HWC) is fast becoming a serious threat to the survival of many endangered species in the world. The case studies from countries all over the world demonstrate the severity of the conflict and suggest that greater in depth analysis of the conflict is needed in order to avoid overlooking the problem and undermining the conservation of threatened and potentially endangered species. According to the World Conservation Union (World Park Congress, 2003), it occurs when wildlife's requirements overlap with those of human populations, creating costs to residents and wild animals. Direct contact with wildlife occurs in both urban and rural areas, but it is generally more common inside and around protected areas, where wildlife population density is higher and animals often stray into adjacent cultivated fields or grazing areas (World Park Congress, 2003).

Two broad categories of conflict - namely, true wildlife-human conflicts and clashes of interest more properly called interpersonal conflicts caused by direct interaction between animals and people are obvious KWS concerns. The second category includes person-to-person conflicts between stakeholders with polarized group of self interests. Often these disputes derive from competition between groups for resources and dislike of new policies that may affect the power balance or direct benefits away from or towards certain groups (Ogada et al., 2003).

HWC has far reaching environmental impacts. Species most exposed to conflict are also shown to be more prone to extinction (Ogada et al., 2003) because of injury and death caused by humans; these can be either accidental, such as road traffic and railway accidents, capture in snares set for other species or from falling into farm wells, or intentional, caused by retaliatory shooting, poison or capture. Such human-induced mortality affects not only the population viability of some of the most endangered species, but also has broader environmental impacts on ecosystem equilibrium and biodiversity preservation (Ogada et al., 2003).

Human-wildlife conflicts also undermine human welfare, health and safety, and have economic and social costs. Nuisance encounters with small animals, exposure to zoonotic diseases, physical injury or even death caused by large predators' attacks have high financial costs for individuals and society in the form of medical treatments to cure and prevent infections transmitted from animals through human contact. Humans can be economically affected through destruction and damage to property and infrastructure (e.g. agricultural crops, orchards, grain stores, water installation, fencing, and pipes), livestock depredation, transmission of domestic animal diseases, such as foot and mouth. Negative social impacts include missed school and work, additional labour costs, loss of sleep, fear, restriction of travel or loss of pets (Hoare, 1992).

2.2.2 Driving forces to human wildlife conflicts:

A set of global trends has contributed to the escalation of HWC worldwide. These can be grouped into human population growth, land use transformation, species habitat loss, degradation and fragmentation, growing interest in ecotourism and increasing access to nature reserves, increasing livestock populations and competitive exclusion of wild herbivores, abundance and distribution of wild prey, increasing wildlife population as a result of conservation programmes, climatic factors and stochastic events.

Human population growth

Demographic and social changes place more people in direct contact with wildlife: as human populations grow, settlements expand into and around protected areas as well as in urban and sub-urban areas. In Africa, human population growth has led to encroachment into wildlife habitats, constriction of species into marginal habitat patches and direct competition with local communities (IUCN, World Park Congress, 2003)

Land use transformation

This driving force is very much associated with the previous one, as the transformation of forests, savannah and other ecosystems into agrarian areas or urban agglomerates is a consequence of the increasing demand for land, food production, energy and raw materials. In Kenya, in many areas with abundant wildlife, such as Samburu, Trans-Mara, Taita and Kwale, conflict is intensified by land use fragmentation and the development of small-scale farming. In fact, state and trust ranches have been subdivided and sold as smallholdings and cultivated with commercial horticultural crops (Kenya Wildlife Services, 1996). In the Asian State of Gujarat, on the periphery of Gir National Park and Sanctuary, intense and escalating conflicts with Asian lions (*Panthera leo persica*) and leopards (*Panthera pardus*) are due to the rapid and extensive change in land use associated with the conversion of groundnut (*Arachis hypogea*) and great millet (*Pennisetum typhoides*) fields into sugarcane (*Saccharum officinarum*) and mango (*Mangifera indica*) cultivation (Vijayani and Pati, 2002).

Species habitat loss, degradation and fragmentation

Species habitat loss, degradation and fragmentation are also interconnected with population growth and land use change. Again, this is a further aspect of the issues discussed above. In Sumatra, the alteration of forest areas into agriculture and grazing land has restricted the Sumatran tiger's (*Panthera tigris sumatrae*, home range to a few patches of forest (Nyphus and Tilson, 2004).

Growing interest in ecotourism and increasing access to nature reserves

Recreational activities and growing public interest in charismatic species, such as large carnivores and endangered species have increased the human presence in protected areas and raised concern about capacities to manage and regulate public access and large-scale use of protected areas. Associated with the four global trends is a fifth cluster connected to alteration of natural food and water availability.

Increasing livestock populations and competitive exclusion of wild herbivores

Growing densities in livestock populations can create an overlap of diets and forage competition with wild herbivores, resulting in overgrazing and decline or local extinction in wild herbivore populations (Mishra et al 1997). In India domestic animals outnumber wild ungulates within protected areas and it has been ascertained that livestock graze in 75% of wildlife sanctuaries and 39% of protected areas. Under these circumstances, livestock becomes an important source of prey for predators.

Abundance and distribution of wild prey

Many authors recognize that when native prey is abundant, wild predators consume it in preference to livestock and that impoverishment of prey populations is one of the major causes of carnivores shifting their diets to livestock. Clearly, this is due to the ease of capture and limited escape abilities of livestock (Mishra et al, 2003). In Venezuela, Hato Pintera commercial cattle ranch, the correlation between alteration of prey availability and local livestock depredation is evident by the fact that the highest depredation rates have been recorded in areas where prey abundance and diversity are relatively low (Polisar, Maxit, I., Scognamillo, Farrell, L., Sunquist, and Eisenberg, 2003).

Increasing wildlife population as a result of conservation programmes

Beyond the ongoing problems of HWC, new questions have emerged. In recent years, the successful recovery of declining or near extinct species populations (Fall and Jackson, 2002) through wildlife management and protection from overexploitation has led to new conflicts. Sanctuary in the Indian state of Gujarat doubled the Asian lion (*Panthera leo persica*) population between 1970 and 1993. European settlement almost exterminated wolves. Recent recovery programmes, however have contributed to the decolonization by wolves of their original home range, including rural areas; and in the process have increased the potential for conflict, especially where domestic livestock is a major economic activity Musiani, M., Mamo, Boitani, Callaghan, Gates, Mattei, Visalberghi, Breck, and Volpi, (2003).

Climatic factors

Although not often mentioned, perhaps because they cannot be controlled, climatic trends are an important cause of HWC. Seasonal changes in rainfall are directly correlated with predation intensity in Kenya. In Tsavo National Parks, Patterson et al. (2004) quantified a positive association between monthly rainfall and attacks, demonstrating that in this region lions are more likely to attack livestock during seasonal rains. During drought periods, ungulates spend most of their time near a limited number of water sources and thus they are easily found and killed; when rain fills seasonal pools, lions disperse into their habitat, change their diets, and prey on easier targets. However, contrary to the Kenya Tsavo case, wild predators are more likely to attract attention and attack domestic animals in the dry season months, when the vegetative cover does not facilitate the hunting strategies of lions and leopard are based on surprise (Burtler, 2000).

Stochastic events (e.g. fire)

Stochastic events like fire are sporadic events which are difficult to forecast and prevent, yet also have an impact on human wildlife conflicts. During 1997 -1998, an El – Nino Southern Oscillation caused droughts and fires, a combination of factors, which resulted in the destruction of large areas of Sumatran forests. During that period, tigers fleeing

burning areas near Berbak National Park were reported to have killed a person (Nyphus and Tilson, 2004).

2.2.3 Other causes of conflict in Kenya

Lack of electric fence that contain the animals from moving out of the park and people from entering the park, this allows illegal movement in and out of the park. People leaving around the park fetch fuel wood from the park for domestic use. People also trap animals for game meat which is sold illegally to the other community members. The animal's habitats having been deprived of its food and shelter will move out of the parks in search of better living conditions. This event causes conflicts. There is lack of education and awareness on importance of conservation of the ecosystems. The neighboring communities view the park as the preserve of the tourists. The communities need to be sensitized on the importance of conservation and made part of it if sustainability is to be realized (Kenya Wildlife Services, 1996).

Poverty is also considered as part of the causes of conflict. Many communities living around the park have low incomes and therefore turn to the resource available in the park. They get firewood collected from the parks to prepare food and illegal brews for sale. Drought has also had an effect on human wildlife conflict. During harsh periods of the drought as in the year 2009 in Kenya, there was prolonged lack of rains; there is scarcity of food both for the animals and the people. The animals tend to get out of the parks in search of food in peoples farms and homes. The people on the other hand hunt game meat for survival (Kenya Wildlife Services, 1996).

Hunting as a hobby is another cause of conflict. In some communities especially the pastoralists, hunting is considered as a way of life. If you kill a lion you are considered a hero. This encourages people to go on killing sprees, thus endangering the already endangered species. Also in some communities, some people look for herbs which are used for the medicinal purposes. This destroys nature and its beauty since some of the trees are not renewable and denying some animals its habitats. This is rampant since people are seeking herbal treatment lately Poaching is also considered another

cause of conflict. Poaching is mainly targeting animals such as elephants and rhinos for their economic activities. The horns are lucrative business to poachers (Kenya Wildlife Services, 1996).

2.3 Corporate Social Responsibility

The concept of a company or corporation, and even business itself cannot be separated from society. However, a business' 'society' within which it operates, which defines the number of stakeholders to which the organization has a 'responsibility' is relative. The society may be broad (even global), as in the case of a multinational oil company that has to be careful of its impact on global environmental conditions, or narrow as in the case of a small mom and pop grocery store. It may also depend on the industry in which the firm operates and its perspective (University of Miami, 2007). It is for this reason that the concept may be seen as vague or imprecise, and why there exist various definitions of the term.

The broadest sense of the concept, CSR refers to the relationship between business and the society in which it operates. It focuses on the obligations which a business has to fulfill if it is to be considered a good corporate citizen. Corporate citizenship or Corporate Social Responsibility (CSR), which deals with the interrelation of business and society, has become a hot issue. Business organizations are expected to exhibit ethical behavior and moral management, by among other things accepting some accountability for societal welfare. It is not surprising that marketers, as boundary spanners responsible for dealings with the public, have developed an interest in defining and implementing their firm's social responsibility efforts (Carroll, 1999).

CSR can be defined as the "obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society". Since then, the field has evolved assuming different names such as Corporate Social responsiveness (in the 1970s) and Corporate Social performance (in the 1980s). This evolution also reflects an increase in awareness

in important areas of action and performance that the early definitions had overlooked (Carroll, 1999).

An excellent definition, in accordance to the Harvard Business review, was developed in the 1980s by Norwegian Prime Minister Gro Harlem Brundtland and used by the World Business Council for sustainable development: "*Meeting the needs of the present without compromising the ability of future generations to meet their own needs*". Incorporated recent industry reports such as Commission of the European Communities (2001, 2002) and the Financial Times Top 100 Index to define the term: CSR is corporations' being held accountable by explicit or inferred social contract with internal and external stakeholders, obeying the laws and regulations of government and operating in an ethical manner which exceeds statutory requirements.

2.3.1 The Evolution of social corporate responsibility

As earlier stated, the history of social and environmental concerns about business is as old as trade and business itself. For example, commercial logging operations and laws to protect forests can both be traced back almost 5,000 years. King Hammurabi of Ancient Mesopotamia in around 1700 BC is known to have introduced a code in which builders, innkeepers or farmers were put to death if their negligence caused the deaths of others, or major inconvenience to local citizens. Meanwhile, history has equally recorded the grumblings of Ancient Roman senators about the failure of businesses to contribute sufficient taxes to fund their military campaigns. In 1622 disgruntled shareholders in the Dutch East India Company, are said to have started issuing pamphlets complaining about management secrecy and "self enrichment" (BRASS Centre, 2007).

Heightened corporate responsibility has not been entirely voluntarily. Many companies awoke to it only after being surprised by the responses to issues they had not previously thought were part of their business responsibilities. Nike for instance faced an extensive consumer boycott after the *New York Times* and media outlets reported abusive labour practices at some of its Indonesian suppliers in the early 1990s. Nestlé's approach of working with small farmers exemplifies the symbiotic relationship between social

progress and competitive advantage. Ironically while the company's reputation remains marred by a 30-year old controversy surrounding sales of infant formula in Africa, the corporation's impact in developing countries has often been profoundly positive (Porter and Kramer, 2006).

Davis (1974) describes the iron law of responsibility, as the fact that firms exercising power will eventually be held accountable by society. At this level CSR can be best understood as a quest for organizational legitimacy. Firms are under the obligation not to abuse the power invested on them by society or they risk losing society's implicit endorsement. 'The Salvationist illusion that globalization has transferred power from governments to business. It also confers on business and NGOs alike a status which they have no rightful claim to, since they are neither elected nor politically accountable....CSR holds that business should assume a leading role in making the world a better place: they should demonstrate corporate citizenship. This is taken to mean endorsing and pursuing the objective of sustainable development. CSR supporters presume, mistakenly, that the notion of sustainable development is well defined and universally agreed'(Henderson, 2001)

Firms may have to increase prices; reduce wages; and accept smaller profits and dividends. Stock prices may decline until proportional to returns. Attracting new capital may be more difficult as returns are market averages, Loss of market share, corporate takeover and closure are options. Financially inefficient firms tend to disappear. Analysis of 52 studies conducted between 1970 and 2000 (sample of 33,878 observations) across industry sectors and geographies) showed a positive association between corporate social and environmental performance and corporate financial performance (Altman, 1999).

2.3.2 The concept of Corporate Social Responsibility (CSR)

Within the last decade “corporate social responsibility” (CSR) has been gaining momentum as a growing number of companies formally recognise the impacts they have on environment, on society and on the economy. Social responsibility is rooted in the recognition that business is part of society and that as such they have the potential to make positive contribution to social goals and aspirations. CSR is a concept whereby companies integrate social and environmental concerns in the business operations and in their interactions with their stakeholders on a voluntary basis. The World Bank describes CSR as the commitment of business to contribute to sustainable development working with employees, their families, the local community and the society at large to improve the quality of life in ways that are good for business and good for development.

According to Keith (1974) the term social responsibility refers to two types of business obligations, the social-economic obligation, and the social-human obligation. The social-economic obligation of every business is to see that economic consequences of its actions do not adversely affect public welfare. Among others, this includes obligations to promote employment opportunities, to maintain competition and to curb inflation. The social-human obligation of every business is to nurture and develop human values such as morale, co-operation, motivation, and self-realization in work. In a broad context, CSR is a program that seeks the balance or harmony between business, Government and publics. CSR is a company’s obligation to be accountable to all of its stakeholders in all its operations and activities with the aim of achieving sustainable development not only in the economic dimension but also in the social and environmental dimensions. The philosophy of CSR is imbedded in the belief that business social and political institutions should be mutually supportive and complimentary.

2.3.3 Strategic Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is now a strategic imperative and embedded into companies' core business. Strategic CSR accomplishes strategic business goals, as well as social goals which benefit both the business and society. With companies now linking CSR to their aggressive business strategies to achieve a competitive market advantage, nonprofit organizations must also extract meaningful and sustainable value from this movement. The onus is on nonprofit organizations to mobilize the current CSR movement to build capacity and gain a competitive advantage for their clients, their organizations, and indeed, the nonprofit sector and community at large.

O'Brien (2001) also sees a serious problem occurring when there is a misalignment between the company's core business and the company's CSR strategies and functions, especially if financial gains are not delivered as part of a company's investment into CSR initiatives. Quite simply, strategic CSR must focus on a theme or cause which has some relationship to a company's core business (O'Brien, 2001). On their current website, GlaxoSmithKline for example, an international health care company that "helps people to do more, feel better and live longer", has a CSR charter which supports this core mission – their CSR activity is solely targeted towards health, wellbeing and educational projects. On another website, one of Australia's leading banks states that their area of CSR focus is to assist disadvantaged communities in accessing financial services and addressing financial literacy, thereby delivering value to their business and the communities they operate in (GlaxoSmithKline, 2009; NAB, 2009).

In recent years, dramatic changes in the attitudes and expectations brought to bear on corporations by their stakeholder groups have occurred (Dawkins and Lewis, 2003). Corporations are now concerned with more than just profit; they are showing a responsibility to their customers, their employees, their shareholders, the environment, and the community in which they operate, including nonprofit organizations. According to Dawkins and Lewis (2003), this broader view of corporate responsibility "puts it at the heart of everything a business does, firmly within its core business practices." Porter and Kramer (2006) take the definition of CSR one step further by creating a corporate social

agenda which “.. looks beyond community expectations to opportunities to achieve social and economic benefits simultaneously”. It moves from acting as good corporate citizens and mitigating harm from current business practices (responsive CSR), to finding ways to reinforce corporate strategy by advancing social conditions (strategic CSR). Strategic CSR, which aligns a company’s values, business plan and core competencies with a social agenda to benefit both the business and society. When companies are analyzing their CSR prospects, Porter and Kramer (2006) suggest they should be using the same business frameworks that guide their core business choices. The challenge for business is therefore to identify those areas of social context with the greatest strategic value to them, and which will benefit society and their own competitive advantage.

In “Corporate Social Responsibility as Business Strategy,” Rowe (2005) basically supports Murray’s view in his treatment of CSR. He thinks that corporations do not have a genuine intention of being socially responsible and their CSR programs are basically designed to prevent government from implementing compulsory regulation of businesses with regards to their contribution to society. By implication, there are no truly good corporate citizens, just clever executives or managers trying to avoid government regulations. In Rowe’s contribution to *Globalization, Governmentality and Global Politics: Regulation for the Rest of Us?* He analyzes the corporate response to the global justice movement, from intent to impact, over a 40-year span. For him, CSR isn’t about business ethics – it is about a business strategy to forestall popular power that might result in effective regulation. He thinks that if corporations were serious about social responsibility, they would support having these responsibilities formalized in law.

It is in strategic CSR that the opportunities for shared value, and hence mutual and sustainable benefits, essentially lie. “Typically, the more closely tied a social issue is to the company’s business, the greater the opportunity to leverage the firm’s resources and capabilities, and benefit society” (Porter and Kramer, 2006). By adapting Porter and Kramer’s concept of corporate involvement in society to include, not only the social issues being addressed by nonprofit organizations and the objectives the corporations are

addressing, but to also include nonprofit's CSR objectives into this mix, meaningful value which is *truly* shared will begin to materialize as shown in figure 1.

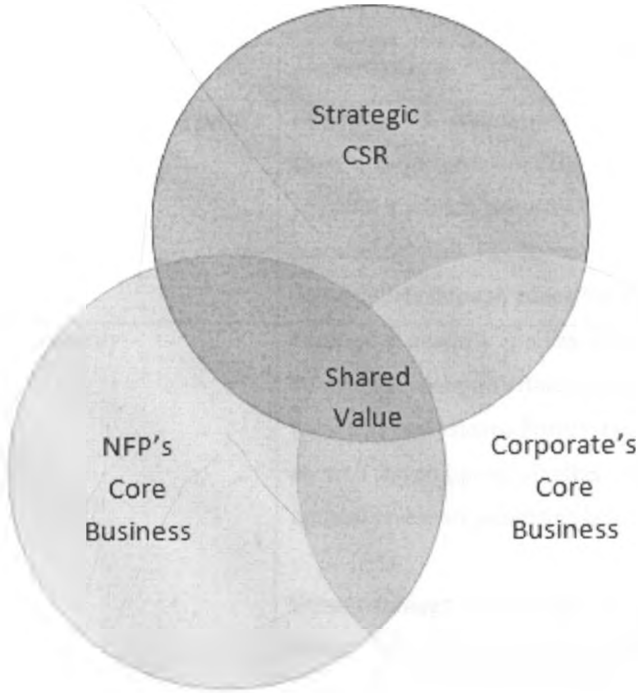


Figure 1: Corporate Involvement in Society, adapted from Porter and Kramer (2006)

2.2.3.1 Alignment of CSR objectives with the KWS strategic plan

In the Kenyan situation, organizations strive to ensure that their CSR objectives and associated activities is “to sustainably conserve and manage Kenya’s wildlife and their habitats in collaboration with other stakeholders for posterity” has incorporated Strategic CSR objectives shown in the Table;

Table 2.1: KWS CSR Strategic Objectives

Strategic Objectives	Description
<p>Strategic Objective 1 Enhance Wildlife Conservation</p> <p>1.1 Strengthen Law Enforcement (patrols, Intelligence etc)</p>	<p>Poaching and encroachment of wildlife protected areas has been a major problem. The strategic objective is intended to provide optimal security to visitors, wildlife and park boundaries. This has to be done in cohort with neighboring communities through education and mobilization.</p>
<p>1.3 Maintain Ecological Integrity</p>	<p>Ecological integrity is a key pillar in wildlife management. On continuous basis, all efforts must be directed at healthy wildlife habit and ecosystems. Proper inventories of endangered species as well as cropping of other wildlife populations to ensure optimal levels are maintained.</p> <p>Equally through research and monitoring, KWS will manage to determine threatened Eco-systems and suggest remedial measures including propositions for securing additional conservation areas.</p>
<p>Strategic Objective 2 Attain Financial Stability</p> <p>Enhance Financial Management</p>	<p>Capacity of staff to manage finances will require enhancement through training, mentoring and hiring of very qualified staff. Another key measure will be institutionalization of new financial systems to ensure proper revenue collections and all relevant accountabilities.</p>
<p>Strategic Objective 3 Enhance Partnerships with Stakeholders and Customers</p> <p>3.2 Enhance Partnership with Stakeholders</p>	<p>KWS would achieve its mandate more effectively if it involved its stakeholders in wildlife conservation. This can be achieved through a planned and sustained partnership strategy that would bring KWS closer to the people. Government, private sector, local authorities, communities and other tourist stakeholders must be brought together to promote essential partnerships. Local communities also need to see direct benefits accruing from earnings from wildlife conservation.</p>
<p>Strategic Objective 4 Enhance Quality Service Delivery</p> <p>4.5 Enhance Regulatory and Social Processes</p>	<p>In this age of environmental consciousness, KWS will need to understand every externality of their activities so that it can comply with laws and statutory regulations and have a good environmental and people friendly reputation that generates customer goodwill. The four dimensions to regulatory and</p>

	<p>social processes include: (i) Environment - issues such as interference with ecosystems and habitats, energy and resource consumption, and emissions into the air, water, soil and forests, (ii) Safety and health hazards to employees (iii) Employment practices which requires the KWS have diversity of employees and (iv) Community investment where KWS will proactively continue to systematically direct money and resources towards worthy community-based projects. Appropriate licensing regime will be formulated and implemented especially in the regions. Formulated and implemented especially in the regions.</p>
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Source: Kenya Wildlife Service (KWS) Strategic Plan 2008-2012

2.3.4 Corporate social and environmental disclosure

Corporate social and environmental disclosure (CSD) is one method increasingly being used by organizations to provide are in line with the organizational mandate. Therefore, when developing their strategic plans, consideration is given for the CSR approach. For instance, KWS has a mission to provide information to their stakeholders regarding their social, environmental and ethical activities and impacts. It has also been noted that as the volume of CSD has increased, so too, has the complexity.

Benston (1982) argues that corporate social responsibility, CSD, and the concept of corporate accountability have their basis in the theory of organizational legitimacy, although there are other theories used to explain the motives underlying CSD. Underlying each of the theories is the premise that it is in the self-interest of the organization to produce this information and that it will improve their bottom line, or at least prevent it from degenerating.

Although the concept of corporate social responsibility was practiced around 1919 it has become increasingly important in today's environment as awareness increases of the degenerating state of the environment and society. There is increased pressure for organizations to become accountable to a wider set of stakeholders than just shareholders and creditors and it is argued that by promoting CSD and

social responsibility, there will be benefits for organizations and society. However, within New Zealand, Hall (2002) argues that organizations are not responding to the increased demand for CSD internationally (Brown, 2003; Hall, 2002).

It has often been suggested that the mere existence of organizations depends on the willingness of society to support them (O'Dwyer, 2002). In order to retain public support and validate their existence, organizations are required to meet certain expectations. CSR is one tool which can affect the way stakeholders perceive an organization when it is used to inform them of the social and environmental activities of the organization (O'Dwyer et al., 2004). This type of behavior is known as the political economy theory which sees organizational behavior as being proactive, with organizations setting the agenda and manipulating society's opinions favorably towards themselves.

CSD can also be used to discharge accountability. The concepts of accountability and legitimacy theory are inevitably linked, and both are derived from the concept of a 'social contract' which is important to balance the power of organizations (Hurst, 1970, cited in Benston, 1992). Gray, Owen and Maunders (1987) define accountability as "the onus, requirement or responsibility to provide an account or reckoning of the actions for which one is held responsible". According to legitimacy theory proponents, organizations require the permission of society to continue their existence, and thus are held accountable for their actions (Benston, 1982).

2.2.5 Profit maximizing management

This concept was that business enterprises and their management as well have one objective, i.e. to maximize profits. This concept was accepted worldwide in the 19th century where *laissez fair*, where the government could not interfere or intervene in the economy.

2.5.2 Trusteeship management

This phase emerged in the 1930s and resettled from structural changes in business, institution and societies. The manager of the business enterprise were responsible not simply for maximizing shareholders wealth but also for maintaining an equitable balance among the competing claims of customers, the employees, suppliers, creditors and the community. There was involvement of pluralistic society. Managers believed that money is important but so are people and that labor has certain rights which must be recognized. They also recognized the value of group participation.

2.5.3 Quality of life management

The quality of life management believed in enlightened self interest, contributor's interest and the society's interests. They also believed that what is good for the society is good for our company. Profits was important than money. They also believed that they must reserve environment of the management to the owners, contributors, and the society. The quality of life management business and society must cooperate to solve social problems.

2.5.4 Importance of conservation

The social consequences of economic consequences affect the company's outside claimance i.e. local communities and general public. Many still towns have turned into ghost town whenever large companies closed down. Also when a manufacturing town decides to build a major plant in a rural community, it changes the social fabric. Thus when selecting a strategy on the basis of economic criteria, a company is also making a choice that will have a wider social consequences.

Driven by demand from environmentally conscious tourists, eco-tourism-a sustainable form of tourism that promotes environment, economic and cultural values-is changing the face. Today's traveler is placing a premium on simplicity, natural environment and traditional cultures.

2.4 Community Sensitization

This section of the literature review touches on the Community sensitisation aspect.

2.4.1 Sensitization on the importance of Wildlife

The local community needs to be sensitized on the importance of human wildlife so they may appreciate the value of conserving wildlife. The importance of wildlife is appreciated by the Kenya Government. Obviously Kenyan government has been aware very early of wildlife importance since it generates a significant income indirectly from tourism. Tourism has become the second biggest activities sector, providing 19% of the Gross Margin Product, when agriculture contributes to 26% (ISS, 2006; UNECA, 2005). Therefore in 1945, the National parks ordinance was declared, setting up 59 national parks and reserves which represent 8% of the territory. The sector has also created employment for its people. The wild creatures and the wild places are not only a source of wonder and inspiration but an integral part of our resources and future livelihood and wellbeing.

2.4.2 Sensitization on Solutions to Human Wildlife Conflicts

Social marketing is a step by step approach to motivate specific people (often referred to as stakeholders or key audiences) to take some specific, measurable action or actions for the good of the community. A comprehensive and fully integrated social marketing approach may often not be possible due to a financial implication (Kotler, 1992).

Public awareness or public education is the work of making people aware of a certain set of facts, ideas, or issues. Social marketing often utilizes public awareness or education campaigns to inform key audiences and predispose them to appropriate action, but takes this process further to get people to act on their changes in a community rather than stop at simply informing people (Kotler, 1992).

In many cases, government agencies or non-profit organizations have launched campaigns to raise awareness, but most of these campaigns have not been able to change the behavior of those whose actions could limit the impact of invasive. An emerging group of campaign planners, drawn from academic research in social sciences and commercial marketing experience, are proposing new techniques that can be used. This can be used not only to raise awareness but also persuade both public and policymakers to act to solve the problem. It can as well provide with the tools to approach the problem systematically with well tested techniques in influencing human health, the environment or other issues with social benefits. The local community needs to be sensitized on the following aspects related to the minimization of Human Wildlife Conflicts (Kotler, 1992).

Waste management systems that restrict wildlife access to refuse

Good standards of waste management are important to avoid attracting wild animals to human settlements and to prevent wild populations being augmented and artificially sustained by human induced food availability. Each stage of waste handling should be addressed, from collection to transportation to disposal.

Compensation systems

HWC carries significant economic costs to humans and compensation is a measure which aims to alleviate conflict by reimbursing people for their losses. Compensation systems rely on giving out monetary payments or licenses to exploit natural resources, allowing the hunting of game or the collection of fuel wood, timber and fodder from inside protected areas. In Kenya, compensation schemes are very problematic. The compensation received for loss of human life or injury is not sufficient to cover funeral expenses or hospital bills. It also does not take into consideration the impact of such incidents on dependent children who are often taken out of school because of the lack of funds to pay their fees (Kenya Wildlife Services, 1996).

Insurance programmes

Livestock and crop insurance is often proposed as an innovative solution to mitigating the impact of HWC, but it is yet to be experimented broadly. It covers crops and livestock from the risk of wildlife attacks and involves the villagers and local governing

bodies paying a premium share of the insurance and allows rural inhabitants to make a minimum annual cost and to be refunded in the event of crop or livestock losses. In addition, the local governing bodies or the forest department are relieved of significant financial expenses, from not having to administer compensation schemes (Madhusudan, 2003).

Incentive programmes

Incentive programmes are based on subsidies. They offset the cost of conservation and demand the adoption of conservation-friendly practices, creating tolerance towards wildlife through the exchange of benefits.

Guarding

Monitoring herds and active defense are essential features of animal husbandry in East Africa, where human herders are effective and fearless in warding off predators. In this region, herders are reported to challenge and scare away dangerous carnivores such as lions, hyenas and cheetahs with nothing more than simple weapons like spears, knives or firearms (Patterson et al, 2004) Northern Kenya, the presence of human guards, dogs and human activity were associated with lower rates of livestock attacks by large predators (Ogada et al., 2003).

2.5 Electric fencing

This section of the literature review touches on the electric fencing aspect in the minimization of HWC.

Artificial and natural barriers (physical and biological)

Electric fencing is an artificial barrier which is used to prevent spatial overlapping among wild animals and local communities. Barriers have the function of preventing spatial overlapping among wild animals and local communities; they are usually man-made, but natural barriers such as rivers, coasts or mountain ranges may occur along a nature reserve boundary. Spatial separation has been proved to be an example, recorded limited tiger conflict around the Way Kambas National Park in Sumatra, owing to the presence of rivers along more than two-thirds of the park's boundary, which discouraged tigers from leaving the park. Polisar et al., (2003) in suggesting how to promote coexistence of jaguars and pumas with cattle in Venezuela, advised on excluding cattle from the forest and maintaining

adequate distance between calving areas and the big cats' territory (Nyphus and Tilson, 2004). In Kenya, in Endarasha and Ol Moran villages located in Nyeri and Laikipia Districts, electric fencing is successfully being used to separate wildlife from human settlements and agricultural (Kenya Wildlife Services, 1996).

2.6 Quality of life for the community

This section contains various contributions on the aspect of quality of life for the community.

Relocation: voluntary human population resettlement

Where alternative land and incentives are available, relocation of local communities to areas offering better access to natural resources and socio-economic opportunities can be an adequate solution to HWC (Madhusudan, 2003) in fact settlement schemes aiming to prevent overlap between wildlife and people, can be successful in the long run if some essential assumptions are met: firstly the villagers should gain substantial benefits, such as better access to resources, secondly they should be relocated to an area where the risk of losing property is lower and thirdly they should not face any political, social or cultural opposition (Treves and Karanath, 2003).

Community based natural resource management schemes (CBNRMS)

A CBNRMS has been established in the Caprivi region of Namibia, where the eco-tourism industry and hunting concessions are potentially valuable for developing a local economy based on wildlife related revenues. This scheme entails a system of returning benefits to rural communities in order to motivate them to protect wildlife outside protected areas and to discourage poaching; it is still at an early stage, but it is expected to have a real potential in mitigating the conflict (O'Connell-Rodwell et al, 2000).

Regulated harvest

In many regions, HWC is managed by hunting. This is a low cost technique and has the potential to raise public tolerance towards wildlife. The money raised from the sale of licenses can fund conservation activities and the protection of human settlements (Treves and Karanath, 2003)

2.7 Other solutions for the Human-wildlife conflicts

This section contains other solutions for the Human-wildlife conflicts.

Alternative high-cost livestock husbandry practices

Movement Activated Guard (MAG) devices and Electronic Training Collars (ETC) are deterrent systems based on aversive stimuli, they are very high-cost and cutting edge techniques. The first one relies on disrupting a predator's attack through stimuli that disturb the animal's normal behaviour; these stimuli can be gustatory (chemical), visual (light), olfactory or auditory (siren) and are activated by the animal approaching protected resources. In order to reduce the ability of wild animals becoming accustomed to the device, it is usually equipped with a variety of different recorded sounds and other alternative responses; however its usefulness is still limited because, over time, animals can become accustomed to the disruptive stimuli (Shivik et al., 2003) device relies on an animal's ability to learn and it causes discomfort, pain or other negative experiences when the animal enters human settlements or livestock areas. The device becomes effective when the animal learns to associate the occurrence of a negative stimulus with a particular behaviour (Shivik et al., 2003).

Wildlife translocation

Translocation consists of moving a certain number of animals from a problematic zone to a new site. In spite of seeming to be the least sensible of the solutions listed above and the risk of exporting the problem to another site, it may be a practical and acceptable approach in some cases and where there is the availability of a suitable habitat with territorial vacancies. In Kenya for instance a certain number of animals have been moved from one danger zone to an identified safety location after an Environmental Impact Assessment (EIA).

2.8 The concept of environment and sustainable development

The environment is actually the holistic context encompassing nature and the natural resources and not any specific resources sector alone. The various resources sectors such as energy, fisheries, forests, human beings, minerals, water, and wildlife are simply components of the environment. Accordingly, environmental conservation and management issues relating to these sectors cannot be divorced from each other and treated separately. In pristine settings, the environment and its various components interacted changing one another overtime while maintaining an external balance. In time human demand on the environment (human being per capita resources and waste) has exceeded the capacity of the environment to support it, bearing in mind the environmental requirements of other species (Kenya Wildlife Services, 1996).

The direct consequences of this environmental stress are; Global warming; Destruction and degradation of forests; Extinction of species and gene pools; Depletion of water resources; Destruction of agricultural resources; Economic inefficiency; and Wars and mass destruction of human resources and property. The goals of sustainable development are; Survival and well being of people; and Survival and well being of all others species. Both goals have an ethical foundation and are based on universal values concerning people's relationship with nature and with each other (Kenya Wildlife Services, 1996)

2.9 Eco- tourism

'*Ecotourism*' (also known as **ecological tourism**) is responsible travel to fragile, pristine, and usually protected areas that strives to be low impact and (often) small scale. It purports to educate the traveler; provide funds for conservation; directly benefit the economic development and political empowerment of local communities; and foster respect for different cultures and for human rights. Eco tourism is held as important by those who participate in it so that future generations may experience aspects of the environment relatively untouched by human intervention (Randall, 1987; Honey, 2008).

Ecotourism appeals to ecologically and socially conscious individuals. Responsible ecotourism includes programs that minimize the negative aspects of conventional tourism on the environment and enhance the cultural integrity of local people. Therefore, in addition to evaluating environmental and cultural factors, an integral part of ecotourism is the promotion of recycling, energy efficiency, water conservation and creation of economic opportunities for the local communities (Randall, 1987; Honey, 2008).

Eco-tourism Kenya promises an eco-destination brand defining it as “good business” with social, cultural and ecological responsibility operating in an ethical environment. The country’s attractions are bringing in tourists keen on conserving the environment and minimizing human wildlife conflicts. Strategic decisions of large corporations inevitably involve social as well as economic consequences. This two cannot be separated. The corporations thus, are involved in strategic CSR activities in that conserving the environment and involvement in activities geared towards HWC minimization has a positive impact on the environment and sustainable development (LNNPAC, Cycle with the Rhino, 2009).

Cycle with the rhino event is an effort that organizes a yearly fundraising event dubbed ‘cycle with the rhino’. It includes cycling 64 kms around Lake Nakuru National Park as one watches wildlife and astonishing sceneries under the protection of KWS rangers. This is a conservation fundraising event that generates funds to support projects like rehabilitating the electric fence, supporting schools in putting up classrooms or donating desks or school equipments, enhancing the living standards of surrounding communities through activities such as digging of water boreholes and construction of pit latrines (sanitation facilities) (LNNPAC, Cycle with the Rhino, 2009).

2.13 Empirical review

This section presents the empirical review in respect to the CSR practices.

2.13.1 Economic justification for the ‘working for water’ programme in South Africa

In South Africa, the introduction of hundreds of species of alien trees has led to the establishment of many populations of aggressive invaders. These trees convert species-rich vegetation to single-species stands of trees, increasing biomass and dramatically decreasing stream flow. In the 1930s to 1950s South Africa established a series of whole catchments experiments to assess the impacts of commercial forestry with alien species on water resources in high rainfall areas. The results have been used to illustrate the potential impact that invasions of alien trees (as opposed to formal plantation forestry) could have on water resources, given that such invasions are comparable to afforestation. The division of water, environment and forestry technology mapped the extent of invasion using local expert’s knowledge, and used these data to model alien plant spread and water use. The survey covered the identity of major invasive species, current and future impacts on water resources, and the costs of dealing with the problem. The monetary valuation of an ecosystem service, formalized in a cost-benefit analysis, was probably the major stimulus for the launch of the ‘working for water’ programme. The fact that cutting down water demanding alien trees is a more efficient way of delivering water from catchments than building new dams, readily appreciated by politicians operating in cash strapped economy (O’Connell-Rodwell, Rodwell, Rice, and Hart, (2000).

2.13.2 Controversy over mammal control programmes in USA and New Zealand

Controversies over the management of feral horses in both the USA and New Zealand illustrate the conflicts that readily arise between environmentalists and other segments of society about some widely appreciated feral domestic animals. In both countries feral horses pose documented threats to native species and ecosystems. By 1981, however public lobbying resulted in creation of a protected area for the remaining

horses. With protection, horses increased to 1576 animals by 1994, essentially doubling their population every four years. In response to damage in native ecosystems caused by this rapidly growing population, the New Zealand Department of conservation recommended management to retain a herd of about 500 animals. The management plan, which included shooting horses, provoked intense public protest. The outcry resulted in the overturning of scientifically based management plan and a 1997 decision to round up as many horses as possible for sale. At practical level, the removal of animals by culling would probably be the simplest way of achieving population reduction, but public resistance precludes this option (O'Connell-Rodwell, Rodwell, Rice, and Hart, 2000).

2.14 Criticism of Corporate Social Responsibility

Ardent supporters of free markets, such as Milton Friedman, have long argued that companies should not be diverted from their pursuit of profit; it ultimately harms a free society if entities such as companies try to act for a wider good other than its own self-interest, because it is hard to know what the wider good is, and damages the primary goal of companies: responsibility to shareholders. In his book, *Capitalism and Freedom*, Friedman argues that “there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud” (Brittan S.,1993)

Milton Friedman theories are appealing, though unfortunately in the real world, many companies, larger ones in particular are often involved in exploitative practices of some sort, knowingly or unknowingly (through sub-contractors, for example). Furthermore, with their increasing financial muscle comes increasing financial power in the political arena to influence policies in their favor. Given the immense impact businesses can have on people’s lives, and their increasing power, environmental, human-rights, and social justice activists have tried different ways to get businesses to be more accountable for their actions. They have tried to go through their government (that is supposed to be representative of their people, in a democracy), and even to businesses and shareholders themselves to urge better responsibility (Brittan S., 1993).

Friedman's arguments can be divided into two types: philosophical and economic. Friedman's philosophical argument is that: 'only people can have responsibilities business as a whole cannot be said to have responsibilities'. To Friedman the latter remark may have seemed a self evident axiom. The statement that ethics only concerns individuals, and cannot apply to groups or organizations is a fundamental tenet of Anglo-Saxon individualism (Brittan S., 1993).

Henderson's criticism of corporate social responsibility is different from Friedman's. Whereas Friedman was concerned that corporate executives were adopting misguided objectives, Henderson is worried about an outside interference with efficient resource allocation. He defines corporate social responsibility as what he calls the modern trend of non-government organizations (NGOs) 'typically hostile to capitalism and the market economy' putting undue pressure on businesses. Henderson accuses CSR as being an anti-capitalist ideology, 'a Salvationist illusion'. 'Using business resources, for non-business purposes is theft; an unjustified appropriation of the owners' property' (Sternberg, 1994).

2.15 Theoretical Framework

Time is a critical component of choice or motivated behavior. Drucker notes that, "The time dimension, is inherent in management because, management is concerned with decisions for action" (Drucker, 1954). Similarly, Luce states that "quite clearly any empirical realization of a decision tree has a strong temporal aspect," and the failure to include time "is a clear failing of the modeling". Therefore, if corrective action is not taken to curtail human wildlife conflicts in time, all the endangered species will be wiped off the face of the earth (Drucker, 1954; Donovan 2001).

An understanding of the local community's behaviour and practices is attributed to their struggle to fulfill their needs; just as Maslow postulated that desire to fulfill these needs is a driver to behave in a given way. Most of the people involved in the conflict with wildlife are at the bottom level of the Hierarchy of Needs pyramid which consists of the basic physiological needs of an individual: air, water, food, shelter. Clearly, if an individual

lacks food physiological needs are met, then safety and security is the concern (Maslow, 1954).

According to the Herzberg theory of motivation, to increase a person's sense of responsibility and achievements, increase their accountability for their work; give them a complete natural unit of work; and to enhance an individual's achievement and recognition, grant additional authority to employees in their work; provide more job freedom; make periodic reports of how well they are doing directly available to the employees (these approach can be used on the LNNP employees) (Stephen, 1994).

Douglas McGregor understood the worker's varying needs. He stepped far enough away to realize that they may be separated into two basic groups requiring two opposing methods of management. The management methods McGregor developed are known as Theory X and Theory Y. Also known as "Authoritarian style" and "Participative style". Theory X assumes that the average person works as little as possible. Management's active intervention is necessary in order to sustain the productivity of the company. The worker must therefore be persuaded, rewarded, punished, and controlled. This is management's task. Furthermore, McGregor also explains that employees will only respond to monetary rewards as an incentive to perform above the level that is expected. This method has been proving itself less and less effective, especially when used in a professional technical setting. Put simply, people don't respond productively to the Theory X manager anymore. Another method is necessary for success (Stephen, 1994).

Theory Y holds a contrasting description of the average person. People are, by nature, not resistant to change and organization. "The motivation, the potential for development, the capacity for assuming responsibility, and the readiness to direct behavior toward organization goals are all present in people. Management does not have to put them there. It is the responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves. The essential task of management is to arrange organization conditions and methods of operation so that

people can achieve their own goals best by directing their own efforts toward organizational objectives.” The Theory Y worker, also known as the knowledgeable worker, not only accepts responsibility, but seeks it (Stephen, 1994).

2.16 Conceptual Framework

The following CSR Activities are conceptualized as playing an influential role in the minimization of human wildlife conflicts.

Community sensitization

This is considered a powerful tool by many scholars. Information or knowledge transfer has a great influence behaviour change. Behaviour Change Communication (BCC) strategy has proved effective in so many instances, for example the case in managing HIV / AIDS spread and on so many instances of taming unwanted human practices.

Electric fencing

Electric fencing will help control of unauthorized passage by both humans and wildlife and this has a direct effect of human wildlife conflict.

Enhancement of employee welfare

Motivated employees as supported by the arguments of Maslow and other scholars results into cooperation towards the attainment of planned organizational goals. This enhanced welfare will in turn result into voluntary participation in the initiative to tame human wild life conflict.

Improved Quality of life

Quality of life encompasses involvement in CSR activities such as: water boreholes; building and supporting schools through provision of school equipments; and the organization of the community youth in extra socio – economic activities such as productive training programs, involvement in projects, responsible social behaviour (for example HIV /AIDS) and social activities such as sports.

Other players in the conceptual framework

The successfulness of the planned CSR activities in bringing about the desired state (Increased profitability and sustainability) through minimization of human wildlife conflict is greatly influenced by the Intervening variables which are:

Adequacy of financial resources

Implementation of CSR activities has cost implications; for instance fencing will involve costs associated with human and technical expertise, while community sensitization will attract costs related to workshops and seminars.

Human resource capacity and flexibility

Staff competence levels are prerequisite to the effective implementation of Conceptual Social Responsibility activities. The workforce should also be flexible and ready to cooperate towards meeting the planned Conceptual Social Responsibility objectives. Motivated employees will be more productive and willing to cooperate.

Availability of technical and technological resource

Well trained staff with sufficient knowledge in wildlife management and conservation are a valuable asset and thus instrumental in the implementation of the Conceptual Social Responsibility programs. Modern technology relative to the art of managing and conserving wildlife is also a requirement. Computerized technology would be required for update trainings and monitoring the progress of the programs.

Existence of social cultural practices and norms

The local people's attitudes, beliefs, values and practices could prove a hindrance to the successful execution of the planned Conceptual Social Responsibility activities. Some local people would even pose resistance and threats to the environment. Ignorance from the local community is displayed through activities such as burning of charcoal, vandalism of the electric fence and bush meat hunting.

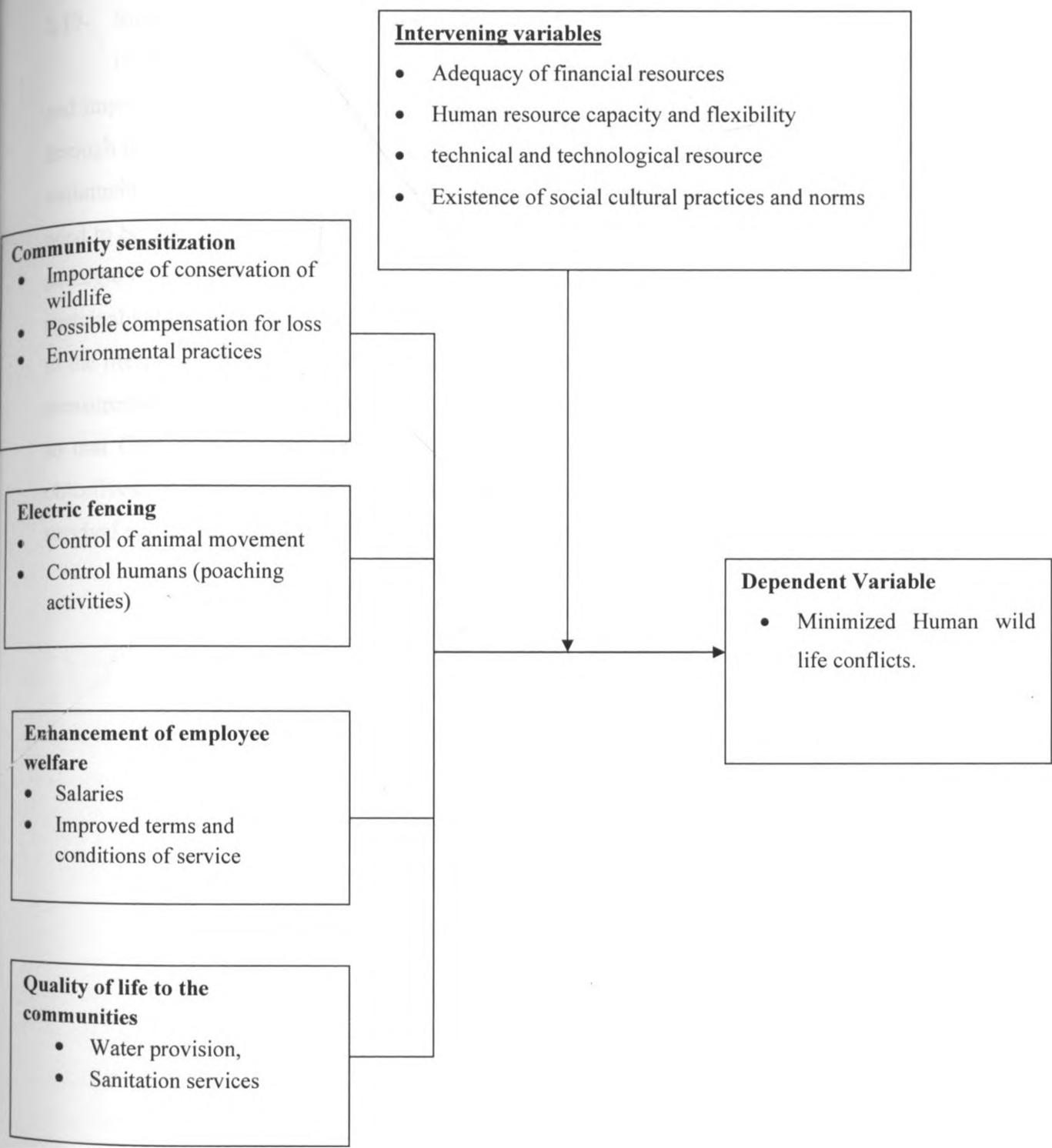


Figure 2: Conceptual Framework

2.17 Summary of literature review

Chahal and Sharma (2006) simply state, a company's obligation "... is to protect and improve the welfare of the society and its organization, now as well as in the future, through its various business and social actions, and ensure that it generates equitable and sustainable benefits for the various stakeholders". There is also agreement that companies need to be profitable, and CSR should not negate this economic return. To the contrary, strategic CSR is seen as the vehicle for unlocking shared value, and providing mutual and sustainable benefits for the breadth of stakeholders (Porter and Kramer, 2006). According to the literature, whether this actually occurs is debatable due to the lack of reliable CSR measurement tools (Lantos, 2001). In the case of LNNP, therefore care should be taken so that CSR activities undertaken are aligned with the LNNP's mandate and business objectives. Involvement in the reduction of human wildlife conflicts is aligned with the survival and sustainability of LNNP and thus related to the core mandate of LNNP.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology which was used in data collection and analysis, Research design, location of the study, population of the study, sampling procedure, sample size, instrumentation, data collection, and data analysis.

3.2 Research Design

This study was guided by Correlational research design. According to Fraenkel and Wallen (2000) in a correlational research, researchers investigate possible relationships among variables without trying to influence those variables. The correlational research design enables the researcher to assess the degree of relationship that exists between two or more variables. It analyses the correlations between two or more variables. In this study, the researcher attempted to determine the relationship between CSR strategy and minimization of human wildlife conflict at LNNP. CSR activities are the independent variable while minimization of HWC is the dependent variable. Koul (1988) observes that magnitude of the relationship between the variables is determined by the use of coefficient of correlation. This study provided the results in terms of qualitative and descriptive data.

3.3 Target population of the study

Lake Nakuru National Park is situated in Rift Valley Province and managed by KWS on behalf of the Kenya Government. The area of the study was within Nakuru town. Shao (1999) defines a population or universe as the aggregate of all the elements. A population is be defined in terms of elements (in this context it refers to employees). The target population of this study included 165 employees of the Lake Nakuru National Park and Nakuru Municipal Council's Environmental Department. LNNP staff were classified according to the Departments. The general employees provided information about the CSR objectives, activities, and implementation relative to human wildlife

conflict, while the Municipal Council's Environmental Department provided information regarding environmental concerns resulting from wildlife resource management levels. The study targeted 5 Departments at the LNNP.

Table 3.1: Lake Nakuru National Park population

<i>Department</i>	<i>Number of employees</i>
Community Issues Department	25
Marketing Department	5
Human Resources Management	5
Security Department	100
Support staff	30
Total	165

The population therefore was made up of 165 employees of LNNP and ten (50) Nakuru Municipal Council's Environmental Department staff. The sample size was calculated on the basis of the population above.

3.4 Sample size and sample selection

Dillon (1994) defines sampling as the identification of a group of individuals or households who can be reached by mail, by telephone or in person and who possesses information relevant to solving the problem at hand.

The sample size was determined by the following sampling techniques. In this technique the researcher purposely targeted a group of 10 employees of the Nakuru Municipality's Environment Department. The study used a sample size which was computed as follows:

$$n(x \div y) = z$$

Where:

n = the total target sample size for the category of LNNP staff.

x = Department's number of staff

y = Total number of employees at LNNP

z = Sample size from the department

Therefore, the sample size was 60 as shown in the table.

Table 3.2: Sample size determination

<i>Department</i>	<i>Number of employees</i>	<i>Sample size</i>
Community Issues Department	25	9
Marketing Department	5	2
Human Resources Management	5	2
Security Department	100	36
Support staff	30	11
Total	165	60

The study gave an equal chance of representation on gender basis, but in the case of odd numbers, except security department, preference is given to the female targets.

3.5 Research Instruments

McDaniel and Gates (2001) and Lancaster, Withey and Ashford (2001) define a questionnaire as a set of questions designed to generate the data necessary to accomplish the objectives of the research project. Two sets of questionnaire containing both structured and unstructured questions were used to make it as easy as possible for the respondents to provide the necessary information.

In this study a qualitative and quantitative research tool, was used. The questionnaire was more systematic and structured and aims at obtaining information from respondents in a direct and open manner. According to Hair(2000) results obtained from personal interviews are quantifiable easily and the questionnaire and personal interview have a potentially high degree of reliability. Shao (1999) points out that, interviews may be structured, consisting of direct questions to obtain factual data, or indirect (semi – structured), allowing more flexibility on the part of the interviewer in setting questions in an indirect manner, or probing for answers. The study used a drop and pick method, and this exercise was administered by the researcher personally.

The questionnaires used for the study was divided into three sections namely Part A, Part B and Part C. Part A was used to obtain personal information of the respondents in both sets of questionnaires. Part B was used to collect information related to the influence of the Corporate Social Responsibility activities practiced at LNNP, on the minimization of human wildlife conflicts (the extent, reasons for involvement in CSR activities). Part was useful in obtaining information related to the effectiveness the CSR activities in the minimization of human wildlife conflicts and also information on the measures for the enhancement of the influence of the activities in the minimization of human wildlife conflicts at the LNNP.

3.6 Reliability of instruments

Reliability of an instrument is a measure of the degree to which it measures a variable and gives consistent data (Mugenda and Mugenda, 1999). The Questionnaire was pre-tested amongst the employees at Lake Nakuru National Park. This enabled the researcher to determine the effectiveness of the questionnaire. 10 questionnaires were used for the exercise. The questionnaires were distributed to the LNNP's departments as follows: Security Department 6, Support staff 2 and the Community Issues Department 3. The responses were evaluated to assess their relation with the research objectives. The findings of the pre – testing were used to modify and improve the questionnaire, thus enhancing the reliability and validity of the data collection instrument.

3.7 Validity of instruments

Mutai, (2000) argues that an instrument can be validated by proving that its items or questions are representative of skills or characteristics that it is intended to measure. The study also relied on advice from experts to determine if the items were representative sample of the skills and traits which comprised the area to be measured. The developed questionnaires were submitted to an expert to seek an independent and professional opinion as to their content and structure. Upon the expert's advice, the study improved on the structure and content of the instruments.

3.8 Data collection procedures

Data was collected through a drop and pick method. The questionnaires were delivered to the LNNP offices and distributed to the identified respondents upon authorization from the management. The questionnaires were then collected after two days, to allow the respondents ample time to respond to all the questions accurately. The questionnaires for the MCN employees were also distributed upon authorization from the MCN management. The questionnaires were also collected after two days. Upon completion of the data collection exercise, the stage that followed was data analysis.

3.8 Data Analysis techniques

Zikmund and d'Amico (2001) define this stage as the statistical and qualitative considerations of data gathered by research. Descriptive statistics (means, frequencies and percentages) and inferential statistics (correlations and non parametric tests) were computed. In this study the analysis of the data was performed with the aid of SPSS and Ms Excel and the findings were presented in chapter four using tables, and graphs to make interpretation.

3.9 Ethical Considerations

The study ensured that appropriate authorization was obtained from the Municipal Environmental Department office and the Management of the Lake Nakuru National Park, prior to collection of data from the target population. The study also informed the respondents of the purpose of the study and assured them of the confidentiality of the information provided.

3.6 Operational definition of variables

The detailed operational definition of variables is presented in table 4

Table 3.3: Operational definition of variables

Objectives	Variables	Indicators	Measure(s)	Tools of data collection survey	Measuring Scale	Data analysis techniques
To identify the Corporate Social Responsibility strategic objectives on Lake Nakuru National Park in minimizing Human Wildlife Conflicts.	<p>Dependent Variable</p> <p>Minimized Human wild life conflicts.</p> <p>Independent Variable</p> <ul style="list-style-type: none"> • Community sensitization • Electric fencing • Enhancement of employee welfare • Quality of life to the communities (water provision, sanitation services) 	<ul style="list-style-type: none"> • Conserved habitat • Reduced cases of Human wild life conflicts 	<p>Reports on reduced</p> <ul style="list-style-type: none"> - Attacks from animals - Destruction of property - Poaching activities - Vandalism of electric wire - Community support projects 	<p>Questionnaire</p> <p>Records</p>	<p>Nominal</p> <p>Ordinal</p> <p>Ratio</p>	<p>Frequencies, Means, percentages and Chi- square tests</p>

To determine the Corporate Social Responsibility activities practiced in minimizing Human Wildlife Conflicts.	Independent Variable <ul style="list-style-type: none"> • Community sensitization • Electric fencing • Enhancement of employee welfare • Quality of life to the communities (water provision, sanitation services) 	<ul style="list-style-type: none"> -Number of sensitizations programs undertaken -Employees Commitment to work -Number of projects undertaken 	Strategic plan Reports <ul style="list-style-type: none"> -CSR activities carried out -Employee performance 	Questionnaire Records	Nominal Ordinal Ratio	Frequencies, means and percentages Friedman ranking tests
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Objectives	Variables	Indicators	Measure(s)	Tools of data collection survey	Measuring Scale	Data analysis techniques
To determine the effectiveness of Corporate Social Responsibility strategy in minimizing human-wildlife conflict	Independent Variable <ul style="list-style-type: none"> • Community sensitization • Electric fencing • Enhancement of employee welfare • Quality of life to the communities (water 	<ul style="list-style-type: none"> • Conserved habitat • Reduced cases of Human wild life conflicts 	Reports on reduced <ul style="list-style-type: none"> - Attacks from animals - Destruction of property - Poaching activities 	Questionnaires Records	Ordinal Nominal Interval	Chi-square tests Correlations (t-tests)

	provision, sanitation services)		- Vandalism of electric wire - Community support projects			
To find out the measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife	<p><u>Intervening variables</u></p> <ul style="list-style-type: none"> • Adequacy of financial resources • Human resource capacity and flexibility • Availability of technical and technological resource • Existence of social cultural practices and norms 	<ul style="list-style-type: none"> • Staff training level • Mobilized financial resources • Technology used • Number of community sensitization programs 	-staff update training activities -finance mobilized -modernity of technology adapted - Changed practices	Questionnaires Records	Ordinal Nominal Interval	Frequencies, and percentages means

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents findings of the study. The study sought to identify the Corporate Social Responsibility strategic objectives on Lake Nakuru National Park in minimizing Human Wildlife Conflicts; to determine the Corporate Social Responsibility activities practiced by the Lake Nakuru National Park management in minimizing Human Wildlife Conflicts; to assess the effectiveness of Corporate Social Responsibility strategy in minimizing human-wildlife conflict; and to find out the measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife. Data was therefore, collected from the Lake Nakuru National Park employees and Nakuru Municipality employees to accomplish the study.

Table 4.1: Response rate

<i>Category of respondents</i>	<i>Target No. of questionnaires</i>	<i>No. of questionnaires returned</i>	<i>Response rate</i>
Lake Nakuru National Park employees	60	54	90%
Nakuru Municipality employees.	10	10	100%

The study was able to get a response from 54 respondents out of the 60 questionnaires distributed to the Lake Nakuru National Park employees; that is a response rate of 90%. The rest of the respondents did not return the questionnaires citing reasons such as forgetfulness, misplacement and lack of time. The study was also able to get a response of 100% from the questionnaires distributed to the Nakuru Municipality employees as shown in the table.

4.2 Presentation of findings

This section contains the presentation of findings arising from data analysis.

4.2.1 Demographic Characteristics of the respondents

4.2.1.1: Gender of the respondents

The gender of the respondents is given in Table 4.2.

Table 4.2: Gender of the respondents

	LNNP employees	MCN employees	Total Frequency	Percent
Male	32	7	39	61%
Female	22	3	25	39%
Total	54	10	64	100%

The total number of respondents was 64 which was made up of 61% male and 39% female respondents was used for the study. This implied that most people employed in the two areas were male. At LNNP, most of the persons interviewed from all departments were female. However, this is reflective of gender imbalance in the quest to minimize human wildlife conflicts. Women need to be involved in the strategy.

4.2.1.2: Age of the respondents

The age of the respondents from both categories is given in the Table 4.3.

Table 4.3: Age of the respondents

Age bracket	LNNP employees	MCN employees	Total Frequency	Percent
Below 25 years	14	1	15	23%
26-35 years	32	6	38	59%
36-45 years	6	2	8	13%
Above 45 years	2	1	3	5%
Total	54	10	64	100%

The study interviewed 38 respondents aged between 26 and 35 years, 15 respondents aged 25 years, 8 respondents aged between 36 and 45 years, and 2 respondents aged above 45 years. The age is an indicator of the potential of the employees to minimize human wildlife conflicts. The age bracket with the majority (26 and 35 years) is the energetic age in human life cycle. At this stage the employees are able to move with the required speed and deliver required results with ease.

4.2.1.3: Highest academic qualification

The Highest academic qualification of the respondents is as shown in the Table 4.3.

Table 4.4: Highest academic qualification

<i>Educational level</i>	<i>LNNP staff</i>	<i>MCN staff</i>	<i>Total Frequency</i>	<i>Percentage</i>	<i>Cumulative Percent</i>
Primary school level	4		4	6%	7.4
Secondary school	24	2	26	41%	51.9
College level	12	6	18	28%	74.1
University level	14	2	16	25%	100
Total	54		64	100%	

The research findings show that most of the respondents (41%) indicated secondary school level as their highest academic qualification, 25% indicated University level, and 28% indicated College level, while 6% indicated Primary school level as their highest academic qualification. This implied that most of the people interviewed were educated enough to comprehend the implication of Human Wildlife Conflicts.

4.2.1.4: The Length of employee's service in employment at work place

The Length of employee's service in employment at the Lake Nakuru National Park is as shown in figure 4.

Table 4. 5: The Length of employee's service in employment

	<i>LNNP staff</i>	<i>MCN staff</i>	<i>Total Frequency</i>	<i>Percentage</i>
Less than 1 years	14	5	19	30%
2 years to 3 years	19	5	24	38%
Above 3 years	21		21	33%
Total	54	10	64	100%

The study findings show that most of the respondents (21) had worked with their organization for a period of Above 3 years, 24 employees had worked for a period between 2 years to 3 years and 14 employees for a period Less than 1 year. Since most of them had worked for a period more than 2 years, it means that they had been in the area for a period long enough to understand the circumstances and occurrences of human wildlife conflicts and thus the information provided by them was reliable. The respondents had also experienced or observed the corporate social responsibility activities by LNNP.

4.2.1.5: LNNP staff's awareness of the concept of corporate social responsibility

The LNNP staff's awareness of the concept of corporate social responsibility is given in Table 4.4.

Table 4. 6: LNNP staff's awareness of the concept of corporate social responsibility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	77.8	77.8	77.8
	No	12	22.2	22.2	100.0
	Total	54	100.0	100.0	

Majority of the LNNP employees interviewed (81%) indicated that they were aware of the concept of corporate social responsibility, while 19% indicated that they were not aware. All the MCN staff indicated that they were familiar with Corporate Social Responsibility actions of the Lake Nakuru National Park. This implied that the impact of the CSR activities practiced by LNNP was experienced and noticed by the local community.

4.2.1.6: Extent of involvement for the Corporate Social Responsibility activities

LNNP staff perspective

The study had used a likert scale of 1-5 with strengths ranging from Strongly Disagree [1] to Strongly Agree [5]. Descriptive Statistics and Non Parametric Tests were computed followed by Friedman ranking tests. Descriptive statistics (Means and Standard Deviations) and Non Parametric Tests (Friedman ranking tests) were computed and the results are as presented in Table 4.7 and Table 4.8, respectively. Since there 5 items; that is from Strongly Disagree [1] to Strongly Agree [5], a mid mean mark of 2.5 was set by the researcher, above which the mean score is considered significant.

Table 4.7: Extent of involvement for the Corporate Social Responsibility activities (LNNP staff perspective) - Descriptive Statistics

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Minimum</i>	<i>Maximum</i>
Electric fencing	54	4.19	.992	1	5
Community sensitization	54	3.74	1.152	1	5
Enhancement of employee welfare	54	3.41	1.000	2	5
Improved Quality of life to the community	54	3.15	1.089	1	5

The findings reveal that the corporate social responsibility activities recorded the following mean score which were all above the 2.5 mid mark. The mean scores were as follows: Electric fencing (4.19); Community sensitization (3.74); Enhancement of employee welfare (3.41); and Improved Quality of life to the community (3.15).

Table 4. 8 : Involvement in CSR activities (Friedman ranking Tests)

	Mean Rank
Electric fencing	3.15
Community sensitization	2.78
Enhancement of employee welfare	2.09
Improved Quality of life to the community	1.98

Test Statistics(a)

N	54
Chi-Square	38.645
df	3
Asymp. Sig.	.000

a Friedman Test

The Corporate Social Responsibility activities were ranked using the K- related samples; Friedman tests (non parametric tests) and the results are as shown. Mean ranks were computed and according to the results, LNNP is involved to a great extent in Electric fencing (3.15) followed by Community sensitization (2.78), Enhancement of employee welfare (2.09) and Improved Quality of life to the community (1.98) in descending order.

MCN staff perspective

The extent of involvement for the Corporate Social Responsibility activities from MCN staff perspective is given in Table 4.9.

Table 4. 9: Extent of involvement for the Corporate Social Responsibility activities

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
Electric fencing	10	3.80	.422	.133
Community sensitization	10	3.70	1.160	.367
Improved Quality of life to the community	10	3.70	.675	.213
Enhancement of employee welfare	10	2.80	.789	.249

The MCN employees were asked to indicate to what extent the Lake Nakuru National Park was involved in Community sensitization, Electric fencing, Enhancement of employee welfare and Improved Quality of life to the community as CSR activities. Descriptive Statistics and Non Parametric Tests were computed followed by Friedman ranking tests. Descriptive statistics (Means and Standard Deviations) and Non Parametric Tests (Friedman ranking tests) were computed and the results are as presented in Table 4.29 and Table 4.30, respectively. A mean score mid mark of 2.5 was set. The results in the order of the mean scores are shown: Electric fencing (3.80), Community sensitization (3.70), Improved Quality of life to the community (3.70) and Enhancement of employee welfare (2.80).

4.2.1.7: Employees involvement in the CSR activities

Employees' involvement in the CSR activities is given in Table 4.10.

Table 4. 10: Employees involvement in the CSR activities

<i>Employees involvement</i>	<i>Frequency</i>	<i>Percent</i>
Yes	38	70.4
No	16	29.6
Total	54	100.0

The research findings were: Yes (70%) and No (30%). Majority of the respondents interviewed at the LNNP were directly involved in the implementation of the CSR activities and therefore provided the study with first hand information.

4.2.1.8: Mentioning of the objectives of the CSR activities to the staff at KWS

The response to whether the objectives of the CSR activities are mentioned to the staff at KWS is indicated in Table 4.11.

Table 4. 11: Mentioning of the objectives of the CSR activities to the staff at KWS

<i>CSR objectives Mentioning</i>	<i>Frequency</i>	<i>Percent</i>	<i>Cumulative Percent</i>
Yes	36	66.7	66.7
No	18	33.3	100.0
Total	54	100.0	

The research findings were: Yes (67%) and No (33%). Most of the LNNP employees were aware of the objectives of the CSR objectives of minimizing human wildlife conflicts had hence contributed to their attainment.

4.2.2: Influence of community sensitization in the minimization of Human Wildlife Conflicts at Lake Nakuru National Park.

4.2.2.1: Reasons behind Community sensitization by LNNP

According to the LNNP employees the reasons for LNNP's involvement Community sensitization are as shown in the Table 4.12.

Table 4.12: Reason behind Community sensitization by LNNP

	<i>Frequency</i>	<i>Percentage</i>
To change the people's perception towards conservation of wildlife	28	25%
Educate the community on the importance of park life (wild life)	26	23%
Campaign against human wildlife conflicts	26	23%
To enhance community's appreciation of conserving wild life	20	18%
To remove ignorance from the community especially in respect species and eco systems	11	10%
Total	111	100%

The reasons behind community sensitization were: to change the people's perception towards conservation of wildlife; Educate the community on the importance of park life (wild life); Campaign against human wildlife conflicts; to enhance community's appreciation of conserving wild life and to remove ignorance from the community especially in respect species and eco systems

4.2.2.2: Effectiveness of Community sensitization

The effectiveness of Community sensitization is given in the Table 4.13.

Table 4. 13: Effectiveness of Community sensitization

	Observed N	Expected N	Residual
Highly Ineffective	2	10.8	-8.8
Ineffective	2	10.8	-8.8
Neutral	14	10.8	3.2
Effective	24	10.8	13.2
Highly Effective	12	10.8	1.2
Total	54		

Community sensitization is effective in minimizing human wildlife conflict at Lake Nakuru National Park with an observed number of 24 respondents indicating effective and 12 indicating highly effective. These values are above the expected number of 10.8. The sensitization of the local community on the importance of wildlife conservation, Waste management systems that restrict wildlife access to refuse, Compensation systems and Incentive programmes was an effective intervention in the minimization of human wildlife conflicts.

The effectiveness of Community sensitization from the MCN's perspective is given in the Table 4.14.

Table 4. 14: Effectiveness of Community sensitization in minimizing human wildlife conflicts

	Observed N	Expected N	Residual
Neutral	1	3.3	-2.3
Effective	1	3.3	-2.3
Highly Effective	8	3.3	4.7
Total	10		

Community sensitization is, Highly Effective in minimizing human wildlife conflict at Lake Nakuru Nakuru National Park with an observed number of 8 MCN

employees indicating Highly Effective. These values are above the expected number of 3.33. The local community therefore, appreciates this contribution; hence efforts towards community sensitization should be strengthened.

4.2.2.3 Suggestions to support Community sensitization

Suggestions to support Community sensitization are given in Table 4.15.

Table 4. 15: Suggestions to support Community sensitization

	<i>Frequency</i>	<i>Percentage</i>
Involve the community in wildlife conservation	28	19%
Free park visits by community members	16	11%
Offering lessons during visits	16	11%
Conducting regular baraza	14	9%
Community to be sensitized on compensation in case of injury / death caused by wildlife	22	15%
Community to be educated on possible crops that are not likely to be destroyed by baboons	29	20%
The Government to provide more funding for community sensitization	23	16%
Total	148	100%

The respondents gave various suggestions towards supporting Community sensitization for minimization human wildlife conflicts. The suggestions are shown in the table: The employees suggested that for community sensitization to be effective LNNP was to: involve the community in wildlife conservation; organize free park visits by community members and offer lessons during the visits; conduct regular barazas; to sensitize the Community to be sensitized on compensation in case of injury / death caused by wildlife and to educate the community on possible crops that are not likely to be destroyed by baboon. They also suggest that the Government to provide more funding for community sensitization.

4.2.3: Influence of Electric fencing in the minimization of Human Wildlife

4.2.3.1: Reasons behind Electric fencing by LNNP

According to the LNNP employees the reasons for LNNP's involvement Electric fencing are as shown in the Table 4.16.

Table 4.16: Reasons behind Electric fencing by LNNP

	<i>Frequency</i>	<i>Percentage</i>
Minimization of Human wildlife conflicts through pouching prevention, avoidance of land grabbing and secured park system	27	59%
Prevention of crop destruction and insecurity	19	41%
Total	46	100%

The reasons mentioned for electric fencing were minimization of Human wildlife conflicts through pouching prevention, avoidance of land grabbing and secured park system and prevention of crop destruction and insecurity. These reasons were all geared towards ensuring minimized Human wildlife conflicts over existing resources.

4.2.3.2: Effectiveness of Electric fencing

The effectiveness of electric fencing is given in the Table 4.17.

Table 4. 17: Effectiveness of Electric fencing

	Observed N	Expected N	Residual
Highly Ineffective	2	13.5	-11.5
Neutral	10	13.5	-3.5
Effective	28	13.5	14.5
Highly Effective	14	13.5	.5
Total	54		

Electric fencing is effective in minimizing human wildlife conflict at Lake Nakuru National Park with an observed number of 28 respondents indicating effective and 14

indicating highly effective. These values are above the expected number of 3.3. Electric fencing was a highly influential artificial barrier which was used to prevent spatial overlapping among wild animals and local communities (Kenya Wildlife Services, 1996). The findings reveal that this intervention was effective in the minimization of human wildlife conflict at Lake Nakuru National Park.

The effectiveness of electric fencing is given in the Table 4.18.

Table 4.18: Effectiveness of Electric fencing in minimizing human wildlife conflicts (MCN)

	<i>Observed N</i>	<i>Expected N</i>	<i>Residual</i>
Ineffective	2	3.3	-1.3
Effective	1	3.3	-2.3
Highly Effective	7	3.3	3.7
Total	10		

Electric fencing was described as highly effective in minimizing human wildlife conflict at Lake Nakuru National Park, whereby, an observed number of 7 MCN employees indicating that the electric fencing was Highly Effective. These values are above the expected number of 3.33. High effectiveness of electric fencing in minimizing human wildlife conflicts needed therefore to be encouraged through ensuring that the entire park was fenced.

4.2.3.3: Suggestions to support electric fencing

Suggestions to support electric fencing are given in Table 4.17.

Table 4.19: Suggestions to support electric fencing

	<i>Frequency</i>	<i>Percentage</i>
Mobilize financial resources for electric fencing through organized events	33	20%
More motor vehicles for fencing to be added	26	16%
Modification of electric fence i.e. baboon proof	27	16%
Enhancement of the electric voltage of the fence	27	16%
Increase the workforce involved in fencing	19	12%
Presentation of awards to the best performers in the community	18	11%
Training of the fencing staff on fence maintenance	15	9%
Total	165	100%

The respondents gave various suggestions towards supporting electric fencing for minimization human wildlife conflicts. The suggestions that are shown in the table: Mobilize financial resources for electric fencing through organized events; to arrange for more motor vehicles for fencing; to arrange for the modification of electric fence i.e. baboon proof; to arrange for the enhancement of the electric voltage of the fence, to increase the workforce involved in fencing; to organize for the presentation of awards to the best performers in the community; and organize training of the fencing staff on fence maintenance.

4.2.4: Influence of Enhancement of employee welfare in the minimization of Human Wildlife

4.2.4.1: Reasons behind enhancement of employee welfare by LNNP

According to the LNNP employees the reasons for LNNP's involvement in the Enhancement of employee welfare are as shown in the Table 4.20

Table 4.20: Reasons behind enhancement of employee welfare by LNNP

	<i>Frequency</i>	<i>Percentage</i>
Good reputation to the employees and the public	24	29%
Motivate employees towards higher performance	29	35%
Encourage employee participation in reduction of human-wildlife conflict	16	19%
Improve employee punctuality to control HWC	14	17%
Total	83	100%

The reasons were: Motivation of employees towards higher performance; enhancing good reputation to the employees and the public; encouraging employee participation in reduction of human-wildlife conflict and improving employee punctuality to control Human wildlife conflicts. All these reasons for CSR activities were directly related to the minimization of Human wildlife conflicts at the Lake Nakuru National Park.

4.2.4.2: Effectiveness of Enhancement of employee welfare

The effectiveness of enhancement of employee welfare is given in the Table 4.21.

Table 4. 21: Effectiveness of Enhancement of employee welfare

	Observed N	Expected N	Residual
Ineffective	6	13.5	-7.5
Neutral	22	13.5	8.5
Effective	20	13.5	6.5
Highly Effective	6	13.5	-7.5
Total	54		

Enhancement of employee welfare is neutrally (moderately) effective in minimizing human wildlife conflict at Lake Nakuru National Park with an observed number of 22 respondents indicating effective and 20 indicating effective. These values are above the expected number of 13.5. Employee welfare could be highly influential; however, the results are a reflection of discontent among the employees at the LNNP.

The effectiveness of enhancement of employee welfare in minimizing human wildlife conflicts is given in the Table 4.22.

Table 4.22: Effectiveness of Enhancement of employee welfare in minimizing human wildlife conflicts

	Observed N	Expected N	Residual
Ineffective	1	3.3	-2.3
Neutral	1	3.3	-2.3
Effective	8	3.3	4.7
Total	10		

Enhancement of employee welfare was described as effective in minimizing human wildlife conflict at Lake Nakuru Nakuru National Park, with an observed number of 8 MCN employees indicating Highly Effective. These values are above the expected

number of 3.33 Enhancement of employee welfare as a tactic in minimizing human wildlife conflicts needs to be taken seriously by the LNNP management. Employees need to be motivated to work hard

4.2.4.3: Suggestions to support enhancement of employee welfare

Suggestions to support enhancement of employee welfare are given in Table 4.23.

Table 4.23: Suggestions to support enhancement of employee welfare

	<i>Frequenc y</i>	<i>Percentag e</i>
Improve employees' salaries	34	21%
Improve housing and living standards	27	16%
Further training to employees on important aspects of HWC	23	14%
Recognition of employees efforts by giving them awards	16	10%
Improve on the quality of tools used by employees	15	9%
Encouraging professionalism	15	9%
Organize educational seminars	14	8%
Improved communication systems	11	7%
Change in the management	10	6%
Total	165	100%

The respondents gave various suggestions towards supporting enhancement of employee welfare for minimization human wildlife conflicts. The suggestions that are shown in the table: These were: improves employees' salaries, improves housing and living standards and organizes further training to employees on important aspects of HWC; encourage professionalism, organize educational seminars, improve communication systems and change in the management; LNNP was to improve on the quality of tools used by employees, and that LNNP recognizes employees' efforts by giving them awards.

4.2.5: Influence of improved Quality of life to the community in the minimization of Human Wildlife

4.2.5.1: Reasons behind Improved Quality of life to the community by LNNP

According to the LNNP employees the reasons for LNNP's involvement in the Improving Quality of life to the community are as shown in the Table 4.24.

Table 4.24: Reasons behind Improved Quality of life to the community by LNNP

	<i>Frequency</i>	<i>Percentage</i>
It is the right thing to do	15	17%
To inform the community that LNNP is for them and should be conserved	10	11%
Promote relationship between the park and the local community	14	16%
Prevent the community from encroaching into the park for economic reasons.	14	16%
To Promote socialization	15	17%
To improve the lifestyle of the people	12	13%
Enhance cooperation to reduce land degradation, pollution, encroachment and encourage conservation	9	10%
Total	89	100%

The reasons behind improved quality of life to the community were: It is the right thing to do; to enhance cooperation to reduce land degradation, pollution, encroachment and encourage conservation; to promote relationship between the park and the local community; to prevent the community from encroaching into the park for economic reasons; to promote socialization; to improve the lifestyle of the people and to inform the community that LNNP is for them and should be conserved.

4.2.5.2: Improved Quality of life to the community

The effectiveness of improved Quality of life to the community is given in the Table 4.25.

Table 4. 25: Improved Quality of life to the community

	Observed N	Expected N	Residual
Highly Ineffective	4	10.8	-6.8
Ineffective	8	10.8	-2.8
Neutral	12	10.8	1.2
Effective	20	10.8	9.2
Highly Effective	10	10.8	-.8
Total	54		

Improved Quality of life to the community was an effective intervention in minimizing human wildlife conflict at Lake Nakuru National Park as indicated by majority of the respondents (20), the highest observed number, 12 respondents were neutral. This implied that improved quality of life to the community was effective; hence, more efforts needed to strengthen this intervention.

The effectiveness of improved Quality of life in minimizing human wildlife conflicts is given in the Table 4.26.

Table 4.26: Effectiveness of Improved Quality of life to the community in minimizing human wildlife conflicts

	Observed N	Expected N	Residual
Ineffective	2	2.5	-.5
Neutral	1	2.5	-1.5
Effective	6	2.5	3.5
Highly Effective	1	2.5	-1.5
Total	10		

Enhanced quality of life to the community was an effective tactic in minimizing human wildlife conflicts. The highest observed was the observation for the effective score which was 6. The management of LNNP needed to continue with their contribution to the enhancement of quality of life to the community. More resources needed to be mobilized for this realization. If these aspects which include access to water and food were addressed the local community would reduce their movement into the park to obtain these services.

4.2.5.3: Suggestions to support improvement of the Quality of life to the community

Suggestions to support improvement of the Quality of life are given in Table 4.27.

Table 4.27: Suggestions to support improvement of the Quality of life to the community

	<i>Frequency</i>	<i>Percentage</i>
Sharing of revenue money with the community	20	17%
Build cattle dip for the adjacent community	10	8%
Initiating and funding women / youth groups so as to educate others on the importance of wildlife	23	19%
Offer job opportunities to the neighboring community	27	23%
Holding educational seminars	16	13%
Building of social amenities for the community to benefit e.g. schools, hospitals	19	16%
Provision of water tanks to the community living adjacent to the park.	5	4%
Total	120	100%

The respondents gave various suggestions towards supporting the improvement of the Quality of life to the community for minimization human wildlife conflicts. The suggestions are shown in the table: the suggestions were: sharing of revenue money with the community; building cattle dip for the adjacent community; initiating and funding women / youth groups so as to educate others on the importance of wildlife; offering job opportunities to the neighboring community; holding educational seminars; building of

social amenities for the community to benefit e.g. schools, hospital; and providing water tanks to the community living adjacent to the park.

4.2.6: Effectiveness of CSR activities on selected facts

The study had used a likert scale of 1-5 with strengths ranging from Highly Ineffective [1] to Highly Effective [5]. Descriptive statistics (Means and Standard Deviations) and Non Parametric Tests (Friedman ranking tests) were computed and the results are as presented in Table 4.28 and Table 4.29, respectively. Since there 5 items; that is from Highly Ineffective [1] to Highly Effective [5], a mid mean mark of 2.5 was set by the researcher, therefore the mean score is considered significant.

Table 4. 28: Effectiveness of CSR activities on selected facts (Descriptive Statistics)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Minimum</i>	<i>Maximum</i>
Reduced attacks from animals	54	3.81	.779	2	5
Reduced poaching activities	54	3.70	.944	1	5
Reduced destruction of property by wildlife	54	3.67	.777	2	5
Participation in supporting Community projects for improving quality of life	54	3.67	1.028	1	5
Reduced vandalism of electric wire	54	3.37	1.033	1	5

The findings reveal that the corporate social responsibility activities recorded a mean score which were all above the 2.5 mid mark. Reduced attacks from animals (3.81), Reduced poaching activities (3.70), Reduced destruction of property by wildlife (3.67), Participation in supporting Community projects for improving quality of life (3.67) and Improved Quality of life to the community (3.37).

Table 4. 29: Effectiveness of CSR activities on selected facts (Friedman ranking tests)

	Mean Rank
Reduced attacks from animals	3.24
Reduced poaching activities	3.15
Reduced destruction of property by wildlife	3.02
Participation in supporting Community projects for improving quality of life	3.02
Reduced vandalism of electric wire	2.57

Test Statistics (a)

N	54
Chi-Square	9.764
df	4
Asymp. Sig.	.045

a Friedman Test

The selected factors were ranked using the K- related samples; Friedman tests (non parametric tests) and the results are as shown in Table 4.14 above. Mean ranks were computed and according to the results, CSR activities at LNNP are very effective on reducing attacks from animals (mean rank of 3.24) followed by Reduced poaching activities (3.15), Reduced destruction of property by wildlife (3.02), Participation in supporting Community projects for improving quality of life (3.02), and Reduced vandalism of electric wire (2.57) in descending order.

4.2.7: Factors influencing the CSR activities in the minimization of human wildlife conflict

4.2.7.1: Successfulness of adequacy of financial resources

Successfulness of adequacy of financial resources is given in Table 4.30.

Table 4. 30: Hindrance of Adequacy of financial resources in minimization of human wildlife conflict

	Observed N	Expected N	Residual
Small Extent	2	13.5	-11.5
Neutral	10	13.5	-3.5
Large Extent	24	13.5	10.5
Very large extent	18	13.5	4.5
Total	54		

Adequacy of financial resources hinders successful minimization of human wildlife conflict at Lake Nakuru National Park to a large extent with an observed number of 24 respondents indicating large extent, 18 indicating to a very large extent. These values are above the expected number of 13.5. This implied that LNNP needed to mobilize sufficient finances since they were a limitation towards the minimization of human wildlife conflict

4.2.1.14: Human resource capacity and flexibility in minimization of human wildlife conflict

Successfulness of Human resource capacity and flexibility in minimization of human wildlife conflict is given in Table 4.31.

Table 4.31: Human resource capacity and flexibility in minimization of human wildlife conflict

	Observed N	Expected N	Residual
Small Extent	6	13.5	-7.5
Neutral	20	13.5	6.5
Large Extent	26	13.5	12.5
Very large extent	2	13.5	-11.5
Total	54		

Human resource capacity and flexibility hinders successful minimization of human wildlife conflict at Lake Nakuru National Park to a large extent with an observed number of 26 respondents indicating large extent, 20 indicating to a very large extent. These values are above the expected number of 13.5. The human resource capacity and flexibility were a limitation in the minimization of human wildlife conflict at Lake Nakuru National Park, therefore, given the continuous nature of the conflicts, this resource needs to be strengthened continuously, and therefore, employees need to be motivated to work towards the attainment of this goal.

4.2.1.15: Availability of technical and technological resource

Successfulness of availability of technical and technological resource in minimization of human wildlife conflict is given in Table 4.32.

Table 4.32: Availability of technical and technological resource

	Observed N	Expected N	Residual
No Extent	2	10.8	-8.8
Small Extent	8	10.8	-2.8
Neutral	18	10.8	7.2
Large Extent	18	10.8	7.2
Very large extent	8	10.8	-2.8
Total	54		

Availability of technical and technological resource hinders successful minimization of human wildlife conflict at Lake Nakuru National Park to a large extent with an observed number of 18 respondents indicating large extent, 18 indicating to a neutral extent. These values are above the expected number of 10.8. The level and type of technology used is very critical in the minimization of human wildlife conflict. The type of equipment used for fencing, type of electric fencing – i.e baboon proof and animal tracking devices were a limitation in the minimization of human wildlife conflict. Hence, technical and technological resource availability needed to be enhanced.

4.2.1.16: Existence of social cultural practices and norms

Successfulness of existence of social cultural practices and norms in minimization of human wildlife conflict is given in Table 4.33.

Table 4.33: Existence of social cultural practices and norms

	Observed N	Expected N	Residual
No Extent	8	10.8	-2.8
Small Extent	10	10.8	-.8
Moderate	18	10.8	7.2
Large Extent	16	10.8	5.2
Very large extent	2	10.8	-8.8
Total	54		

Existence of social cultural practices and norms were a limitation to the minimization of human wildlife conflicts to a moderate extent as indicated by an observed number of 18. However, 16 respondents indicated that it was to a large extent. This implied that this factor could not be ignored, since it was a limiting factor. These values are above the expected number of 10.8. In going on with community sensitization, one of the areas to be addressed was the aspects of the socio cultural practices and norms. Resources therefore were needed to address this limitation.

4.2.8: Human-wildlife conflicts situation in the areas surrounding Lake Nakuru National Park.

The respondents were asked to indicate their level of agreement to the statements which are shown in the Table 4.34.

Table 4.34: Human-wildlife conflicts situation in the areas surrounding Lake Nakuru National Park (Descriptive Statistics)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Min</i>	<i>Max</i>
Lake Nakuru National Park works in collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts	10	3.90	.568	3	5
There cases of human-wildlife conflicts in Lake Nakuru National Park	10	3.80	.422	3	4
the CSR activities practiced by Lake Nakuru National Park have a positive effect on the minimization of human-wildlife conflicts	10	3.70	.483	3	4

Descriptive Statistics and Non Parametric Tests were computed followed by Friedman ranking tests. Descriptive statistics (Means and Standard Deviations) and Non Parametric Tests (Friedman ranking tests) were computed and the results are as presented in Table 4.35 and Table 4.36, respectively.

The results in descending order of the mean scores were as follows: Lake Nakuru National Park works in collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts (mean score of 3.90); There cases of human-wildlife conflicts in Lake Nakuru National Park (mean score of 3.90); and the CSR activities practiced by Lake Nakuru National Park have a positive effect on the minimization of human-wildlife conflicts.

Since the scale used for measure was 1-5 and the mid mark was 2.5, all the three statements are true in regards to the Human-wildlife conflicts situation in the areas surrounding Lake Nakuru National Park.

Table 4.35: Human-wildlife conflicts situation in the areas surrounding Lake Nakuru National Park (A Friedman test)

	<i>Mean Rank</i>
Lake Nakuru National Park works in collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts	2.15
There cases of human-wildlife conflicts in Lake Nakuru National Park	2.00
the CSR activities practiced by Lake Nakuru National Park have a positive effect on the minimization of human-wildlife conflicts	1.85

Test Statistics(a)

N	10
Chi-Square	1.000
df	2
Asymp. Sig.	.607

a. Friedman Test

A Friedman test was computed and the statements were ranked according mean ranking strengths as follows: Lake Nakuru National Park works in collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts (Mean rank of 2.15); There were cases of human-wildlife conflicts in Lake Nakuru National Park (2.00); and the CSR activities practiced by Lake Nakuru National Park have a positive effect on the minimization of human-wildlife conflicts (1.85).

Employees at the MCN Environment also indicated that there were cases of human-wildlife conflicts in Lake Nakuru National Park. The findings were found to be as shown in Table 4.36.

Table 4.36: Cases of human-wildlife conflicts in Lake Nakuru National Park

	Observed N	Expected N	Residual
Neutral	2	5.0	-3.0
Agree	8	5.0	3.0
Total	10		

Majority of the MCN employees interviewed (8 out of 10) agreed to the statement that there were cases of human-wildlife conflicts in Lake Nakuru National Park. This showed that the impact of the human-wildlife conflicts was felt by the community and thus there was not need for urgent intervention.

The response as to whether the CSR activities practiced by Lake Nakuru National Park have a positive effect on the minimization of human-wildlife conflicts is shown in the Table 4.37.

Table 4.37: CSR activities have a positive effect on the minimization of human-wildlife conflicts

	Observed N	Expected N	Residual
Neutral	3	5.0	-2.0
Agree	7	5.0	2.0
Total	10		

Majority of the MCN employees (7 out of 10) agreed. The MCN employees agreed that the CSR activities practiced by Lake Nakuru National Park had a positive effect on the minimization of human-wildlife conflicts. The CSR activities by Lake Nakuru National Park towards the minimization of human-wildlife conflicts are recognized by the local community as successful interventions.

The response as to whether Lake Nakuru National Park works in collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts is shown in the Table 4.38.

Table 4.38: Lake Nakuru National Park collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts

	<i>Observed N</i>	<i>Expected N</i>	<i>Residual</i>
Neutral	2	3.3	-1.3
Agree	7	3.3	3.7
Strongly Agree	1	3.3	-2.3
Total	10		

Lake Nakuru National Park works in collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts. This implied that LNNP understood that an effective strategy was in which the community was involved and hence acknowledged MCN as a collaborator.

4.3 Interpretation of the findings

Most respondents interviewed in both categories of the respondents (LNNP staff and MCN staff) which correspond with the workforce composition, whereby most of the support staff, (for instance security personnel at LNNP and the support staff of the Environment of Department's MCN) at LNNP are male. The study shows that most of those interviewed had attained secondary school level of education and worked in their respective organizations for a period long enough, hence, to be able to understand the objectives of the CSR strategy.

4.3.1 Objectives of the CSR strategy at LNNP

It emerges from the study that the CSR strategy objectives are minimization of human wildlife conflicts, winning support towards wildlife conservation and Contribution to community welfare. Most respondents from the LNNP demonstrate this understanding and indicated that the CSR strategies had been mentioned to them.

4.3.2 Corporate Social Responsibility activities practiced by the Lake Nakuru National Park management in minimizing Human Wildlife Conflicts.

The study findings indicate that electric fencing, community sensitization, improved quality of life to the community and enhancement of employee welfare are some of the main CSR activities practiced by the Lake Nakuru National Park management in minimizing Human Wildlife Conflicts. The respondents demonstrated knowledge of these activities. The MCN employees indicated that LNNP had worked in collaboration with the Nakuru Municipality in enhancing the effectiveness of these Corporate Social Responsibility activities.

4.3.3 Effectiveness of Corporate Social Responsibility strategy in minimizing human-wildlife conflicts

The research findings show that both categories of respondents (LNNP staff and MCN staff) appreciate the role played by the Social Responsibility activities practiced by the Lake Nakuru National Park management in minimizing Human Wildlife Conflicts. They described electric fencing, community sensitization, and enhancement of employee welfare as highly effective in the minimization of Human Wildlife Conflicts. Improved quality of life to the

community was described as a moderately effective (an average contributor) in the in the minimization of Human Wildlife Conflicts at the Lake Nakuru National Park.

4.3.4 Measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife

Measures used by the Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife evolve around addressing the challenges used in the study. The study reveals usage of these measures but points out insufficiencies in most of them, hence the usage of the words such as 'improve', 'enhance' and 'increase'. The challenges cited in the study include: inadequacy of financial resources; technology and limited human resource capacity and flexibility. The study suggestions revolve around enhancing financial allocations to support the CSR activities through provision of facilities for staff and community trainings, equipment for fencing and motivation and increase of the workforce (salary and allowances).

4.4 Discussion of the Findings

This section is a discussion of the findings presented above.

4.4.1 General information on the respondents in respect to CSR and HWC minimization

The study was carried using a sample made up 59% male and 41% female employees from the Lake Nakuru National Park. Majority of the respondents interviewed (32 employees) were aged between 26 and 35 years while 14 employees were aged 25 years. Secondary school level was cited as the highest academic qualification attained by most respondents. It is established from the study that most of the LNNP staff interviewed had worked with the Lake Nakuru National Park for a period of above 2 years.

The study also interviewed ten Municipal of Nakuru employees from the Environment Department, whereby a sample made up 70% male and 30% female respondents was used. Majority of the respondents were aged between 26 years and 35 years and most of them indicated that their highest level of education was College level.

It is also established that majority of the LNNP staff were aware of the concept of corporate social responsibility. The findings reveal that the corporate social responsibility (CSR) activities (Community sensitization, Enhancement of employee welfare and Improved Quality of life to the community) were practiced to a large extent. All the MCN staff indicated that they were familiar with Corporate Social Responsibility actions of the Lake Nakuru National Park.

Majority of MCN staff agreed there were cases of human-wildlife conflicts in Lake Nakuru National Park and agreed that Lake Nakuru National Park works in collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts. Most of the respondents (employees from the Lake Nakuru National Park) were directly involved in the implementation of the CSR activities and they also indicated that the objectives of the above activities mentioned to them.

4.4.2 Influence of community sensitization in the minimization of Human Wildlife Conflicts at Lake Nakuru National Park.

The objectives for community sensitization were: to change the people's perception towards conservation of wildlife; Educate the community on the importance of park life (wild life); Campaign against human wildlife conflicts; to enhance community's appreciation of conserving wild life and to remove ignorance from the community especially in respect species and eco systems. Community sensitization was cited by both the MCN staff and LNNP staff as effective in minimizing human wildlife conflict at Lake Nakuru by most respondents.

The employees suggested that for community sensitization to be effective LNNP was to: involve the community in wildlife conservation; organize free park visits by community members and offer lessons during the visits; conduct regular “barazas”; to sensitize the Community to be sensitized on compensation in case of injury / death caused by wildlife and to educate the community on possible crops that are not likely to

be destroyed by baboon. They also suggest that the Government to provide more funding for community sensitization

4.4.3 Influence of Electric fencing in the minimization of Human Wildlife

The objectives for electric fencing were minimization of human wildlife conflicts through poaching prevention, avoidance of land grabbing and secured park system and prevention of crop destruction and insecurity.

Electric fencing was cited by both the MCN staff and LNNP staff as effective in minimizing human wildlife conflict at Lake Nakuru by most respondents. The study established that the reasons behind electric fencing were: for the minimization of Human wildlife Conflicts through poaching prevention, avoidance of land grabbing and secured park system; and prevention of crop destruction and insecurity.

The study findings also contained suggestions that LNNP was to: Mobilize financial resources for electric fencing through organized events; to arrange for more motor vehicles for fencing; to arrange for the modification of electric fence i.e. baboon proof; to arrange for the enhancement of the electric voltage of the fence, to increase the workforce involved in fencing; to organize for the presentation of awards to the best performers in the community; and organize training of the fencing staff on fence maintenance.

4.4.4 Influence of Enhancement of employee welfare in the minimization of Human Wildlife

Enhancement of employee welfare was cited by both the MCN staff and LNNP staff as neutrally (moderately) effective in minimizing human wildlife conflicts at Lake Nakuru by most respondents. This effectiveness was measured against the reasons for involvement in the enhancement of employee, which were: the need for good reputation to the employees and the public; the desire to motivate employees towards higher performance, the urge to encourage employee participation in reduction of human-wildlife conflict; and need to improve employee punctuality to control human wildlife conflicts.

Regarding the enhancement of employee welfare the findings reveal suggestions that LNNP improves employees' salaries, improves housing and living standards and organizes further training to employees on important aspects of HWC. It was also suggested that LNNP recognizes employees' efforts by giving them awards. The study also suggests that LNNP was to improve on the quality of tools used by employees, encourage professionalism, organize educational seminars, improve communication systems and change in the management.

4.4.5 Influence of improved Quality of life to the community in the minimization of Human Wildlife

Improved Quality of life to the community was indicated by both the MCN staff and LNNP staff as effective in minimizing human wildlife conflict at Lake Nakuru by most respondents. This effectiveness was measured against the reasons for involvement in the enhancement of employee, which were: the feeling by LNNP that improving the Quality of life to the community was the right thing to do; the need to inform the community that LNNP is for them and should be conserved; the need to promote relationship between the park and the local community; the urge to prevent the community from encroaching into the park for economic reasons; the need to promote socialization in the local community; the need to improve the lifestyle of the people and the desire to enhance cooperation to reduce land degradation, pollution, encroachment and encourage conservation.

On improvement of the Quality of life to the community for the minimization of HWC, the study suggestions put forward included: sharing of revenue money with the community; building cattle dip for the adjacent community; initiating and funding women / youth groups so as to educate others on the importance of wildlife; offering job opportunities to the neighbouring community; holding educational seminars; building of social amenities for the community to benefit e.g. schools, hospital; and providing water tanks to the community living adjacent to the park.

4.4.6 Factors Hindering successful minimization of human wildlife conflict at Lake Nakuru National Park

Emerging from the study were the facts that, adequacy of financial resources; and Human resource capacity and flexibility hindered successful minimization of human wildlife conflict at Lake Nakuru National Park to a large extent. The study also revealed that the existence of social cultural practices and norms hinders successful minimization of human wildlife conflict at Lake Nakuru National Park to a neutral (moderate) extent.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes and concludes the research findings as carried out. At the end of the chapter, some useful recommendations are proposed by the researcher to the organization under study in order to solve the problem under study, based on the research findings.

The purpose of the study was to establish the influence of Corporate Social Responsibility in minimizing human-wildlife conflict at Lake Nakuru National Park, Rift Valley province. In accomplishing the study was guided by the following study objectives.

1. To establish how community sensitization influences minimization of Human Wildlife Conflicts at Lake Nakuru National Park.
2. To determine the extent to which electric fencing influences minimization of Human Wildlife Conflicts at Lake Nakuru National Park.
3. To examine how enhancement of employees welfare minimizes Human Wildlife Conflicts at Lake Nakuru National Park.
4. To determine the influence of enhanced quality of life for communities in the minimization of human wildlife conflicts.
5. To investigate measures the measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife

5.2 Summary of findings

The study found out that Community sensitization whose objectives were to change the people's perception towards conservation of wildlife; Educate the community on the importance of park life (wild life); Campaign against human wildlife conflicts; to enhance community's appreciation of conserving wild life; and to remove ignorance from the community especially in respect species and eco system, was effective in minimizing human wildlife conflict at Lake Nakuru. In other words it influenced the minimization of human wildlife conflict at Lake Nakuru to a large extend.

The study also established that Electric fencing whose objectives were for the minimization of Human wildlife Conflicts through poaching prevention, avoidance of land grabbing and secured park system; and prevention of crop destruction and insecurity had been effective in minimizing human wildlife conflict at Lake Nakuru.

Enhancement of employee welfare was whose objectives were the need for good reputation to the employees and the public; the desire to motivate employees towards higher performance, the urge to encourage employee participation in reduction of human-wildlife conflict; and need to improve employee punctuality to control human wildlife conflicts had been moderately effective in the minimization of human wildlife conflict at Lake Nakuru.

It is also found out that Improved Quality of life to the community whose objectives were to address: the feeling by LNNP that improving the Quality of life to the community was the right thing to do; the need to inform the community that LNNP is for them and should be conserved; the need to promote relationship between the park and the local community; the urge to prevent the community from encroaching into the park for economic reasons; the need to Promote socialization in the local community; the need to improve the lifestyle of the people and the desire to enhance cooperation to reduce land degradation, pollution, encroachment and encourage conservation had been an effective strategy in minimizing human wildlife conflict at Lake Nakuru.

From the study findings it is established that LNNP had adopted various measures in ensuring successful implementation of the CSR activities for the minimization of human wildlife conflict at Lake Nakuru. These included: Involving the community in wildlife conservation; Organizing free park visits by community members; Offering of free lessons during the visits; conducting regular barazas; sensitizing the Community on compensation in case of injury / death caused by wildlife; and educating the community on possible crops that are not likely to be destroyed by baboon. LNNP had also requested the Government to provide more funding for the financing of the CSR activities. LNNP had also organized events such as Cycle with the Rhino for raising finance for electric fencing.

5.3 Conclusions of the study

This research was set; to establish how community sensitization influences minimization of Human Wildlife Conflicts at Lake Nakuru National Park; to determine the extent to which electric fencing influences minimization of Human Wildlife Conflicts; to examine how enhancement of employees' welfare minimizes Human Wildlife Conflicts; to determine the influence of enhanced quality of life for communities in the minimization of human wildlife conflicts and to investigate measures the measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife.

The following conclusions were made from the research findings discussed in chapter four.

1. Electric fencing was influential in the minimization of Human Wildlife Conflicts at Lake Nakuru National Park.
2. Community sensitization was influential in the minimization of human wildlife conflicts to a large extent at Lake Nakuru National Park.
3. Enhancement of employees' welfare was moderately effective in the minimization of human wildlife conflicts at Lake Nakuru National Park.
4. Quality of life for communities was influential in the minimization of human wildlife conflicts.
5. Various measures in ensuring successful implementation of the CSR activities for the minimization of human wildlife conflict at Lake Nakuru. These included: Involving the community in wildlife conservation; Organizing free park visits by community members; Offering of free lessons during the visits; conducting regular *barazas*; sensitizing the Community on compensation in case of injury / death caused by wildlife; and educating the community on possible crops that are not likely to be destroyed by baboon. LNNP had also requested the Government to provide more funding for the financing of the CSR activities. LNNP had also organized events such as Cycle with the Rhino for raising finance for electric fencing.

5.4 Recommendations of the study

The following recommendations were made from the study:

1. The Government of Kenya, partners and concerned stakeholders to invest in activities that minimize human wildlife conflicts. Such activities include financing employee and local community trainings and sensitization
2. The Government of Kenya needs to consider reviewing its policy for the minimization of human wildlife conflicts.
3. Lake Nakuru National Park to mobilize resources through organized activities, sourcing for donations and appealing to Governmental and Non Governmental Organizations for assistance towards financing heavy projects such as electric fencing and the procuring of modern equipments (vehicles and machinery) for fencing.
4. Lake Nakuru National Park to upscale community sensitization activities by organizing regular workshops and seminar for opinion leaders of organized groups in the local community (youths and women groups) on the aspect of minimization of human wildlife conflicts and related education to the community on aspects such as possible crops that are not likely to be destroyed by baboon.
5. Lake Nakuru National Park to increase financial resources to enhance its capacity in enhancing the employee welfare by paying them motivational allowances and salaries to boost their morale in working towards minimization of human wildlife conflicts.
6. The employees of Lake Nakuru National Park to be sensitized on the importance of minimizing HWC and be equipped with appropriate skills and supportive information. These can be achieved through internally organized seminars and workshops for employees where experts can be invited to share their skills and experience with the employees.

5.6 Suggestions for further research

The study identified various gaps and hence the following recommendations were made in order to fill the gaps for further research.

1. A study on the role played by technology in the minimization of Human Wildlife Conflicts at Lake Nakuru National Park should be done.
2. A study to investigate the measures adopted by the local community in minimizing Human Wildlife Conflicts at Lake Nakuru National Park should also be done.
3. A study to examine the challenges faced by Lake Nakuru National Park in the implementation of the CSR strategy in the in the minimization of Human Wildlife Conflicts at Lake Nakuru National Park should also be considered.

5.7 Contribution to the body of knowledge

This section presents the contribution of the study to the existing knowledge

Table 5.1 Contribution to knowledge

<i>No.</i>	<i>Objectives</i>	<i>Contribution to knowledge</i>
1	To establish how community sensitization influences minimization of Human Wildlife Conflicts at Lake Nakuru National Park.	Community sensitization influences minimization of Human Wildlife Conflicts to a large extent
2	To determine the extent to which electric fencing influences minimization of Human Wildlife Conflicts at Lake Nakuru National Park.	Electric fencing was influential in the minimization of Human Wildlife Conflicts at Lake Nakuru National Park to a large extent.
3	To examine how enhancement of employees welfare minimizes Human Wildlife Conflicts at Lake Nakuru National Park.	Enhancement of employees' welfare was moderately effective in the minimization of human wildlife conflicts at Lake Nakuru National Park.
4	To determine the influence of enhanced quality of life for communities in the minimization of human wildlife conflicts.	Quality of life for communities was influential in the minimization of human wildlife conflicts to a large extent.
5	To investigate measures the measures used by Lake Nakuru National Park in ensuring the effectiveness of the Corporate Social Responsibility strategy in minimizing human-wildlife	Measures used by LNNP included: <ul style="list-style-type: none">• Involvement of the local community in wildlife conservation• Organization of free park visits by community members• Offering of free lessons during the free park visits• Community sensitization• Mobilization of funds through events such as Cycle with Rhino

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APPENDICES

Appendix 1: Letter requesting for transmittal to carry out research work at Lake Nakuru National Park

Senior Warden
Lake Nakuru National Park
P.O Box 539 - 20100
Nakuru

Dear Sir/Madam,

PERMISSION TO CARRY OUT ACADEMIC RESEARCH

I am a graduate student undertaking Masters of Arts Degree in Project Planning and Management in the University of Nairobi and I am conducting a research study entitled "*Influence of Corporate Social Responsibility in minimizing Human-Wildlife Conflict at Lake Nakuru National Park*".

The purpose of this letter is to request you for permission to interview your staff using the attached questionnaire copies. The information obtained is strictly for academic purpose and shall be treated with utmost confidentiality.

Thank you

Yours Faithfully,

Vivian Cherono

Appendix 2: Letter of transmittal to the respondents

Vivian Cherono

P.O Box 17400 – 20100

Nakuru

No.....

Dear Sir/Madam

I am a graduate student at the the University of Nairobi. In order to fulfil the requirements for the award of the Masters degree, I am conducting a research entitled “*Influence of Corporate Social Responsibility in minimizing Human-Wildlife Conflict at Lake Nakuru National Park*”. You have been selected to assist in providing the required information as your views are considered important to this study.

I am therefore kindly requesting you to fill this questionnaire. Please note that any information given will be treated with utmost confidentiality and will only be used for the purposes of this study.

Thank you.

Yours faithfully,

Vivian Cherono.

Appendix 3: Research Questionnaire for LNNP Staff

No.....

Date:

Part A: General Information

1. Kindly indicate your gender

A. Male []

B. Female []

2. Please indicate your age from the choices

A. Below 25 years []

B. 25-35 years []

C. 36-45 years []

D. Above 45 years []

3. Kindly indicate your highest academic qualification

A. Primary level []

B. K.C.S.E []

C. A' Level []

D. Graduate []

E. Masters []

4. How long have you worked with the Lake Nakuru National Park?

A. Less than 1 years []

B. 2 years to 3 years []

C. Above 3 years []

5. Are you aware of the concept of corporate social responsibility?

A. Yes [] No []

Part B

7. Please indicate to what extent the Lake Nakuru National Park is involved in the following CSR activities. Using the scale below, please indicate your level of agreement with the statements.

Strongly Agree [5] Agree [4] Neutral [3] Disagree [2]
Strongly Disagree [1]

	5	4	3	2	1
Community sensitization					
Electric fencing					
Enhancement of employee welfare					
Improved Quality of life to the community					

6. What do you think is the reason behind involvement in the above CSR practices?

i. Community sensitization

.....

ii. Electric fencing

.....

iii. Enhancement of employee welfare

.....

iv. Improved Quality of life to the community

.....

7. Are you directly involved in the CSR activities mentioned above?

Yes [] No []

8. Are the objectives of the above activities mentioned to the staff at KWS?

Yes [] No []

9. If yes in Q9 above, Please state the objectives of the above activities

- i.
- ii.
- iii.
- iv.
- v.

Part C

8. What is the effectiveness level of the following CSR activities in minimizing human-wildlife conflict at Lake Nakuru National Park? Using the scale below, please indicate your level of agreement with the statements.

Highly Effective [5] Effective [4] Neutral [2] Ineffective [2]

Highly Ineffective [1]

	5	4	3	2	1
Community sensitization					
Electric fencing					
Enhancement of employee welfare					
Improved Quality of life to the community					

10. The CSR activities practiced have been successful in the aspects. Please state if you agree with the statements

Highly Effective [5] Effective [4] Neutral [2] Ineffective [2] Highly Ineffective [1]

	5	4	3	2	1
Reduced attacks from animals					
Reduced destruction of property by wildlife					
Reduced poaching activities					
Reduced vandalism of electric wire					
Participation in supporting Community projects for improving quality of life					

9. To what extent do the following factors hinder successful minimization of human wildlife conflicts at LNNP? Using the scale below, please indicate your level of agreement with the statements.

Very large extent [5] Large Extent [4] Neutral [2] Small Extent [2] No Extent [1]

	5	4	3	2	1
Adequacy of financial resources					
Human resource capacity and flexibility					
Availability of technical and technological resource					
Existence of social cultural practices and norms					

11. What would you suggest should be done to promote employee welfare for minimization human wildlife conflicts? (Please state)

i.

ii.

iii.

12. What would you suggest should be done to support electric fencing program for minimization human wildlife conflicts? (Please state)

i.

ii.

iii.

iv.

13. What would you suggest should be done to support community sensitization initiatives for minimization human wildlife conflicts? (Please state)

i.

ii.

iii.

iv.

14. What would you suggest should be done to improve the quality of life for minimization human wildlife conflicts? (Please state)

i.

ii.

iii.

iv.

Thank you for taking your time to fill in this questionnaire.

ii.

iii.

12. What would you suggest should be done to support electric fencing program for minimization human wildlife conflicts? (Please state)

i.

ii.

iii.

iv.

13. What would you suggest should be done to support community sensitization initiatives for minimization human wildlife conflicts? (Please state)

i.

ii.

iii.

iv.

14. What would you suggest should be done to improve the quality of life for minimization human wildlife conflicts? (Please state)

i.

ii.

iii.

iv.

Thank you for taking your time to fill in this questionnaire.

Appendix 4: Research Questionnaire for Municipal Council's Environmental Department staff

No.....

Date:

Part A: General Information

1. Kindly indicate your gender

A. Male []

B. Female []

2. Please indicate your age from the choices

A. Below 25 years []

B. 25-35 years []

C. 36-45 years []

D. Above 45 years []

3. Kindly indicate your highest academic qualification

A. Primary level []

B. K.C.S.E level []

C. A – Level (KACE) []

D. Degree level []

E. Masters level []

4. How long have you worked with the Municipal Council's Environmental Department?

A. Less than 1 years []

B. 2 years to 3 years []

C. Above 3 years []

5. Are you familiar with Corporate Social Responsibility actions of the Lake Nakuru National Park?

B. Yes [] No []

Part B

6. Please indicate to what extent the Lake Nakuru National Park is involved in the following CSR activities

Use the scale below.

Strongly Agree [5] *Agree [4]* *Neutral [3]* *Disagree [2]*
Strongly Disagree [1]

	5	4	3	2	1
Community sensitization					
Electric fencing					
Enhancement of employee welfare					
Improved Quality of life to the community					

10. The following statements are about the situation in the areas surrounding Lake Nakuru National Park. Using the scale below, please indicate your level of agreement with the statements.

Strongly Agree [5] *Agree [4]* *Neutral [3]* *Disagree [2]*
Strongly Disagree [1]

	5	4	3	2	1
There cases of human-wildlife conflicts in Lake Nakuru National Park					
the CSR activities practiced by Lake Nakuru National Park have a positive effect on the minimization of human-wildlife conflicts					
Lake Nakuru National Park works in collaboration with Municipal council of Nakuru in the minimization of human-wildlife conflicts					

7. What is the effectiveness level of the following CSR activities in minimizing human-wildlife conflict at Lake Nakuru National Park? Using the scale below, please indicate your level of agreement with the statements.

*Highly Effective [5] Effective [4] Neutral [2] Ineffective [2]
Highly Ineffective [1]*

	5	4	3	2	1
Community sensitization					
Electric fencing					
Enhancement of employee welfare					
Improved Quality of life to the community					

8. What would you suggest should be done to enhance the gains from CSR activities in minimizing human wildlife conflicts? *(Please state)*

- i.
- ii.
- iii.
- iv.

Thank you for taking your time to fill in this questionnaire.