

**FACTORS INFLUENCING PERFORMANCE OF ENVIRONMENTAL  
CONSERVATION ORGANISATIONS: A CASE OF MT. KENYA TRUST, LAIKIPIA  
COUNTY, KENYA**

**BY  
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THE REQUIREMENT FOR THE AWARDS OF DEGREE OF MASTERS OF ARTS IN  
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## DECLARATION

This project report is my original work and has not been submitted for a degree in any other University.

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## **DEDICATION**

This project report is dedicated to my loving family, my beloved mother Teresia and my beloved daughter Maxyne for their understanding, support, encouragement, perseverance and patience during the entire period of my study and continued prayers towards successful completion of this course. I also dedicate this study to the entire conservation team who have the determination to conserve the environment for the betterment of the future.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CTF</b>	Conservation Trust Funds
<b>EF</b>	Environmental funds
<b>EU</b>	European Union
<b>GEF</b>	Global Environmental Facility
<b>IUCN</b>	International Union for Conservation of Nature
<b>KFS</b>	Kenya Forest Service
<b>KWS</b>	Kenya Wildlife Service
<b>MOUs</b>	Memoranda of Understanding
<b>NGOs</b>	Non-governmental Organisations
<b>PA</b>	Protected area
<b>PIAs</b>	Programme Implementation Agreements
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>USAID</b>	US Agency for International Development
<b>UNDESA</b>	United Nations Department of Economic and Social Affairs
<b>UNDP</b>	United Nations Development Programme
<b>UN</b>	United Nations
<b>WWF</b>	World Wide Fund

## ABSTRACT

Environmental awareness has become an increasingly important global issue. Worldwide destruction and degradation of our natural habitat has led to the creation of many environmental conservation organizations whose purpose is to address environmental issues and come up with solutions. This study paper presents an assessment of the efficacy of performance of environmental conservation non-government organization, Mt. Kenya Trust. This research paper assessed and evaluated the factors influencing its performance through donor funding, leadership styles, linkages with conservation partners and community participation in the project. Under Vision 2030, Kenya's journey towards prosperity involves the building of a just and cohesive society, enjoyable equitable social development in a clean and secure environment. This quest is the basis of transformation in eight key social sectors one which is environment. Kenya aims to be a nation living in a clean, secure and sustainable environment by 2030. The goals for 2012 are to increase the forest cover from less than 3% at present to 4% and to lessen by half all environmental – related diseases. The design of this research was a descriptive survey research with the target population composed of 312 personnel of Mt. Kenya Trust an environmental conservation organisation. The study adopted the stratified random method for sampling. The tool of data collection used was a questionnaire. The study made use of frequency tables and percentages to present data by targeting a sample size of 76 employees. Data was analyzed both quantitatively and qualitatively. This generated quantitative reports through tabulations, percentages, and measure of central tendency. The findings were presented using tables and frequency distributions. In addition, the researcher conducted a linear regression analysis which showed a negative correlation (-0.723) between the number of conservation partners and duration of linkages with the conservation partners. The study found out that environmental conservation organisations are quite unique compared to other organisations, this was because they are mostly located on the area of operation directly at the heart of the problem and have to included external source for successful performance. For the conservation organisation to be successful it is imperative that they work in partnership with other organisation and also involve communities in the areas that projects are implemented. From findings using Chi square at 95% confidence level with 4 degree of freedom retunes a  $p = 0.544$  indicated that there exists no statistically significant relationship between education level and environmental conservation among the employees. Furthermore the study established that internal wrangles in an organisation may affect its performance, leading to another factor that influences the organisation is leadership styles. The study recommended that both local and foreign donor funding are a necessity especially in organisations that rely solely in disbursement of funds. There should also be strong links between communities and environmental conservation organisation to ensure a high performance.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

This chapter is concerned with laying the foundation of this research. It begins with the background of the study, statement of the problem, followed by research objectives, research questions, significance of the study, the scope of the study, assumptions of the study, delimitations and limitations of the study and last of all definitions of significant terms.

Environmental conservation or protection is the maintenance and preservation of the environment, habitat, and its environs. Conservation on the other hand is an ethic of resource use, allocation, and protection. Its primary focus is upon maintaining the health of the natural world: its fisheries, habitats, and biological diversity. Those who advocate or work towards The Millennium Development Goal number 7 calls for ensuring environmental stability by increasing forest cover among other actions. Over the past two decades environmental conservation organisations, have become a force to reckon with. Although there had been a severe government backlash, in a number of countries ranging from Russia to Zimbabwe, overall these organisations have increasingly substantial impact worldwide, with increasingly a large amount of resources at their disposal and increasingly a large amount of trust from the public (Pimbert and Pretty, 1995). The leading worldwide environmental conservation NGOs includes Greenpeace International, WWF International and IUCN International.

Despite this increase in the amount of funding disbursed by donors through NGOs there is a notable lack of understanding on the allocation criteria, if any, that institutional donors follow when they give funds to NGOs. In contrast, there is some work attempting to identify the criteria used by NGOs when selecting recipients. For example, the studies by Nunnenkamp et al. (2009) on Swiss NGOs and Dreher et al. (2007) on Swedish NGOs find that in terms of aid allocation procedures NGOs are generally more needs-based and more selective in identifying recipients than bilateral.

In 2002, when British and South African researchers first started to study the voluntary sector in Uganda, there were about 3,500 NGOs registered in the country. Six years later, in 2008, there were 7,000 - a similar proliferation seen all over East Africa. During the 1990s, it has become increasingly clear that protected areas and conservation are not a sector unto themselves, but rather, a fundamental element of any country's overall planning for development and sustainability of the resources

fundamental to development - watersheds, forests, fisheries, recreational sites, and more. The last decade has been marked by a rapid growth of the NGO sector and its increased involvement in economic development (Anheier and Salamon, 2006).

Under Vision 2030, Kenya's journey towards prosperity involves the building of a just and cohesive society, enjoyable equitable social development in a clean and secure environment. This quest is the basis of transformation in eight key social sectors that include environment. Kenya aims to be a nation living in a clean, secure and sustainable environment by 2030. The goals for 2012 are to increase the forest cover from less than 3% at present to 4% and to lessen by half all environmental – related diseases. Specific strategies will involve; promoting environmental conservation for better support to the economic pillar flagship projects and for the purposes of achieving the Millennium Development Goals (MDGs). The flagships projects for the environment include the water catchment management initiative through rehabilitating the five water towers including Mt. Kenya, the wildlife corridors and migratory routes initiatives by reclaiming all wildlife corridors and migratory routes.

The project progress on Vision 2030 shows a reconnaissance aerial survey of the five water towers in the country which was carried out in January and February 2010. The survey did not identify any major disturbance in the forest. However, scars left by past activities of degradation are still evident. In Mt. Kenya, the reconnaissance survey showed no evidence of ongoing destruction in the forest. Most of the forest sections were well stocked except in regions with plantation forests where there is poor replanting. It was evident that South Imenti forest block which was depleted in year 2000 is recovering with green vegetation dominating the whole forest.

The Mt. Kenya Trust is a Kenyan based non-governmental environmental conservation organisation dedicated to helping preserve and protect Mount Kenya. Named in memory of Bill Woodley, a dedicated conservationist who together with his team successfully protected the mountain and the surrounding forest for 20 years of the 44 years he served in National Parks, the Trust hopes to continue this legacy by raising funds for conservation projects on and around Mount Kenya. The organization is supported solely by charitable donations; it concentrates its conservation projects at field level for maximum impact, and assists Government agencies such as the Forest Department and the Kenya Wildlife Service (KWS) in stemming illegal activities. Mount Kenya offers sanctuary to some of the most endangered wildlife and fragile ecosystems and has the largest remaining stand of indigenous forest in the country. The mountain supplies water to the two main rivers the Tana and Ewaso Ngiro,

on which millions of people and animals depend. Mt. Kenya is an internationally significant protected area having been inscribed in 1997 by UNESCO as a World Heritage Site. While similar organizations have impacted the mountain, these interventions have been site specific and limited to project cycle time-frames.

## **1.2 Problem Statement**

The last decade has been marked by a rapid growth of the NGO sector and its increased involvement in economic development (Anheier and Salamon, 2006). A major issue people are confronted with currently is the degradation and loss of natural habitats caused by expanding human populations. Society has evolved to become dependent upon technologically and, unfortunately, environmental issues and concerns have been ignored. Although forests and alpine habitat are protected by law, unchecked illegal activity threatens their existence. Population pressure has caused people to wantonly over-exploit the ecosystem to obtain resources such as charcoal, timber, grazing pasture and bushmeat, and to encroach into the forests for crop cultivation, leaving some areas devoid of any form of natural vegetation. Forests are under extreme threat from human induced illegal activities such as extensive poaching of wildlife, devastating logging of indigenous tree species, charcoal production, overgrazing and large scale growing of marijuana.

For some countries, the expenditure on protected areas and wildlife is very high, consuming 0.45% of the total government budget for Tanzania, and 0.6% for Zimbabwe. In comparison, the United States spends only 0.15% of its total budget on protected areas and wildlife (Adams and McShane, 1993). These funds are often highly dependent on outside help and subject to the vagaries of international politics. In Kenya, for example, the government's capacity to manage natural resources within its territory has recently declined as a result of structural adjustment programs and cut backs in international aid. A substantial amount, if not the bulk, of the protected areas budget has to be spent on aircraft, radios, machine guns, vehicles, salaries of armed guards, night goggles, and other anti-poaching equipment. In Nepal, for example, 80% of the protected areas' budget goes for policing activities (Ghimire, 1992; Wells, 1993). As a result, the enforcement of park regulations becomes progressively more difficult because of the sustained opposition by local people. The result of this situation is that many parks and other protected areas exist only on paper.

All 193 United Nations member states and at least 23 international organizations have agreed to achieve the MDGs goals by the year 2015. Progress towards reaching the goals has been uneven. Some

countries have achieved many of the goals while others are not on track to realize any. Although developed countries' aid for the achievement of the MDGs has been rising over recent years, it has shown that more than half is towards debt relief owed by poor countries. As well, remaining aid money goes towards disaster relief and military aid which does not further the country into development. According to the UNDESA (2006), the 50 least developed countries only receive about one third of all aid that flows from developed countries, raising the issue of aid not moving from rich to poor depending on their development needs but rather from rich to their closest allies.

### **1.3 Purpose of the Study**

The purpose of the study was to assess factors that influence the performance of environmental organisation with reference to Mt. Kenya Trust in Laikipia County. The study highlights gaps in approaches, organisation and management of environmental conservation organisation and proposed interventions to address these gaps.

### **1.4 Specific Objectives of the study**

The study was guided by the following objectives:

- i. To establish how donor funding influences performance of Mt. Kenya Trust
- ii. To determine the influence of the leadership style in the performance of Mt. Kenya Trust
- iii. To examine the influence of community participation in the performance of Mt. Kenya Trust
- iv. To investigate the influence of linkages with conservation partners in the performance of Mt. Kenya Trust

### **1.5 Research Questions**

The following were the key research questions that the study addressed:

- i. To what extent does donor funding influence performance of Mt. Kenya Trust?
- ii. To what extent does the leadership style influence performance of Mt. Kenya Trust?
- iii. To what extent does community participation influence the performance of Mt. Kenya Trust?
- iv. To what extent does the nature of linkages with conservation partners influence performance of Mt. Kenya Trust?

### **1.6 Significance of the Study**

To the government, the study provides information that can be used to form policies which can be used to govern and regulate environmental conservation in Kenya.

To potential donors, the research acts as a base for providing relevant information on funding for environmental conservation organisation.

To other NGOs the research facilitates the information to be a pilot project for performance of environmental conservation organisations in Kenya to educate and enlighten other organisation in other regions. It serves as bases for determining transparency and legitimacy of funding for environmental conservation NGOs. The beneficiaries of such long term interventions are the communities and conservation partners who are involved with the organisation.

To the researchers, the study provides them with a base upon which secondary material on the factors that influence performance of environmental conservation organisation can be drawn. It also provides good literature on environmental conservation and set base upon which more studies on factors influencing environmental organisation performance can be done.

### **1.7 Assumptions of the Study**

The study was based on the assumptions that employees will answer questions correctly and truthfully. The sample population will voluntarily participate in the study. No major policy shift on conservation will occur during the study and there will be no major natural event like an earthquake that will occur that could have a negative impact on the study during the period.

### **1.8 Delimitations of the study**

The study focuses on non-governmental organisations involved in environmental conservation efforts. It covers the employees of Mt. Kenya Trust located in Nanyuki, Laikipia County. The Mount Kenya Trust works closely with the KWS and the Forest Department to ensure that their project addresses the issues of highest priority. All activities are undertaken jointly with the principle government agencies to avoid unnecessary friction, duplication of efforts and overlap of mandates during work which ensures support across the stakeholder spectrum and consistency of its activities. The Mt. Kenya Trust is nongovernmental organization entirely dedicated to the conservation of the Mount Kenya ecosystem, a critical water tower. While similar organizations have impacted the mountain, these interventions have been site specific and limited to project cycle time-frames. It is entirely dependent on charities and donors for programme and project support.

The study was carried out in a small location within the time limit and available resources. It was further assumed that the study would obtain a sample from the given population and that the



information obtained from the area could be duplicated and be a representative of other regions. The researcher would try by all means possible to convince the personnel of Mt. Kenya Trust that the information obtained will only be used for research purposes.

### **1.9 Limitations of the Study**

This research used quantitative method of data collection which was limited to short space of time availability and resource scarcity which did not permit a census of all employees of Mt. Kenya Trust. The personnel of Mt. Kenya Trust might not be able and willing to give the researcher the information required. It was also possible that the personnel are not well informed.

### **1.10 Definition of Significant Terms**

<b>Community Participation</b>	The involvement of a social group of any size whose members reside in a specific locality, share government, and often have common cultural and historical heritage in projects to solve their own problems.
<b>Conservation</b>	The process of rational use and skillful management and preservation of the natural environment with all its resources.
<b>Conservation Partners</b>	These are different organisations not necessarily in the same field that have teamed up for a specific purpose dealing with conservation. Both the partners will benefit in the long run.
<b>Donor Funding</b>	The financial support given to an environmental organisation from a specific criterion to carry out specific objectives that will enable the donor to reach their goals.
<b>Environmental Conservation</b>	Practice of protecting the environment, on individual, organizational or governmental level, for the benefit of the natural environment and (or) humans.
<b>Leadership Styles</b>	the manner and approach of providing direction, implementing plans, and motivating people.

**Performance of Mt. Kenya Trust** it comprises the analysis of the actual output or results of Mt. Kenya Trust as compared to its goals and objectives. The manner in which the employees work together to achieve its mission.

### **1.11 Organisation of the Study**

This report is divided into five chapters. Chapter one, introduction, covers background of the study, problem statement, objectives, research questions, significance of the study, scope, assumptions, delimitations, limitations and significant terms used in the study.

Chapter two, literature review that covered the Global environmental conservation issues, donor funding, leadership styles, community participation, partnership linkages and conceptual framework. In chapter three, the research methodology covers research design, target population, the sampling procedures and sample size used in the study, data collection methods, pre-test or pilot study, reliability and validity of instruments and data analysis.

Chapter four discusses the analysis, interpretation and presentation of the findings. The general characteristics of the respondents such as gender, level of education and other attributes are analyzed. Chapter five presents the discussion of key data findings, conclusion drawn from the findings highlighted, recommendations made and areas of further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the literature related to factors influencing the performance of environmental conservation organizations. It begins with the theoretical framework of environmental conservation issues that have brought about the gap experienced in conservation organizations, followed by an empirical review of the factors that influence performance of the environmental conservation organisations which the researcher studied. The chapter covers the conceptual framework.

#### **2.2 Theoretical Framework of the Study**

Since the first establishment of protected areas of outstanding natural beauty or species and habitat uniqueness during the last century, there has been a remarkable expansion in numbers and areas conserved. There are now close to 8500 major protected areas in 169 countries, covering some 5% of the world's land area. Many developing countries have more than 10% of their land area set aside for conservation purposes, and others are seeking to transform as much of their land as possible to strictly protected areas (Pimbert and Pretty, 1995). The cost to conservation has been high. Social conflicts have grown in and around protected areas, and conservation goals themselves have been threatened.

#### **2.3 Donor Funding**

Donors faced with the task of disbursing large volumes of aid monies are understandably concerned about increasing the capacity of recipient NGOs (or other institutions) to manage large volumes of aid effectively (Anheier and Salamon, 2006). In contrast to national governments the NGO sector of many countries typically involves a large number of small NGOs and very limited number of large ones. Donors can find themselves in competition for partnerships with large NGOs capable of absorbing substantial amounts of funding, competition which is potentially very destructive of the very capacity that already exists.

A simple screening model by Wallace Bornstein and Chapman (2007) predicts that donors who care more about efficiency will screen NGOs and concentrate their funding on those that operate accordingly while donors who care less about efficiency and more about local connections will not screen NGOs and disperse their funds independent of these criteria. Local donors do not implement any selectivity criteria when allocating funds: what is of importance to them is how well connected the

manager is locally, the geographic location of the NGO and whether the NGO is indigenous (Wallace Bornstein and Chapman, 2007). The last decade has been marked by a rapid growth of the NGO sector and its increased involvement in economic development (Keck and Sikkink, 1998)

Donors have been keen to use both the popularity of NGOs, and their claims that they are able to reach the poor, to achieve a greater poverty focus in their own aid programmes. According to Edwards and Hulme (1996), NGOs have been characterized as the new “favored child” of official development agencies and proclaimed as a magic bullet to target the problems that have befallen the development process. They are seen as instrumental in changing mindsets and attitudes in addition to being more efficient providers of goods and services (Edwards and Hulme, 1996).

The rise of NGOs is not an accident. While it reflects private initiative and voluntary action, it also follows an increase in popularity of NGOs with governments and official aid agencies and the willingness of donors to make funds available to them. Edwards and Hulme (1996) present a detailed analysis of how the donor and NGOs’ relationships could compromise the work of civil organizations or modify their approaches. Indeed, as NGOs are expanding, many of them have switched from being primarily funded by private donors to being essentially funded by institutional donors. Two main reasons can explain why more and more public funds are channeled through NGOs. First, official agencies support NGOs in providing welfare services because of their assumed cost-effectiveness in reaching the poorest (Meyer, 1995). Second, NGOs are also seen as representative of the poor and most vulnerable.

The relationship with the “people” is seen as giving them greater public legitimacy than some governments, while their managerial features are seen as permitting private sector levels of cost-control and efficiency (McKinley and Little (1977, 1978a, 1978b)). However, while NGOs’ actions are expanding, many authors are concerned by the actual contribution that NGOs are making to development; in particular, questions have been raised about their legitimacy and about their relations with their funding sources. Smillie (2000) fears that NGOs become mere implementers of donors’ policies, Jack (2001) conceptualizes the relationships between NGOs, states, and donors. Gauri and Fruttero (2003) analyze and test NGO project allocation across Bangladesh and show that NGOs’ spatial project localization across Bangladeshi provinces is influenced by a concern for obtaining donor funding. Outside grants usually come from the UN and the World Bank, from bilateral aid -

especially from the US, the UK and the Netherlands - and from international NGOs. They also received local donations and membership fees.

According to Smillie (2000), the NGOs given grants tended to be larger, to have full-time, better-educated staff and to be affiliated with either an international NGO or a local umbrella group. They also are generally the same groups that had received grants in previous years; once a donor established a relationship it tended to continue. Some NGOs are able to access short-term grants for specific programmes, but not able to negotiate the kind of support that would allow it to operate consistently. Some examples of donor funding for environmental conservation organisation include Environmental Funds and Conservation Trust Funds.

### **2.3.1 Environmental Funds**

Environmental funds (EFs) have been set up in many developing countries over the past decade as a way of providing funding for environmental protection or conservation. Most EFs that finance conservation take the form of a legally independent institution (i.e. set up outside of government) and is managed by an independent board of directors. Donors provide the funding that makes EFs possible. The Global Environment Facility (GEF) has been the single largest supporter of EFs. Other bilateral and multilateral donors include: the US Agency for International Development (USAID), United Nations Development Programme (UNDP), World Bank and the European Union (EU). Donors are interested in leveraging their funds to have the greatest impact on their conservation objectives.

For many EFs NGOs, both local and international, serve in a "catalyst role, helping to carry out feasibility and design stages, providing technical assistance for debt-for-nature swaps and EF establishment, and helping the EF with fundraising and capacity-building. In some cases, catalyst NGOs provide this assistance as an "in-kind contribution to the future EF, while in other cases catalyst NGOs may receive a grant from an international donor agency to enable them to provide this assistance (Bebbington et al, 1993).

### **2.3.2 Conservation Trust Funds**

Over the last fifteen years, Conservation Trust Funds (CTFs) have been established in more than 50 developing countries and transition economies. CTFs raise and invest funds to make grants to non-governmental organizations (NGOs), community based-organizations (CBOs) and governmental

agencies (such as national parks agencies). CTFs are financing mechanisms rather than implementing agencies. They also can serve as mechanisms for strengthening civil society and for making government PA manage government agencies more transparent, accountable and effective.

Some CTFs have evolved from a strict focus on conserving biodiversity to an increasing focus on improving the livelihoods of communities near PAs and promoting sustainable development. Most CTFs in Africa before 2002 focused on supporting just one or two PAs, and were in anglophone countries. However, most of the newer CTFs in Africa are in francophone countries and were created to help finance a country's entire PA system. This change in focus also reflects the shift by the GEF (which is the largest donor to CTFs in Africa) from supporting conservation projects at individual site levels to supporting system-level management of PAs. Most African CTFs in existence for at least five years have had positive impacts on the individual projects that they have funded on the ground. African CTFs' own institutional weaknesses remain the biggest issue, along with their need to increase their capital to levels that will enable them to have a more significant biodiversity conservation impact.

## **2.4 Leadership Styles**

Leadership style is a key determinant of the success or failure of any organization. A leader is a person who influences, directs, and motivates others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. According to Ngambi et al. (2010) and Ngambi (2011), cited in Jeremy et al. (2012), leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value-added, shared vision, with passion and integrity. The nature of this influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member, as well as for the group.

In the 1980s there was renewed interest in those leaders who actively promoted organisational change. Arguably such transformational leaders enabled ordinary people to achieve extraordinary results (Peters & Waterman, 1982; Bass, 1985). Interestingly in the late 1990s there was a reaction against this approach, partly because only a few of such transformational leaders achieved sustainable success and partly because as organisations became flatter, more decentralised, and less bureaucratic their leaders needed a new skill-set based around networking, negotiation, delegation and team building. This

reaction is reflected in recent research that endorses the value of ‘quieter’, humbler, less charismatic leaders who are keen to be seen to be part of a broader management team and actively encourage others to succeed (Bennis & Nanus, 2004). In a similar vein Mintzberg (1998), drawing on his work with local leaders in enterprise development agencies in West Africa, argues that the future lies with ‘fostering’ a new generation of leaders who can practice what he refers to as ‘engaging management’. Such leaders have the ability to engage with or inspire others through their thoughtfulness and humility.

Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail et al., 2009). It basically helps followers achieve their goals as they work in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Azka et al., 2011).

The relationships between the leader and employee, as well as the quality of employees’ performance, are significantly influenced by the leadership style adopted by the leader (Jeremy et al., 2012). Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization (Obiwuru et al., 2011).

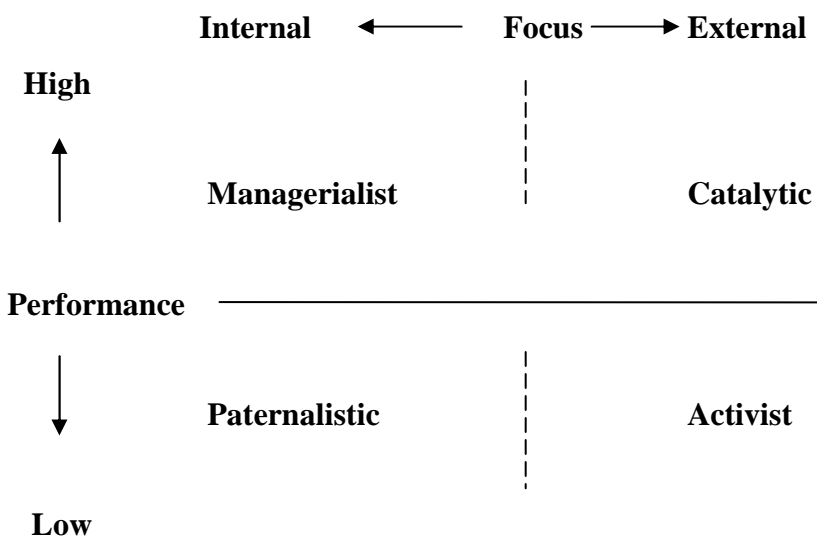
NGO leaders often face extraordinary challenges – both at a personal and organisational level. They work long hours with limited resources in uncertain and volatile political and economic circumstances to help the most marginalised and disadvantaged members of their communities. The complex managerial challenges they face have been documented in a small, but growing, body of research (Smillie, 2000; Eade, 2000; Lewis, 2001; Smillie & Hailey, 2001; Edwards & Fowler, 2002; Hailey & James, 2004).

Another way of trying to identify the different elements of leadership is to create a typology of different kinds of leadership (Mintzberg, 1998). These typologies include Paternalistic leaders typically demonstrate a patriarchal or matriarchal style of leadership. Their approach is often built on established personal or kinship relationships. They can inspire great loyalty, and have strong, close, possibly even a familial relationship with staff and volunteers. Managerialist leaders are rated for their managerial and administrative abilities. They demonstrate an instrumental ability to manage

organisations, and can effectively establish reliable systems and appropriate structures, as well as manage a diverse workforce with established roles and responsibilities.

Activist leaders are actively engaged in advocacy and lobbying work. They are highly motivated, often charismatic, and typically focused on a single issue. They have the ability to channel the anger or concerns of local communities and solidarity groups to achieve political imperatives. Catalytic leaders typically act as strategic catalysts within the NGO context, and have the ability to promote and implement change. Their success as change agents depends on their ability to delegate work to talented colleagues, so freeing time to engage actively with external stakeholders and partners, build coalitions and strategic alliances, and be involved in a variety of networks. (Hersey & Blanchard, 1988; Mintzberg, 1998)

Leadership skills are needed at a departmental and team level. Middle managers are commonly team or project leaders, and as such are crucial to the successful implementation of new strategies. Researchers assumed that it would be possible to identify and isolate a definitive list of leadership traits (Stogdill, 1974). According to Howell and Shamir (2005), Leaders can attempt to control or manipulate them through fear or coercion, but more often than not, they have to work with their ‘followers’ or colleagues in an egalitarian and co-operative manner. Figure 1 incorporates the leadership elements, and suggests that ‘catalytic’ leaders with their ability to both engage with the external world and manage performance are the ‘type’ of leader that should be promoted and encouraged.



**Figure 1: Leadership types**



This matrix implies that those leadership styles that are inwardly focused or less concerned with managing effective performance are worthwhile. This model may help those involved to visualise the criteria and dynamics of the types of leadership needed by NGOs in the future; in particular those NGOs which maintain their values, are strategic in their work, financially sustainable, and have an impact on the lives of those with whom they work. According to Michael (2010) leadership has a direct cause and effect relationship upon organizations performance and success.

## **2.5 Community Participation**

Conservation has been characterized by very different interpretations of participation. During the colonial period, management was characterized by coercion and control, with people seen as an impediment to conservation. Later, until the 1970s, participation was increasingly seen as a 'tool' to achieve the voluntary submission of people to protected area schemes. Here, 'participation' was no more than a public relations exercise, in which local people were passive actors. During the 1980s, participation became increasingly defined as taking an interest in natural resource protection. And now, in the 1990s, participation is being seen by some as a means to involve people in protected area management and environmental conservation. Participatory approaches aim to fulfill a wide range of objectives in different contexts (Conrad and Hilchey, 2010), and effective engagement of communities is increasingly acknowledged as an essential component of achieving successful outcomes. There has been growing recognition that, without local involvement, there is little chance of environmental conservation.

Historically, the conservation and management of natural resources in many developing countries was approached using regulation and punitive action, and at the exclusion of local people (Ite, 1996, Colchester, 2004). However, growing acknowledgement of the weaknesses of this technique has led to revised approaches with a strong emphasis on community engagement and collaborative working in order to maximise the ecological and social benefits of natural resources (Adams and Hulme, 2001, Colchester, 2004).

An essential part of making this process sustainable in the long term is the development of strong positive relationships between decision makers and local people working in partnership (Stuart-Hill *et al.*, 2005). In addition, initiatives may also address specific targets such as encouraging the development of favourable attitudes of local people towards the management of protected areas (Mehta

and Heinen, 2001, Nawaz *et al.*, 2008), or discouraging actions that have a negative impact upon wildlife such as poaching (e.g. Wheeler and Hoces, 1997, Mbitikon, 2004, Nawaz *et al.*, 2008).

Successful community-based initiatives can lead to far reaching benefits, for example, a participatory approach in Nepal successfully reduced poaching levels by engaging with local communities and encouraging community-led project governance to increase local support (Martin and Martin, 2011). However in other cases, the success of community engagement initiatives have been mixed and in situations where communities do not benefit from conservation initiatives, local people can become disengaged with conservation processes. Disengagement of communities can jeopardise the potential ecological and social benefits, and may even lead to negative outcomes such as increased poaching levels (Songorwa, 1999).

Another participatory approach is that of using local knowledge to contribute to baseline data for conservation monitoring. Although the values and understanding of local people may not necessarily align directly with those of scientists (Lepczyk, 2005), the input of community perspectives can enhance conservation projects as well as gaining valuable data (Lepczyk, 2005, Oba *et al.*, 2008, Roba and Oba, 2009). For example, data gathered from indigenous herders in Kenya was based upon their practical use of the areas rather than with biodiversity in mind, yet this was identified as a valuable tool in the future long term monitoring of biodiversity (Roba and Oba, 2009). Despite the associated advantages of this approach however, it is yet to have been adopted widely as a tool for gathering of biological data.

In order to achieve this sustainably, stakeholders such as local landowners, businesses and community members must be successfully engaged and in support of the approach, and the requirements of wildlife conservation must be balanced with the socioeconomic and other needs of the people who live and work within the landscape. This may be approached through habitat management incentives (Sanchez-Clavijo *et al.*, 2008), or by a focus on certain species or taxa such as butterflies (Jeffcoate and Joy, 2011) or birds (Dallimer *et al.*, 2009).

In Europe, North America and Australia, participatory approaches increasingly rely on engagement with communities and other stakeholders for wildlife management decision making (e.g. Chase *et al.*, 2004, Decker *et al.*, 2005, Reed, 2008). These approaches may be driven by human-wildlife conflicts

such as adverse effects on ecotourism caused by bears in the US (Lafon *et al.*, 2004) or by dingoes in Australia (Burns and Howard, 2003) or for conservation such as the management of deer in the UK and Australia (Decker *et al.*, 2005, Austin *et al.*, 2010). Various groups of people may be affected by management decisions and participatory decision-making aims to reduce conflict by empowering these different stakeholders. For successful outcomes, interdisciplinary approaches that promote communication and learning throughout are recommended (Chase *et al.*, 2004, White and Ward, 2010).

Participatory approaches for other types of environmental decision-making have been widely investigated, such as within the EU Water Framework Directive (Wright and Fritsch, 2011), and building multi-level resilience to enable adaptation to environmental change in Kenya (Robinson and Berkes, 2011). As a result of these studies, a large number of models and recommendations have been made for good practice (Reed, 2008). If these approaches are designed and conducted in a way that truly empowers stakeholders through the decision making process, then it is acknowledged that collaboration with stakeholders can enhance environmental outcomes and support for decisions made (e.g. Powell and Colin, 2008, Reed, 2008, Robinson and Berkes, 2011).

Another common suite of participatory initiatives recruit citizens in the collection of environmental records and monitoring data (e.g. Toms and Newson, 2006, Szabo *et al.*, 2010) through citizen science. Data are used to inform conservation management decisions and to assess that measures put in place are effective (Niemela, 2000). For example, the Audubon Christmas Bird Count in North America, which has been running since 1900, has contributed significant amounts of data to bird monitoring across the continent (National Audubon Society, 2011).

## **2.6. Partnership linkages**

Many conservation projects – and larger conservation programmes – are carried out by partnerships among people representing different organizations and groups. As such, it is important to have individuals from each of the major partners involved in the project team. A partner can be generally defined as any individual, group or institution including governments and donors whose active participation and support are essential for the successful implementation of a project in the organisation (Schepes, 2007). Partners may be internal and external to the organisation. For example, internal partners may include the principal organisation network players in the project. External

partners may include other donors, other implementing NGOs in the region, community groups or representatives, and principal government agencies or contacts.

On its own, what any organization can achieve is limited. Working with partners lends projects greater credibility and broadens the scope of what the projects can achieve. In good, effective partnerships, the partnership itself will represent more than the sum of the individual partners (Sheil and Lawrence, 2004). It is also important in situations where the organisation is just one of several players at the table and the team is seeking to have organization's viewpoints and the project goals incorporated into the broader agenda. Maintaining effective partnerships is important to ensure that a project stays on track. The success or failure of an environmental conservation project is often not related to its complexity or the strengths and weaknesses of its participants. The success or failure is more often determined by how partners handle project challenges and opportunities. How partners are managed will help to navigate through complex, changing and often unfamiliar terrain. How the team cultivates and manages its partnerships will vary greatly by the type of partner and the relationship between the team and that partner (Wheeler and Hoces, 1997).

Often leadership shifts during a long-term project. Typically, organisations lead or share leadership during project development. However, their role often shifts into more of a background role during implementation, as leadership transitions to a government agency or other strategic partner that carries the project forward. (Schepes, 2007) To the extent possible, it is important to make sure some of the partners are "Strategic Conservation Partners", these are those partners that exert a major direct or indirect influence on a conservation area or problem, and that through their own behaviour or by influencing other key actors can help the project reach its conservation goals. Some practitioners consider the engagement of one or more strategic conservation partners as essential for good conservation design.

Identifying partners is not enough. One needs to be clear about how they will work together to achieve the project goals (Schepes, 2007). The amount of decision-making authority the team feels is appropriate for the partners will help determine the success and performance of the project. The following are examples of the most common governance systems, organized by the degree of authority and influence partners have over one another

**Case 1:** Each environmental conservation organization has no formally agreed authority or influence over other partners

- 1) Informal partner management – These systems involve an informal means of sharing work and communication. They are more common among partners who have worked together for many years and are comfortable with the working relationship.
- 2) Steering committee – Typically, a steering committee will be comprised of representatives from the organization’s offices and a management team (or coordination committee) consisting of government and other partners. The steering committee usually focuses on providing overall governance, approving annual work plans and budgets, and appointing a programme leader.

**Case 2:** One or more organizations have partial authority over other partners via agreements

- 3) Joint steering committee (with or without an advisory committee) – It involves a joint steering committee of the environmental conservation organisation and other (sometimes all) partners that sets strategic direction, and a separate management team (coordination committee) of core partners that manages work, coordinates partner involvement, and monitors progress.
- 4) Independent financial management agency or trust fund – In this system, a separate organization is used to centralize programme fund raising, financial management and reporting, allocation of funds, and sometimes spending and procurement.

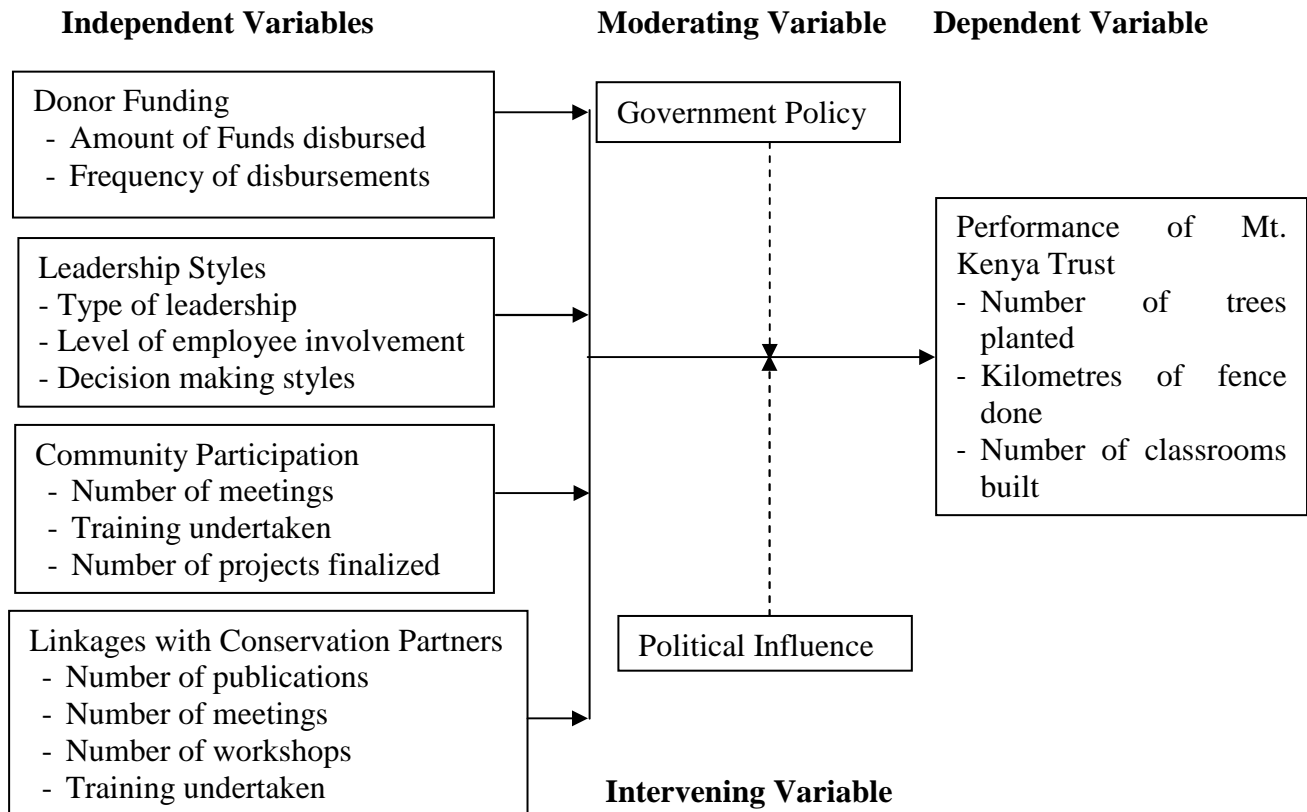
**Case 3:** One organization has complete authority over partners

- 5) Executing or sub-executing agency – The executing or sub-executing agency system involves a single oversight agency (the executing agency) that has direct control over decision making, funding and financial management, work assignments and oversight, and monitoring. Top-level executive authority is typically vested in a single NGO, academic or other independent institution, and not in government.

## **2.7 Conceptual Framework**

The dependent variable is a variable that depends upon or is a consequence or of another variable. For example performance of Mt. Kenya Trust is the dependent variable which depends on such independent variables as donor funding and partnerships. The independent variable also called the treatment variable was the variable that the researcher controls and manipulates. For example in performance of Mt. Kenya Trust, if there was an increase or decrease in community participation in the

projects, corresponding changes will be apparent in the success of the projects. Figure 2 shows the conceptual framework.



**Figure 2: Conceptual Framework**

The performance of Mt. Kenya Trust depends on donor funding, leadership styles, community participation and linkages with conservation partners. If donor funding increases, the pressure for change in Mt. Kenya Trust performance is inevitable.

## 2.8 Summary

Chapter two covers the literature of study at length including comparing different studies, their findings and conclusions. It also explained the theoretical framework under which the study was based on and the conceptual framework presented brings out relationship between the independent and dependent variables.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses a detailed methodology that was used in the study. This includes the procedure through which data was collected for the study. It specifically focused on the research design, the target population, the sampling design or procedures, methods, instruments of data collection and procedures for administering them in the field. It also discussed how validity and reliability was established, the validity test of data collection instrument that enables us to ascertain that we were measuring the correct concept and the methods of analyzing the data relating to the research questions.

#### **3.2 Research Design**

A descriptive survey research design was used for the study. Descriptive survey design is a scientific method of investigation that involves collection and analysis of quantitative data in order to describe the problem or phenomenon in its current condition. This research was carried out within Mt. Kenya region Laikipia County and the respondents were employees of Mt. Kenya Trust.

#### **3.3. Target Population**

The study focused on employees of Mt. Kenya Trust. The target population was 312 employees of Mt. Kenya Trust who are spread in various departments in the organisation as indicated in Table 3.1

**Table 3.1: Target Population**

<b>Departments</b>	<b>Number of employees</b>	<b>Percentage</b>
Administration	15	4.8
Finance	10	3.2
Marketing	15	4.8
Security	95	30.5
Logistics	17	5.4
Community	69	22.2
Education	26	8.3
Research	65	20.8
Total	312	100

### 3.4 Sampling Procedures and Sample Size

These are a definite plan for obtaining a sample from a given population, the technique or procedure the researcher adopted in selecting items for the sample. This study was carried out at Laikipia County at Mt. Kenya Trust an environmental conservation organisation. A sample size of 76 was selected. The sample size for the employees was calculated based on Yamane's formula (Yamane, 1967):

$$n = \frac{N}{1 + N(e)^2}$$

where, n = the sample size

N = the size of population

e = the error of 10 percentage points

Thus

$$n = \frac{312}{1 + 312(0.1)^2} = 76$$

By using Yamane's formula of sample size with an error 10% and with a confidence level of 90% (Yamane, 1967), the calculation from a target population of 312 comes up to 76 employees from Mt. Kenya Trust. The study adopted the stratified random method for sampling. Other departments of the organization were used as strata's for sampling and proportionate sample of each department were included in the final sample as indicated in Table 3.2

**Table 3.2: Sampling Frame**

Departments	Number of employees	Percentage	Ratio	Sample size
Administration	15	4.8	$\frac{76}{312} \times 15$	4
Finance	10	3.2	$\frac{76}{312} \times 10$	2
Marketing	15	4.8	$\frac{76}{312} \times 15$	4
Security	95	30.5	$\frac{76}{312} \times 95$	23
Logistics	17	5.4	$\frac{76}{312} \times 17$	4



Community	69	22.2	$\frac{76}{312} \times 69$	17
Education	26	8.3	$\frac{76}{312} \times 26$	6
Research	65	20.8	$\frac{76}{312} \times 65$	16
Total	312	100		76

### 3.5 Research Instruments

The main research instrument was the questionnaire. Questionnaire consist of a number of questions printed or typed in a definite order on a form or set of forms. They can be either structured or unstructured. In structured there are definite, concrete and pre-determined questions which are presented with exactly the same wording and in the same order to all respondents. The form of questions can be either closed (of type ‘yes’ or ‘no’) or open (inviting free response) but should be stated in advance and not constructed during questioning (Kothari, 2004). Each item in the questionnaire was developed to address a specific objective. Also an observation schedule was prepared to capture the activities in the conservation organisation to supplement questionnaires.

### 3.6 Data Collection Method

There are two types of data, primary data which has been collected afresh and for the first time and secondary data that which has already been collected by someone else and have passed through the statistical process. Data pertaining to the factors influencing the performance of Mt. Kenya Trust was gathered using both structured and unstructured questionnaire method which was developed by the researcher and administered in the location.

The researcher was able to access the clarity of the instruments and the ease of use of the instrument through pretesting. Before administration, the questionnaires were pre-tested on respondents with same or similar characteristics as the study population. During the actual data collection process, the questionnaires were administered by the researcher to the five employees of the environmental conservation organisation to complete and return them for analysis.

### **3.7 Reliability of instruments**

Reliability is a measure of the degree to which a research instrument yields consistent result or data after repeated trials (Mugenda and Mugenda, 2003). In this study reliability was guaranteed by pre – testing the questionnaire. It brings to light the weaknesses of the questionnaires, if any, and also of the survey techniques thus improvement can be effected. It was done to ensure that questions in the questionnaire are stated clearly and have the same meaning to all respondents. The respondents in which they are tested were not part of the selected sample. Ten employees of the environmental conservation organisation, Laikipia Wildlife Forum, were used to avoid biasness and for validity.

### **3.8 Validity of the instruments**

Validity on the other hand is the accuracy and meaningfulness of inferences which are based on the research results. Validity of the instruments was increased by continuously meeting the supervisor guiding the researcher. In addition, it was guaranteed by having objective questions included in the questionnaire. That is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study and how accurately the data obtained in the study represents the variables of the study.

### **3.9 Data Analysis**

This is the process of bringing order, structure and meaning to the mass of information collected. The collected data was organised to attach meaning applicable to the research questions and research objectives. Data was coded, analyzed and categorized as per the research questions in order to simplify it for presentation. Data was analysed both qualitatively and quantitatively. Analysis was performed using statistical package for social sciences. Socio-demographic information of the respondents was analysed and presented using frequencies and percentages. The researcher employed regression analysis and cross tabulation to show the link and relationship that exist between the variables and among men and women involved in conservation organisation. In addition opinion narration was used and captured in prose. The process involves the coding of data which then was made ready for computer entry, management and analysis.

### **3.10 Operational definition variables**

The operationalization of variables is as shown in table 3.3;

**Table 3.3 Operationalisation Table**

<b>Objectives</b>	<b>Types of Variable</b>	<b>Indicator</b>	<b>Measures</b>	<b>Research Instruments</b>	<b>Level of Scale</b>	<b>Type of Analysis</b>
To establish how donor funding influences performance of Mt. Kenya Trust	<b>Dependent Variable</b> Performance of Mt. Kenya Trust <b>Independent Variable</b> Donor Funding	–Amount of funds disbursed. –Frequency of disbursement.	Influence donor and government have in funding Mt. Kenya Trust	Questionnaire Questionnaire	Interval Interval	Quantitative Qualitative, Descriptive, mean, correlation
To determine the influence of the leadership style in the performance of Mt. Kenya Trust	<b>Independent variable</b> Leadership styles	–Type of leadership styles. –Level of employee involvement.		Questionnaire Questionnaire Questionnaire	Nominal Nominal Nominal	Quantitative Descriptive mean
To examine the influence of community participation in the performance of Mt. Kenya Trust	<b>Independent variable</b> Community participation	–Number of trainings undertaken. –No of projects implemented and finalized	Community development and benefits	Questionnaire Questionnaire Questionnaire	Nominal Nominal Nominal	Quantitative Descriptive Mean
To investigate the influence of linkages with conservation partners in the performance of Mt. Kenya Trust	<b>Independent variable</b> Linkages with conservation partners	–No of workshops attended. –Number of training undertaken		Questionnaire Questionnaire	Nominal Nominal Nominal	Quantitative Correlation

### **3.11 Ethical Issues**

While conducting the study, the researcher ensured that research ethics were observed. According to Kerridge et al (2005) ethics involves making a judgement about right and wrong behavior. Due to the sensitivity of the information sought in this research, the researcher holds the moral obligation to treat the information collected from the respondent with utmost propriety. There was the possibility of respondents being reluctant to disclose some information and the researcher reassured the respondents the intention and use of the collected information and confidentiality of the information given.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

This chapter discusses the analysis, interpretation and presentation of the findings. The chapter is divided into subsections where general characteristics of the respondents such as gender, level of education and other attributes are analyzed.

The purpose of the study is to assess factors that influence the performance of environmental organisation with reference to Mt. Kenya Trust in Laikipia County. The study made use of frequency tables and percentages to present data. The data was analyzed according to the research objectives which include 1) To establish how donor funding influences performance of Mt. Kenya Trust, 2) To determine the influence of the leadership style in the performance of Mt. Kenya Trust, 3) To examine the influence of community participation in the performance of Mt. Kenya Trust and 4) To investigate the influence of linkages with conservation partners in the performance of Mt. Kenya Trust.

##### **4.1.1 Questionnaire Response rate**

This study targeted a sample of 76 respondents who were employees of Mt. Kenya Trust in Laikipia County. Out of this sample size, 68 questionnaires were filled and returned contributing to 89% response rate. The response rate was adequate for this analysis and conforms to Babbie (2002) stipulation that any response of 50% and above is adequate for analysis.

#### **4.2 Demographic Information**

In order to understand the background of the Mt. Kenya Trust employees participating in the study, the researcher required the employees to indicate their gender, designation and department.

##### **4.2.1 Gender of Mt. Kenya Trust Employees**

The study looked into gender of Mt. Kenya Trust employee's. Table 4.1 shows the gender distribution of the gender of the employees.

**Table 4.1: Gender of the employees of Mt. Kenya Trust**

	Frequency	Percentage
Male	60	88.24
Female	8	11.76
Total	68	100.00

According to the findings, the study established that 88.24% of the respondents were male while the rest (11.76%) of the respondents were female. The men were concentrated in the field departments and the women were mostly located in the office with management positions.

#### 4.2.2 Level of Education

To determine the role of education in performance of environmental conservation, the employees were requested to indicate their level of education. Table 4.2 presents the findings.

**Table 4.2: Education level of Mt. Kenya Trust employees**

Employee's level of education		Involved in environmental conservation activities		Total
		Yes	No	
Primary Level	Frequency	43	0	43
	% within education level	100	0	100
	% within involved in environmental conservation	68.25	0	68.25
	Total %	63.23	0	63.23
Secondary Level	Frequency	7	0	7
	% within education level	100	0	100
	% within involved in environmental conservation	11.11	0	11.11
	Total %	10.29	0	10.29
College Level	Frequency	4	3	7
	% within education level	50	50	100
	% within involved in environmental conservation	6.35	60	66.35

	environmental conservation			
	Total %	5.55	4.41	9.96
University Level	Frequency	4	2	6
	% within education level	66.67	33.34	100
	% within involved in	6.35	40	46.35
	environmental conservation			
	Total %	5.88	2.94	8.82
Postgraduate Level	Frequency	5	0	5
	% within education level	100	0	100
	% within involved in	7.93	0	7.93
	environmental conservation			
	Total %	7.35	0	7.35
Total	Frequency	63	5	68
	% within education level	92.65	7.35	100
	% within involved in	100	100	100
	environmental conservation			
	Total %	92.65	7.35	100

According to the table, the study established 63.23% of the Mt. Kenya Trust employees had reach the Primary level of education, 10.29% formal secondary level, 9.96% had reached the college level of education, 8.82% university level and 7.35% postgraduate level. The study further revealed that the employees who had only attained primary school level were mostly concentrated in the field work of research, community and security departments. The top level management of Mt. Kenya Trust had at least attained a university level of education. The study further showed that the organisation also employed communities in the area to work in the projects.

Using the Chi Square test, the study further sought to determine whether there was a significant relationship between education level and the conservation efforts. Table 4.3 illustrates the findings.

**Table 4.3: Relationship between education level and environmental conservation**

	Value	df	asyp.Sig. (2-side)
Pearson Chi-Square	5.000(a)	4	.544
Likelihood ratio	6.730	4	.347
Linear-by-linear Association	.796	1	.372
No. of valid cases	68		

From findings at 95% confidence level with 4 degrees of freedom returned a p value of .544 which is greater than 0.05 indicated that there exists no statistically significant relationship between education level and environmental conservation among the employees.

#### **4.3 Duration of working in Mt. Kenya Trust**

The study sought to find out how long the employees have been working in the organisation as shown in Table 4.4.

**Table 4.4: Years of work experience**

	Frequency	Percentage
Less Than 3 years	25	36.77
3 to 6 years	37	54.41
6 to 9 years	4	5.88
Above 9 years	2	2.94
Total	68	100.00

According to the findings 36.77% of the employees have worked in Mt. Kenya Trust for less than three years, 54.41% have been with the conservation organisation for between three to six years, 5.88% have worked with Mt. Kenya Trust for between 6 and 9 years and 2.94% for more than nine years. This demonstrates that the employee's turnover is low in the organisation, and that they are well versed and experienced in environmental conservation.

#### **4.4 Environmental conservation projects carried out by Mt. Kenya Trust**

The study established that Mt. Kenya Trust has various environmental conservation projects. The



main ones which are extended over the Mt. Kenya region include reforestation, fencing of the forest reserve, elephant corridor, and environmental education and anti poaching project. In areas where the organisation was not visible had different information, this was shown by the area having more environmental issues and the community unaware of the environmental efforts.

#### **4.5 Employees remuneration satisfaction**

The study sought to also find out if the employees of Mt. Kenya Trust are satisfied with the remuneration package given by the conservation organisation as shown in table 4.5

**Table 4.5: Degree of level of satisfaction of remuneration**

	<b>Frequency</b>	<b>Percentage</b>
Highly satisfied	5	7.36
Moderately Satisfied	30	44.11
Satisfied	26	38.24
Not Satisfied	7	10.29
Total	68	100.00

From findings, the study established that 7.36% of the employees were highly satisfied with the remuneration, 44.11% were moderately or sort of satisfied, and 38.24% were satisfied while 10.29% were not satisfied.

#### **4.6 Degree of employee involvement in setting organisations targets**

The study sought to find out if the employees of Mt. Kenya Trust were involved in setting the targets of the organisations and if they were being included in decision making and in the performance of the organisation. The study established that 100% of the employees were involved one way or another in setting the organisations targets. This shows that Mt. Kenya Trust fully engages their employees in setting targets of the organisation.

#### **4.7 Adequacy of job Resources**

Job resources are fundamental in performance of any organisation. This study sought to establish whether Mt. Kenya Trust provided the necessary resource for successful performance as shown

in Table 4.6

**Table 4.6: Adequacy of resources to execute job positions**

	<b>Frequency</b>	<b>Percentage</b>
Yes	64	94.11
No	4	5.89
Total	68	100.00

According to the findings in table 4.6, it was found out that Mt. Kenya Trust provided the employees with the relevant and adequate resources to execute their jobs in different positions. The employees were satisfied with the available resources 94.11% agreed and 5.89% disagreed. These resources include technological knowhow, equipments and tools in form computers, vehicles, uniforms, tents, night vision goggles and cameras. The financial resources include loan and mortgages.

#### **4.8 Source of funding for the environmental conservation projects.**

Donor funding is essential in the performance of the environmental conservation organisation. The employees were required to indicate the source of funding for the environmental conservation projects. The study sought to find out if the donors who fund the environmental conservation organisation were locally based or foreign based. Local donors are donors from Kenya while foreign donors are from other countries even if they have an office in the country. The results are shown in table 4.7

**Table 4.7: Source of funding**

	<b>Frequency</b>	<b>Percentage</b>
Local Donors	31	45.59
Foreign Donors	37	54.41
Total	68	100.00

According to the findings in Table 4.7, the study established that the source of funding for Mt. Kenya Trust was both local and foreign with the foreign donors being 54.41%.

#### 4.9 Types of Donors

The study sought to find out the types of donors that funded the Mt. Kenya Trust projects. The frequencies represent employee's confirmation of their projects dealing with a certain donor as shown in table 4.8.

**Table 4.8: Different types of Donors**

Local Donors	Frequency		Foreign Donors	Frequency	
	F	%		F	%
African Fund for Endangered Wildlife	68	100	UNDP	60	88.23
Coca Cola	60	88.23	USAID	58	85.29
Safarilink	45	66.17	WWF	55	80.88
Safaricom	50	73.52	Virgin Atlantic	50	73.52

**Key: F – Frequency, % - Percentage**

From the findings, the study established that Mt. Kenya Trust gets funding from both the local and foreign donors and have different donors for different projects. It was also established that some projects have more than one donor either or both local and foreign.

#### 4.10 Duration of donor funding

The study sought to find out the duration of the donor funding given to Mt. Kenya Trust for their various projects. Table 4.9 shows the donor funding duration.

**Table 4.9: Donor funding duration**

	Local Donors		Foreign Donors	
	Frequency	Percentage	Frequency	Percentage
Below 2 years	20	29.42	12	17.64
Between 2 – 5 years	43	63.23	52	76.48
Above 5 years	5	7.35	4	5.88
Total	68	100	68	100.00

According to Table 4.10, both the local and foreign donors provided funding between 2 and 5 years 63.23% and 76.48% respectively. 7.35% and 5.88% provided long term funding of more than 5 years for local and foreign donors respectively.

#### **4.11 Additional Technological support by donors**

The employees were requested to indicate if the donors assisted the organisation with additional technological support. The employees were all in agreement that the donors also provide Mt. Kenya Trust with additional support in terms of technology. This technological support included latest technology in animal tracking devices, digital sensor cameras, night goggles, equipments like GPS, additional software required in the field for convenient and reliable data collection.

#### **4.12 Combination of factors that influence effective project implementation**

The study established that in some of the projects the employees had varying additional support depending on the donor funding. This was shown by tabulating the anti poaching project in which there were three teams in different areas with varying additional support. The teams include Joint Wildlife Protection Team (JWPT) which had a vehicle, Marania Scout Team were patrolling on foot and the Horse Patrol Team (HPT) were patrolling on horseback as shown in Table 4.10.

**Table 4.10: Anti - poaching project activities implemented in a year**

	JWPT	Marania Scouts	HPT
Illegal Logging	5	9	7
Carcasses found	4	2	5
Number of snares obtained	12	4	6
Poachers Caught	3	8	5
Dogs Caught	9	18	14
Illegal Charcoal Kiln destroyed	24	18	16

Correlation analysis was used to compare if additional support influences effective project implementation with a significant at the 0.01 level (2 tailed). Table 4.11 portrays the results of the factors that influence effective project implementation using anti poaching project

**Table 4.11: Factors that influence effective project implementation**

		JWPT	Marania Scouts	HPT
JWPT	Pearson Correlation	1	.590	.774
	Sig. (2-tailed)		.217	.071
	N	6	6	6
Marania Scouts	Pearson Correlation	.590	1	.937
	Sig. (2-tailed)	.217		.006
	N	6	6	6
HPT	Pearson Correlation	.774	.937	1
	Sig. (2-tailed)	.071	.006	
	N	6	6	6

These results show that there was a moderate positive relationship between the JWPT and Marania Scouts and HPT was slightly bigger than 0.5 whereas there was a strong positive relationship between HPT and JWPT and Marania Scouts, Pearsons was close to 1. The relationship between Marania Scouts and HPT shows that there is a statistically significant relationship between the two variables as sig is less than 0.05 which means an increase in Marania Scouts additional support relates to an increase in HPT. Thus the JWPT team which patrols in a vehicle has no relationship compared to HPT and Marania Scouts. It can therefore be deduced that the additional support from donors did not influence the effective project implementation of the three teams.

#### 4.13 Degree of employee's involvement in decision making

The study sought to find out if the employees were involved in decision making in the organisation, illustrated at Table 4.12.

**Table 4.12: Employees involvement in decision making**

	Frequency	Percentage
Yes	52	76.47
No	16	23.53
Total	68	100.00

According to the findings, 76.47% of the employees were involved in decision making. They included the management and the permanent employees of the organization. The 23.53% who were not involved in the decision making of the organisation were interns, contract based employees and staff members who were not permanently employed.

#### **4.14 Performance appraisal**

The study sought to find out if the employees were involved in performance appraisal in Mt. Kenya Trust. It was established that all the employees including the interns and temporary staff were involved in performance appraisal at different levels in the organizations. They all agreed that they contributed in performance appraisal which was done quarterly.

#### **4.15 Communication channels used in Mt. Kenya Trust**

The study sought to find out what type of communication channel was used in Mt. Kenya Trust to assist in performance of the organisation as shown in Table 4.13

**Table 4.13: Types of communication channels**

	<b>Frequency</b>	<b>Percentage</b>
Top Down Approach	3	4.42
Informal/amorphous approach	23	33.82
Two way communication approach	42	61.76
Total	68	100.00

According to the findings, the study showed that the most used communication channel was the two – way communication with information flowing both ways. The interns chose the top down approach whereby they were mostly delegated and informed what jobs to do with deadlines. 33.82% chose the informal or amorphous type of communication which was mostly in between colleagues in the field department.

#### **4.16 Extent to which employees are presented additional responsibilities**

The employees were requested to indicate the extent to which they were given additional responsibilities. Table 4.14 shows the findings.

**Table 4.14: Degree of additional responsibilities presented to Mt. Kenya Trust employees**

	Frequency	Percentage
High	48	70.59
Moderate	15	22.06
Low	4	5.88
None	1	1.47
Total	68	100.00

According to Table 4.14, 70.59% of the employees were highly given additional responsibilities, 22.06% were moderately given additional responsibilities and these were mainly temporary short term employees in the organisation and 1.47% was not given additional responsibilities and they included casual field officer who were required for less than a week for jobs involving electric fencing projects in slashing and spraying the electric fence area.

#### **4.17 Extent to which training courses are provided to Mt. Kenya Trust employees**

The study sought to find out if the employees were being trained in different areas to improve performance of the organisation. Table 4.15 shows the degree of training courses given.

**Table 4.15: Degree of training courses given in Mt. Kenya Trust**

	Work Performance		Career Advancement		Loyalty to the organisation	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
High	55	80.88	22	32.35	55	80.88
Moderate	12	17.65	40	58.82	13	19.12
Low	0	0	4	5.88	0	0
None	1	1.47	2	2.95	0	0
Total	68	100	68	100	68	100.00

From the findings it can be deduced that the Mt. Kenya Trust employees were highly motivated (80.88%) and were provided with moderate required training courses (58.82) to assist them in performing their jobs in different areas that include work performance, career advancement and loyalty to the organisation programmes.

#### **4.18 Community Involvement in environmental conservation**

It is impossible for an environmental conservation organisation to be successful without involving the community. Basically, communities are the ones that are part and parcel of the environment and need to participate for sustainability. The study further sought to find out if the communities in Mt. Kenya region were involved in environmental conservation. The study established that the communities in the area were fully involved in environmental conservation in association with Mt. Kenya Trust employees.

#### **4.19 Forms of community participation in environmental conservation efforts**

The employees were further request to indicate how the communities in their respective projects were involved and assisted them to be successful at their duties. Table 4.16, summarizes the different forms of community participation in conservation efforts.

**Table 4.16: Forms of community participation in conservation efforts**

	<b>Frequency</b>	<b>Percentage</b>
Financial	36	52.94
Material	50	73.53
Planning	39	57.35
Guidance	28	41.18
Resource Mobilization	64	94.12
Others include protection, information	60	88.24

The study showed that the communities participated in various ways towards environmental conservation efforts in collaboration with Mt. Kenya Trust. The highest participation was in resource mobilization (94.12%), the communities volunteered their time and energy to participate in environmental conservation efforts like building dams, tree nurseries and fencing. It was further established that the community also assisted in giving the employees protection and by being informers (88.24%) especially in the poaching issue which was seen to be rampant in the region. 52.94% assisted the organization financially, they volunteers 10 percent of their groups income to assist in environmental conservation efforts. This shows that most community



members were aware and ready to participate in conservation activities with the organisation. It thus forms a strong foundation for the organisation in performance.

#### **4.20 Communities involvement in decision making**

The study sought to find out if the communities were part of the decision making process in the organisation. Table 4.17 represents the findings.

**Table 4.17: Communities involvement in decision making**

	<b>Frequency</b>	<b>Percentage</b>
Yes	6	8.82
No	62	91.18
Total	68	100.00

In seeking to find out whether the communities were part of the organisations decision making, 91.18% of the employees said that they were not involved in the organisations decision making process directly, the communities assisted in the specific project that they were involved in even in decision making. 8.82% said that the communities were involved in the decision making process however, these were the top management employees and their explanation was that some of the community elders were in various committees in the organisation that involved decision making processes.

#### **4.21 Different types of conservation partners Mt. Kenya Trust links with**

In any organisation it is fundamental to consult and get involved with partners both local and external. Local Partners comprise of partners that are restricted in the same region as the organisation and are concerned in environmental conservation but not necessarily in the same field. External partners are partners that are also concerned in environmental conservation but are located out of the region including overseas. They all give assistance o the organisation in different ways. Table 4.18 shows the various partners that Mt. Kenya Trust works with both local and external.

**Table 4.18: Different types of conservation partners Mt. Kenya Trust links with**

Local Partners	Frequency		External Partners	Frequency	
	F	%		F	%
KWS	68	100	UNDP	60	88.23
KFS	60	88.23	Safarilink	58	85.29
Lewa Wildlife Conservancy	45	66.17	WWF	55	80.88
Kisima Farm Ltd	50	73.52			

**Key: F – Frequency, % - Percentage**

The findings in table 4.18 established that Mt. Kenya Trust works with both local and external partners. Linkages with conservation partners influence the performance of the organisation as the partners strengthen and provide extra knowledge to the conservation organisation. The study also established that the organisation had at least 7 main conservation partners 4 local and 3 foreign partners.

#### **4.22 Number of years the Mt. Kenya Trust has been linked with conservation partners**

The employees were requested to indicate the number of years they have been in partnership with the different partners. Table 4.19 presents the findings

**Table 4.19: Duration of linkages with conservation partners**

	Frequency	Percentage
Below 3 years	10	14.72
Between 3 – 6 years	16	23.53
Between 6 - 9 years	30	44.11
Above 9 years	12	17.64
Total	68	100.00

The findings in Table 4.19 established that 61.75% of the conservation partners had linkages with Mt. Kenya Trust for a long period of time. In November 2005 the new Forest Act was enacted to create the Kenya Forest Service which allowed communities to legally participate in conservation efforts leading to environmental conservation organisations have been working determinedly with communities.

The researcher also wanted to know whether there was any relationship between the spread of the local conservation partners in the different projects and duration of linkages. This was shown in Table 4.20

**Table 4.20: Relationship between number of conservation partners and duration of linkages with the conservation partners**

		Number of Conservation Partners	Duration of linkages
Number of Conservation Partners	Pearson Correlation	1	-.723
	Sig. (2-tailed)		.277
	N		4
Duration of linkages	Pearson Correlation	-.723	
	Sig. (2-tailed)	.277	
	N	4	5

The results shows that there was a negative correlation (-0.723) which shows that when the number of conservation partner decreases the duration increases. There is no statistically significant correlation between the number of conservation partners and duration of linkages.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter depicts the summary of the data findings on the factors influencing performance of environmental conservation organisations, Mt. Kenya Trust with a view to identifying option to guide policy and programs in enhancing the performance. The conclusions and recommendations are based on the study objectives. The chapter is structured into summary of findings, conclusions, recommendations and area for further research.

#### **5.2 Summary of Findings**

The objectives of this study were to determine whether factors of donor funding, leadership styles, community participation and conservation partners' linkages affect the performance of conservation organisations.

The study revealed that male employees of 88.24% were mainly concentrated in the field departments while 11.76% of the employees were female, were located in the office with management positions. It was also revealed that 63.24% of the male gender had reach Primary level of education. This group comprised of community members chosen especially by the chief and employed by the organisation as they were community members in the region where the projects were being implemented. They were employed as field officers in the same area thus were knowledgeable and experts of the area and related well with the community. The field officers were mostly concentrated in the research, community and security departments of the organisation. The education level may negatively influence performance of the environmental conservation organisation due to lack of basic literacy and numeracy skills upon which technical conservation skills and knowledge are based. Interns were also part of the employees of the organisation.

The top management of Mt. Kenya Trust had at least attained a university level of education. The employees had worked with the organisation for more than 3 years (54.41%) with 36.75 having been with the organisation for less than three years. This demonstrates that the employee's

turnover is low in the organisation, and that they are well versed and experienced in environmental conservation thus impacting positively on conservation. Table 5.1 indicates the summary of the findings.

**Table 5.1 Summary of the Findings**

Objectives	Main Findings
To establish how donor funding influences performance of Mt. Kenya Trust	The study revealed that Mt. Kenya Trust had both local and foreign donors. The donors provided funding in different projects and for different durations. The projects funding was unlimited to donor funding thus some of the projects had more than one funding although in different areas. In addition the projects had some donors who granted additional funding to ensure that the project continued. The donors also provided additional support in the form of software and equipments.
To determine the influence of the leadership style in the performance of Mt. Kenya Trust	Leadership styles played a significant role in the performance of Mt. Kenya Trust. The study showed that the employees of Mt. Kenya Trust were fully engaged and involved in performance appraisals and decision making. An organization, information flows forward, backwards and sideways. Mt. Kenya Trust uses multiple communication approaches to relay information, two-way communication approach was commonly used whereby there was upward and downward communication whereby management communicated with the staff. A formal or top down communication channel transmits information such as the goals, policies, and procedures of an organization and it was also used in Mt. Kenya Trust. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to his subordinates and they in turn pass on the information to the next level of staff. Good managers will recognize the fact that sometimes, communication that takes place within an organization is interpersonal or informal. This was also evident in the organisation.  The study further revealed that the employees were given additional

	<p>responsibilities which made them own their jobs and aware of what was happening. The organisation also provided them with extra training courses to ensure that they performed fully in their jobs. The training programs aided the in work performance, career advancement and loyalty to the organisation.</p>
<p>To examine the influence of community participation in the performance of Mt. Kenya Trust</p>	<p>The study showed that Mt. Kenya Trust involved communities in their projects. Notably, the organisation provided employment to the communities that are adjacent to the projects and ensured that they participated in the implementation process of the projects. These made the communities fully own the projects and feel part of the projects. Another way that Mt. Kenya Trust involved the community is by resource mobilization whereby the ground work was done by the community and specialized jobs were given to members of the community who had experience in such areas an example is a carpenter in the community was used to construct desks and chairs for the library building in the environmental education project. The community elder also gave guidance to the employees in the projects giving them relevant information on various areas of the region. The community also provided information about poachers, injured elephants, snares spotted in the area and also offered protection to the field officers.</p>
<p>To investigate the influence of linkages with conservation partners in the performance of Mt. Kenya Trust</p>	<p>The study revealed that Mt. Kenya Trust works in partnership with both local and external partners. Lasting conservation is achieved through collaboration with a range of extraordinary partners, including governments, local communities, businesses and individual donors. The partners assist in accomplishing together what the organisation cannot accomplish alone. Each of Mt. Kenya Trust partners brings an in-depth area of expertise and experience to our endeavor, and each have important roles to play in the partnership.</p>

### **5.3 Discussion of Findings**

The section focuses on a detailed discussion of the major findings of the study which also entails comparing the study findings to the literature in order to come up with a comprehensive conclusion.

#### **5.3.1 Influence of donor funding on performance of Mt. Kenya Trust**

The study deduced that donor funding influences the performance of Mt. Kenya Trust. The study further found that different donors have different levels of funding depending on their missions and what they would like to accomplish. In essence donors also assist the organisation with additional support and also create awareness to the organisation. 54.41% in the study established that the source of funding was from foreign donors although according to the study the difference is slight. According to Wallace Bornstein and Chapman (2007) the organisation is accountable to donors for how the funding received is spent. This gives donors the leverage to insist that quality aid is delivered with the funds provided. Once a donor establishes a relationship with an organisation it tends to continue (Smillie, 2000) Donor funding influences the performance of the organisation as donors are also keen to use the popularity of the organisation to forward their cause.

#### **5.3.2 Influence of leadership style on performance of Mt. Kenya Trust**

The researcher found that leadership styles are fundamental for the success or failure of the organisation. Through leadership styles employees gain a professional and personal stake in the organization and its overall success. This commitment leads to increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed overall as cited by Peters and Waterman (1982). This is not only beneficial to company growth, but is also on-the-job training for workers. The leadership style also improves morale in an organisation. In the study 76.47% of the employees were involved in decision making and included management of the organisation. Actively engaging workers in the decision-making process increases overall organisations morale. Active employee involvement lowers the separation of power between management and workers gap, opening the lines of communication between supervisors and employees. Using employees in the decision-making process, rather than outsourcing, saves money, time, and offers the organisation long-term

reliable assistance from those who know it well. Employees are already aware of the processes involved and offer insightful knowledge of the company needs, and understand the policies of the company overall. The leadership styles used gives the employee the opportunity to voice their opinions, and to share their knowledge with others. While this improves the relationship between manager and employee, through communication, it also encourages a strong sense of teamwork among workers. 61.76% of the employees agreed that they used the two way communication approach in the organisation. The expression of viewpoints opens dialogue between co-workers, with each worker bringing their individual strengths to a project. It is also a good way to gather information about the employees as to how they work in a team environment, and where training may be necessary, all of which leads to an increase in effectiveness, and ultimately an increase in good teamwork and performance.

There are a number of potential benefits of organizational performance management conducting formal performance appraisals. There has been a general consensus in the belief that they lead to positive implications of organizations. Furthermore, performance appraisal can benefit an organization's effectiveness. Performance appraisal also facilitates communication in the organizations which is considered an essential function of worker motivation. Enhancement of employee focus through promoting trust: behaviors, thoughts, and/or issues may distract employees from their work, and trust issues may be among these distracting factors, Howell and Shamir (2005). Organizations find it efficient to match individual worker's goals and performance with organizational goals. Performance appraisals provide room for discussion in the collaboration of these individual and organizational goals. Employee training and development are crucial components in helping an organization achieve strategic initiatives. It has been argued that for performance appraisals to truly be effective, post-appraisal opportunities for training and development in problem areas, as determined by the appraisal, must be offered. They can especially be instrumental for identifying training needs of new employees.

### **5.3.3 The influence of community participation in the performance of Mt. Kenya Trust**

The study also deduced that communities are essential and fundamental in the performance of the organisations. Community participation will ensure the failure or success of the projects implemented by the organisation. The study established that communities were 100% involved.



Community participation motivates people to work together; people feel a sense of community and recognise the benefits of their involvement (Stuart Hill *et al.*, 2005). In addition community participation allows a genuine opportunity for communities to better their own lives and for the community as a whole. The communities participated mostly in resource mobilization, 94.12% which shows engagement of communities in the projects. There are often strong genuine reasons why people wish to participate in programmes. All too often aid workers assume that people will only do anything for remuneration and have no genuine concern for their own predicament or that of the community as a whole. This is often the result of the actions of the agency itself, in throwing money or food at community members without meaningful dialogue or consultation. Remuneration is an acceptable incentive but is usually not the only, or even the primary, motivation.

#### **5.3.4 The influence of linkages with conservation partners on the performance of Mt. Kenya Trust**

The study established that linkages with conservation partners also influence the performance of the environmental organisation. The partners include communities, companies, government agencies, multilateral institutions, individuals and other non-profit organizations around the globe. The researcher also recognized that the private sector has an important role to play in advancing conservation mission. In that spirit, the organisation is working with companies large and small around the world to help change business practices and policies, raise awareness of conservation issues, and raise funds to support important new science and conservation projects. The organisation also works with other like-minded organizations, ranging from large non-profit conservation groups to local NGOs, also works in cooperation with private landowners and local stakeholders, such as ranchers and farmers to ensure good environmental management while continuing to support the local economy, this include Kisima Farm Ltd and Marania Farm Ltd. Effective conservation cannot be achieved unless the people who live and rely on those lands are an integral part of the conservation process thus depend upon partnerships with indigenous people and local communities to conserve some of the most biologically critical and threatened ecosystems on Earth. Successful conservation strategies must include partnerships with governments, like KWS and KFS these strategic partners play an important role in the organisation (Schepes, 2007)

## **5.4 Conclusion**

The current study established that there is need for environmental conservation which can be strengthened up by environmental conservation organisation performance. Thus donor funding influences the performance of environmental conservation organisation as the amount of fund disbursed ensure if the organisation will implement the projects.

Secondly, leadership styles in an organisation also influence the performance of the environmental conservation. The leadership styles used will motivate the employees, through convenient communication channels and performance appraisal that lead to training of employees for the betterment of the organisation. Community participation is also important in environmental conservation as for an organisation to succeed the communities have to be involved in implementing the project so that they can own the project even after the conclusion. Conservation partners also play an important role in the performance of an organisation as no organisation can operate without partnership. The study showed that the linkages are imperative for the success of the environmental conservation organisation.

## **5.5 Recommendations**

To ensure sustainability of our environment, Donor funding both local and foreign will continue to be a necessity especially in organisations that rely solely in disbursement of funds. Government has a permanent presence on the ground thus policy makers should be involved in monitoring and evaluation of conservation initiatives. In addition strategic law enforcement should be adopted.

There should be strong links between communities and environmental conservation organisation, as well as with conservation partners to ensure successful performance of the projects. Information should be dispersed generously to communities in the area.

## **5.6 Suggestions for further studies**

This research was only able to capture Mt. Kenya Trust located in Laikipia County. Separate surveys should be conducted in other environmental conservation organisations in other areas to establish factors that influence performance of the organisations so as to get detailed comprehensive information.

Further studies should also be carried out in communities surrounding the areas that the organisation has implemented the projects to find out the effect of environment conservation in these communities. Policy and practice can also benefit from comparison of relative performance of environmental conservation organisations and donor funding.

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## **APPENDICES**

### **APPENDIX I: Letter of Introduction**

Dear Respondent,

#### **RE: TRANSMITTAL LETTER FOR RESEARCH INSTRUMENTS**

I am currently taking a Masters of Arts degree in Project Planning and Management at the University Of Nairobi Meru Campus. As part of the requirement for the award of the degree for graduation, I am undertaking a research to determine the factors influence the performance of environmental conservation organisations, case of Mt. Kenya Trust.

In this regard, I am kindly requesting for your support in terms of time and by responding to the attached questionnaire. Your accuracy and candid response will be vital in ensuring purpose research.

Please note that all information received will be treated with utmost confidence and you have a choice of not writing your name. In addition, the findings of the study will solely be used for academic research purposes and to enhance knowledge in the field of conservation.

Thank you for your valuable time

Yours Faithfully

Lillian Alice Wanjiku

L50/77612/2012

**APPENDIX 1: Questionnaire for the personnel of Mt. Kenya Trust**

Please tick the appropriate answers provided or write answers in the blank space provided.

**SECTION A**

**PERSONAL INFORMATION**

Date \_\_\_\_\_

Gender \_\_\_\_\_

Designation \_\_\_\_\_

Department \_\_\_\_\_

**SECTION B**

**ORGANIZATIONAL INFORMATION**

1. State your highest level of education

- a) Primary Level [ ]
- b) Secondary Level [ ]
- c) College [ ]
- d) University [ ]
- e) Postgraduate [ ]

2. For how long have you been working in the organisation?

- a) Less than 3 years [ ]
- b) 3 to 9 years [ ]
- c) 9 to 12 years [ ]
- d) Above 12 years [ ]

3. List the main environmental conservation projects carried out by Mt. Kenya Trust?

- a) .....
- b) .....
- c) .....
- d) .....
- e) .....

4. Are you satisfied with the pay or remuneration that you get from Mt. Kenya Trust?

- a) Highly Satisfied [ ]
- b) Moderately Satisfied [ ]
- c) Satisfied [ ]
- d) Not Satisfied [ ]

5. Are you involved in setting the organisations targets?

- a) Highly Involved [ ]
- b) Moderately Involved [ ]
- c) Lowly Involved [ ]
- d) Not Involved [ ]

6. What type of resources are you provided with to adequately execute your position?

.....

**DONOR FUNDING**

7. What is the major source of funding for your project?

- a) Local Donors [ ]
- b) Foreign Donors [ ]

8. Please list down the donors under the following categories:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>a) Local Donors</li> <li>i.....</li> <li>ii.....</li> <li>iii.....</li> <li>iv.....</li> </ul> | <ul style="list-style-type: none"> <li>b) Foreign Donors</li> <li>i.....</li> <li>ii.....</li> <li>iii.....</li> <li>iv.....</li> </ul> |
|---|---|

9. Please indicate the duration of the donor funding in Mt. Kenya Trust?

	Less than 3 years	Between 3 – 5 years	More than 5 years
Local Donor			
Foreign Donor			

10. Do you get additional support in terms of technology that assist in environmental conservation from the donors?

Yes [ ]                      No [ ]                      Do not know [ ]

11. If yes, please explain briefly.....  
.....  
.....

**LEADERSHIP STYLES**

12. Are you involved in decision making in Mt. Kenya Trust?

Yes [ ]                      No [ ]                      Do not know [ ]

13. Are you involved in performance appraisal in Mt. Kenya Trust?

Yes [ ]                      No [ ]                      Do not know [ ]

14. What approaches of communication are used in Mt. Kenya Trust?

- a) Top down [ ]
- b) Informal/ amorphous Communication [ ]
- c) Two way Communication [ ]

15. To what extent are you presented with additional responsibilities in Mt. Kenya Trust?

- a) Highly Presented [ ]
- b) Moderately Presented [ ]
- c) Lowly Presented [ ]
- d) Not Presented [ ]

16. Are you trained to improve your performance?

Yes [ ]                      No [ ]                      Do not know [ ]



17. If yes, please indicate the degree to which the training programmes assisted you in the following areas:-

- a) Work Performance [ ]
- b) Career advancement [ ]
- c) Loyalty to the organisation [ ]
- d) Others (specify) .....

**COMMUNITY PARTICIPATION**

18. Do the communities around the area participate in conservation?

Yes [ ]            No [ ]            Do not know [ ]

19. If yes, indicate the form of participation that they make towards the conservation effort:

- a) Financial [ ]
- b) Material [ ]
- c) Planning [ ]
- d) Guidance [ ]
- e) Resource Mobilization [ ]
- f) Others (specify) .....

20. Are the communities involved in the organizations decision making? Briefly explain your answer

Yes [ ]            No [ ]            Do not know [ ]

.....  
.....  
.....

**CONSERVATION PARTNERS LINKAGES**

21. To what extent is the type of linkages with conservation partners in Mt. Kenya Trust?

- a) Local Partners [ ]
- b) Foreign Partners [ ]
- c) Both [ ]

22. What is the duration of linkages with the conservation partners?

	Less than 3 years	Between 3 – 5 years	More than 5 years
Local Partner			
External Partner			

23. Brief explain the roles played by environmental conservation partners in Mt. Kenya Trust?

.....

.....

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