FACTORS INFLUENCING IMPLEMENTATION OF WILDLIFE CONSERVATION PROJECTS: THE CASE OF WORLD WIDE FUND FOR NATURE IN NAIROBI, KENYA

BY

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DECLARATION

This research report project is my original work and has not been submitted for the award of a degree or certification in any other institution

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DEDICATION

This project is dedicated to my spouse Michael and to my beloved parents Christine and Japheth who have always supported me and for always telling me that nothing is impossible with strong determination and hard work.

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LIST OF ABBREVIATIONS

CAMPFIRE	Communal Area Management Program for Indigenous Resources
CBD	Convention on Biological Diversity
CBD	Convention on Biological Diversity
CDF	Community Development Fund
CI	Conservation International
CITES	Convention on International Trade in Endangered Species
COP	Conference of the Parties
CSF	Critical Success Factors
CWM	Community-based Wildlife Management
CWS	Community Wildlife Service
EMCA	Environment Management and Coordination Act
HWC	Human Wildlife Conflicts
ICDP	Integrated Conservation and Development Projects
IDV	Individualism-Collectivism dimension
KWS	Kenya Wildlife Service
LIRDP	Luangwa Integrated Rural Development Program
LTO	Long-Term – Short-Term Orientation
MA	Millennium Ecosystem Assessment
MAS	Femininity-Masculinity dimension
NEMA	National Environment Management Authority
NGO	Non-Governmental Organizations
NNP	Nairobi National Park

PA	Protected Areas
PAO	Protected Areas Outreach
PDI	Power Distance
TNC	The Nature Conservancy
UAI	Uncertainty Avoidance dimension
UNEP	United Nations Environmental Program
WCMD	Wildlife Conservation and Management Department
WWF	World Wide Fund for Nature

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ABSTRACT

Projects are used in all economic and non-economic fields as mean of organizing the activity, aiming the achievement of desired objectives. What determines project success, referred to as success factors, is also approached and considered to be of great interest. Success approached in relationship with projects is even more important since the number of failing projects is extremely high, more than one third of projects failing to reach their objectives. In particular, wildlife conservation projects have been challenged by rapid and intense environmental changes caused by increasing human numbers and technological advances. The purpose of this study was to examine the factors influencing implementation of wildlife conservation projects by WWF in Nairobi, Kenya. Specifically, the sought to establish the effect of social cultural factors, political factors, economic factors and legal factors on implementation of conservation projects by WWF in Nairobi, Kenya. This study used descriptive survey research design. The target population of this study was the 23 projects being implemented by WWF Kenya. This study was conducted through a survey targeting project managers and project officers in the projects. The study collected primary data using a semi-structured questionnaire with both close ended and open ended questions. A pretest was done to enhance reliability of the research instrument. Reliability estimate was measured using Cronbach Alpha coefficient (α) and found to reliable. The data was then analyzed using descriptive statistics. The descriptive statistical tools used were SPSS and Excel. The study further employed a multivariate regression model to study the relationship between factors (Socio-cultural factors, Political factors, Legal factors and Economic factors) and implementation of wildlife conservation projects. The study established that social cultural factors, political factors, legal factors and economic factors influenced the implementation of wildlife conservation projects to a great extent. From the regression analysis and correlation analysis, social cultural factors was found to influence implementation the of wildlife conservation projects of WWF in Nairobi.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Projects are used in all economic and non-economic fields as mean of organizing the activity, aiming the achievement of desired objectives. According to Antill (1974), a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended. Projects are unique, reason why project success criteria differ from one project to another (Müller, Turner, 2007). To increase complexity even more, within the last decades the concept of project success is approached in relationship with stakeholders' perception (Davis, 2014), being accepted that success means different things to different people (Shenhar et al, 2001). What determines project success, referred to as success factors, is also approached and considered to be of great interest.

Jugder and Muller (2005) defined project success in the context of project as the art of gaining consensus from a group of people on the definition of good art. Project success has been defined by the criteria of time, budget and deliverables (Flaman & Gallagher, 2001). Success approached in relationship with projects is even more important since the number of failing projects is extremely high, more than one third of projects failing to reach their objectives (PMI, 2013). Initially, project success was referred to as reaching the objectives and the planned results in compliance with predetermined conditions of time, cost and performance. As knowledge in project management field developed, the "golden triangle" was considered not enough to define project success. Project success was recognized to be a complex, multi-dimensional concept encompassing many attributes (Mir, Pinnington, 2014).

The project management literature agrees that there are two components of project success. First component: project success factors, elements of a project that can be influenced to increase the likelihood of success; these are independent variables that make success more likely; second component project success criteria, the measures by which we judge the successful outcome of a project; these are dependent variables which measure project success (Jugdev& Muller, 2005; Morris and Hough, 1987;

Turner, 1999).The success of each project relies on the implementation phase of the project. The implementation phase is the longest phase in the project life cycle. Project Implementation is the Process whereby "project inputs are converted to project outputs". This may be looked at as: Putting in action the activities of the project as well as putting into practice what was proposed in the project document (i.e. transforming the project proposal into the actual project). This involves management of the project or executing the project intentions. Implementation success deals with the issues of how to succeed through a project implementation. It covers aspects such as: project success and failure definitions, problems and outcomes, critical success factors and risk management.

The biological world is dynamic, constantly changing, governed by processes of ecology and evolution; species go extinct, new species evolve, and ecosystems and habitats disappear even without the assistance of humans. However it is increasingly being recognized that humans are having a profound impact on the earth, unparalleled by any other single species, leading scientist to suggest we have entered a new geological era: the anthroposcene (Steffen et al., 2007). Dramatic human impacts on earth go back for millennia (Balter 2013), long before the industrial revolution, often associated with the onset of the epic present pressure on most natural systems seen today (Steffen et al. 2011) and have resulted in massive megafauna extinctions (Lorenzen et al., 2011), and loss of natural habitats (Ellis et al., 2013).

However, particularly over the last centuries, there have been rapid and intense environmental changes caused by increasing human numbers and technological advances (United Nations Environment Programme, 2012). Today more than 75% of the terrestrial surface is impacted by humans and wildlife has experienced dramatic biodiversity declines (Halpern et al., 2012). A study conducted by Conservation Centre (an organization based in the UK) (2013) reveals that wildlife species are disappearing faster than ever before in Earth's history, while the average global temperature is dangerously rising. The glaciers are melting, extreme weather events are becoming more common and if we do not start taking better care of the environment, we are risking an unprecedented climate change which may threaten the very existence of life as we know it today on a global scale. Although the planet's climate is known to go through cycles and to change dramatically in the past as well, the climate change we are already witnessing is primarily a result of human activities.

These intense and easily observable impacts as well as the continued declines in nature has been the foundation for conservation projects which seek to act to stop the negative impact on wildlife is a sound way building on evidence and an understanding or human actions both positive and negative(UNEP, 2014). Many non-governmental organizations (NGOs), such as the World Wildlife Fund (WWF), The Nature Conservancy (TNC) and Conservation International (CI), acts as sponsors or direct actors in nature conservation projects around the world.

WWF-Kenya carries out many conservation activities from species conservation to climate change awareness campaigns. Conserving the environment and reversing the threatening climate change affects the entire world and requires a global action to achieve a global effect. Unfortunately, poor nations like Kenya which mainly depend on the natural environment for survival need help to tackle poverty to be able to deal with environmental concerns. Then, there is the unwillingness of some countries to adopt more rigorous environmental laws out of fear to jeopardize their economic growth. Many environmentalists therefore worry that a global action will start only when it will be too late and urge the people to take action themselves. Saving the environment may seem like Sisyphus' task from a point of view of an individual; however, we are not as helpless as it may seem at a first glance. In fact, people have been shown to have the power to change the world if they really want to (KWS, 2015).

1.1.1 World Wide Fund for Nature (WWF)

There can be little doubt that the status of biodiversity is declining rapidly worldwide (Bini et al, 2005), as reported by the Millennium Ecosystem Assessment (MA, 2005) and WWF Living Planet Report (WWF, 2006). This has led to increased conservation efforts and the development of Multilateral Environmental Agreements such as the Convention on Biological Diversity (CBD) and the Convention on International Trade in Endangered Species (CITES), which in turn leads to formulation and implementation of management strategies from the government level to that of field based conservation managers (Pullin et al, 2004). World Wide Fund for Nature (WWF) is the world's largest independent conservation organization with over 5 million supporters worldwide, working in more than 90 countries, supporting around 1300 conservation and environmental projects around the world. It is a charity, with approximately 60% of its funding coming from voluntary donations by private

individuals. 45% of the fund's income comes from the Netherlands, the United Kingdom and the United States (WWF, 2015).It is an international non-governmental organization working on issues regarding the conservation, research and restoration of the environment, formerly named the World Wildlife Fund, which remains its official name in Canada and the United States.

The mission of WWF–the Global Conservation Organization is to stop the degradation of the earth's natural environment and to build a future in which humans live in harmony with nature, by: conserving the world's biological diversity; ensuring that the use of renewable natural resources is sustainable; and reducing pollution and wasteful consumption. This study is mainly on the conservation activities of WWF in Nairobi, Kenya.

1.2 Statement of the Problem

Project implementation success is usually discussed in terms of success factors and success criteria. Success factors are considered to be those aspects of management that lead directly or indirectly to the success of the project while success criteria are defined as the measures by which success or failure of a project was judged (Cooke-Davies, 2002). Perhaps the simplest answer to the question of which factors contribute directly to project success is the ability to stay within the cost, time and performance specifications of the project (Lai, 1997). According to Meredith et al., (2012), the factors associated with project success are different for different industries. When these factors are given proper importance they can transform a project. If an implementation team takes time to create tangible, achievable and measurable critical success factors (CSF's) and every decision made during the execution of the project is defined and managed based on these CSF's then the project implementation was a success.

With a growing population in the world today, the pressure on land areas and wildlife is also increasing. In order to preserve certain land areas and endangered wildlife, conservation projects are being created around the world. WWF is one such organization that has instituted wildlife conservation projects in Kenya. These programmes aim to benefit both local communities and wildlife in the same area. The difficult task is, however effective implementation of the wildlife conservation projects. WWF (2015) highlights challenges of marginalization of rural communities,

weak governance and political instability as some of the huddles that they face in project implementation to attain sustainable development. Though environmental sustainability is recognized as essential to development, and biodiversity conservation efforts are acknowledged (EC/DFID/IUCN, 2011) for their role in meeting human needs, the reality is that biodiversity conservation and management are still marginalized in development frameworks and funding. Also, habitat loss and fragmentation remain the gravest threats to the survival of the some species, a challenge that WWF records to face. In an article, WWF documents that success of their conservations efforts are deterred by various factors that include, poor representation of habitats, lack of connectivity between protected areas, lack of funds, poor management, and human activities (WWF, 2015). All these challenges in essence challenge project implementation.

The implementation process of a conservation project is vital for the success of the project. Many factors influence implementation and thus the success of a project. Empirical studies have identified and documented some factors influencing the implementation of projects. For every conservation project a number of deficiencies and delays occur and continue to occur. In some few instances new problems develop and despite efforts to implement critical success factors these problems persists. The literature identifies a range of success factor but there is no research that exists which illustrates the relationship between factors influencing implementation of wildlife conservation projects. This study investigated the relationship of four factors (socio-cultural, political, economic and legal) and project implementation at the WWF in Nairobi, Kenya in order to help the project parties to minimize the project implementation problems.

1.3 Purpose of the Study

The purpose of this study was to examine the factors influencing implementation of wildlife conservation projects by WWF in Nairobi, Kenya.

1.4 Objectives of the Study

This study sought to achieve four objectives;

i. To establish how social cultural factors influence implementation of conservation Projects by WWF in Nairobi, Kenya.

ii. To determine how political factors influence implementation of conservation projects by WWF in Nairobi, Kenya.
iii. To determine how economic factors influence implementation of conservation projects by WWF in Nairobi, Kenya.
iv. To ascertain how legal factors influence implementation of conservation projects by WWF in Nairobi, Kenya.

1.5 Research Questions

This study was guided by four questions;

i. How do social cultural factors influence implementation of conservation projects by WWF in Nairobi, Kenya?
ii. In what ways do political factors influence implementation of conservation projects by WWF in Nairobi, Kenya?
iii. How do economic factors influence implementation of conservation projects by WWF in Nairobi, Kenya?
iv. How do legal factors influence implementation of conservation projects by WWF in Nairobi, Kenya?

1.6 Significance of the Study

The study would be of importance to several stakeholders including the management of the WWF, Government of Kenya through the Kenya Wildlife Services, whole NGO sector, Future researchers and academicians.

For the management of the WWF, the findings of this study would be important in understanding of the factors influencing implementation of wildlife conservation projects-The case of WWF in Kenya. It will inform their future planning and strategy development as far as the operations of the organization are concerned.

To the Kenya Wildlife Services, this study would be important in the development of policies governing the wildlife conservation efforts in the country besides elucidating the challenges that NGOs face in the implementation of their wildlife related projects.

To future researchers and academicians, the study would be important in the suggestion of areas requiring further research to build on the topic of factors influencing implementation of wildlife conservation projects. In addition, the findings

of this study would be important source of reference for future scholars and researchers.

1.7 Limitations of the Study

As with most research of this nature, the findings of the study were interpreted with consideration of a number of limitations. First, the respondents of the study were busy and therefore they required time in order to fill in the questionnaires. Secondly, getting accurate information from the respondents was a challenge since some of the workers may feel threatened that the information may be used against them. Thirdly, the study was limited to Nairobi, when ideally it should have covered more than one region of the country. This was not possible due to limited financial resources available to conduct the research. Data on the sub-sector is scanty in Kenya due to the nature of the sector's activities.

1.8Delimitation of the study

This study focused on one NGO, World Wide Fund for Nature. This study was undertaken at the WWF, Nairobi offices. The study targeted all programs at the NGO (5 Programs). The reason for choosing WWF was because I worked for the organization and it was easier for me to collect the required data from my colleagues.

1.9 Assumptions of the Study

One of the assumptions of the study was that the respondents at WWF would accept to respond to the questionnaire. Another assumption was that the respondents would give truthful and honest responses. It was also assumed that the questionnaire will be an adequate instrument in gathering sufficient information in this study.

1.10 Definitions of Significant Terms in the Study

Critical success factors: Elements that are necessary and must be completed in order for a project to be considered complete/successful.

Project Success: A project is deemed successful if it delivers on all the agreed project objectives, be they scope, schedule, budget, quality or outcomes.

Project Implementation: It refers to mobilization, utilization and control of resources and project operation in order to achieve the set goals and objectives of a project.

Project team leader: An individual who provides guidance, instruction, direction and leadership to group of other individuals (the team) for the purpose of achieving objectives of the project.

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Effective Project Implementation: Project delivered that meets the original objectives within the constraints and specifications of budget, time and quality/standards.

Project: A temporary endeavor undertaken by people who work cooperatively together to create a unique product or service within an established time frame and within established budget to produce identifiable deliverables

1.11 Organization of the Study

This study is organized in five chapters. Chapter one contains the background of the study, statement of the problem, purpose of the study, the objectives of the study and Research Questions. Also, contained in the chapter is significance of the study, limitations of the study, delimitation of the study, assumptions of the study and definitions of significant terms in the study. Chapter two presents literature of the relevant literature, theories and also contains a conceptual framework. Chapter three provides information about the applied research process for the thesis. This includes research design, target population, sample size and sampling procedures. It also includes research instruments, data collections procedures, and data analysis techniques. Also, this study contains chapter four which is basically on data analysis and presentation. Finally, chapter five contains summary of the findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature theoretically and empirically on the factors influencing implementation of wildlife conservation projects by WWF in Nairobi, Kenya. It begins by giving the literature wildlife conservation, the relationship between socio-cultural, political, legal as well as economic and development factors and project implementation. It also discusses the theory of project implementation that guides this study, the conceptual framework, empirical review, gaps in literature review and finally a summary of the literature review.

2.2 Wildlife Conservation History

2.2.1 Wildlife Conservation Globally

With sacred sites and cultural heritages being conserved by indigenous communities for millennia, the notion of "protected areas" is hardly a modern concept. The idea of conserving special areas is universal; it occurs for example among the communities in the Pacific ("tapu" areas) and in parts of Africa (sacred groves). In India, more than 2000 years ago, royal decrees protected certain areas, and in Europe, rich and powerful people protected hunting grounds for a thousand years. The modern protected area "movement" had its origins in the nineteenth century in North America, Australia, New Zealand and South Africa. Initially there were no common categorizations or terminologies, so each nation had their own driving force and approach to setting up PAs. The first effort to clarify protected area terminology was made in 1933, at the International Conference for the Protection of Fauna and Flora, in London. This resulted in four categories; national park, strict nature reserve, fauna and flora reserve and reserve with prohibition for hunting and collecting (Phillips, 2007).

Although these official "labels" were created in 1933, national parks and reserves *per se* had existed long before then, with Yellowstone National Park, U.S. founded in 1872 and widely held to be the first national park in the world. In Africa, the first national park was established in 1925; the Albert National Park (after King Albert I of Belgium), centered in the Virunga Mountains in the area now called the Democratic

Republic of Congo (formerly Zaïre). The national park was later renamed Virunga National Park (Juffe-Bignoli, et al., 2014).

Present day nearly every western country has adopted protected area legislation and designated sites for protection (Phillips, 2007). During the last 35 years, the area of land under legal protection has grown at an exponential rate, particularly in developing countries where biodiversity is greatest. At the same time, the term "biological diversity" or the short "biodiversity" has moved from something known only by scientists, to the vocabulary and consciousness of the general public. It has become the center of attention at global environmental debates, particularly after the seventh meeting of the Conference of the Parties (COP7) to the Convention on Biological Diversity (CBD) in Kuala Lumpur in February 2004 (Naughton-Treves, et al., 2005). Here, the Parties agreed to establish and maintain by 2010 for terrestrial and by 2012 for marine areas "comprehensive, effectively managed, and ecologically representative national and regional systems of protected areas that collectively, inter alia through a global network contribute to achieving the three objectives of the Convention and the 2010 target to significantly reduce the current rate of biodiversity loss" (Juffe-Bignoli, et al., 2014).

Today, the recognized conservation areas cover 15.4 % of the world's terrestrial area and 8.4 % of the global ocean area. They store 15 % of the global terrestrial carbon stock, assist in reducing deforestation, habitat and species loss, and support the livelihoods of over one billion people (Bertzky, et al., 2012).

2.2.2 Wildlife Conservation in Africa

Searching for viable and sustainable strategies of wildlife conservation in developing countries, which are typically rich in biodiversity, traces back to the times when the fence and fines approach, also known as American National Park model, was commonly being applied (Borrini-Feyerabend, 2006; Songorwa,2009). This led to the establishment of protected areas (PAs) or 'fortress parks and reserves' which did not condone wildlife consumptive utilization and entailed high management costs for governments, with majority of the benefits not accruing to local communities. To enhance the biological integrity of the parks, this model has been adjusted to the more attractive "protected areas outreach" (PAO) model which encourages working and

educating local communities and sharing with them some benefits (Barrow and Murphee, 2001).

However, with high population growth, governments' shrinking budgets and subordination of natural resources to short-term economic or political interests, neither the PAs nor PAO has succeeded in curbing biodiversity loss (Venema and van den Breemer, 2009). Thus, there has been a shift from this 'protectionist' concept or states' centralized management strategy towards a community based model, which emphasizes on transfer of wildlife rights and responsibilities to local institutions. Over the past two decades, several developing countries in Sub-Saharan Africa have adopted the community-based approach, which is often implemented in form of integrated conservation and development projects (ICDPs). Such projects include the Communal Area Management Programme for Indigenous Resources (CAMPFIRE) in Zimbabwe, Luangwa Integrated Rural Development Programme (LIRDP) in Zambia and Community-based Wildlife Management in Tanzania (CWM) (IIED, 2004). Although this approach has helped to tackle some of the shortcomings of the centralized and 'protectionist' approach, it has some significant limitations and obstacles to implementation and therefore some of the ICDPs have not been successful (Leach et al., 2009).

As documented by Wainwright and Wehrmeyer(2008), most of these ICDPs have not only experienced low community participation but have also failed to achieve their conservation and development objectives, and to produce sufficient benefits that can improve communities' living standards. Thus, although at first the community-based approach seemed quite promising as an effective and efficient tool in achieving both biodiversity conservation and socio-economic development goals, many conservationists are now recommending its review. Further, biodiversity conservation funding organizations (World Bank, bilateral donors, etc.) and international conservation non-governmental organizations are calling for the application of a combination of the states' centralized approach and the community-based models. Combining both models is regarded essential for ensuring sustainable biodiversity conservation since needs and interests of both conservation managers and local communities are fulfilled. 'Dangers of decentralization and devolution' which arise due to certain resource characteristics (e.g. endangered species) could also be avoided (Lutz and Caldecott, 2012). In supporting this view, Kiss (2014) argues that

"community-based conservation activities are essential for generating political support for conservation and reducing and mitigating human-wildlife conflicts, but they can rarely, if ever, fully substitute for direct protection of unique and valuable biodiversity resources".

2.2.3 Wildlife Conservation in Kenya

In Kenya, which is one of the most developed wildlife-based tourism destinations in Sub-Saharan Africa (Sindiga, 2009), searching for a sustainable approach of managing wildlife traces back to the 1970's post-independent wildlife policy that gave emphasis to preservation of land occupied by wildlife leading to creation of numerous National Parks and Reserves. Under this strategy, hunting was disallowed and tourism activities were limited to land within in the protected areas. Although the policy contributed towards reduction of wildlife losses in protected areas (Norton-Griffiths, 2000), it led to local communities being evicted from their ancestral land. Since the local communities never participated in the establishment of the protected areas, this policy neither provided for their interests nor gave them access to wildlife benefits. Moreover, with seventy percent of wildlife living outside protected areas either on permanent or seasonal basis, greater wildlife losses arose from outside the parks and reserves and therefore this strategy failed to support the objective of total protection.

The enactment of the Wildlife Act (also called the Wildlife Conservation and Management Act) by the Kenyan Parliament in 1977 (Western, 2004) led to a major overhaul of the conservation policy. As indicated in Sessional Paper 3 of 1975 (Republic of Kenya, 1975), the new policy called for direct negotiations on the future of wildlife in dispersal areas between the newly created Wildlife Conservation and Management Department (WCMD) and the local communities. However, due to an inadequate legal framework, political and bureaucratic interference, and corruption, the (WCMD) did not succeed in tackling the increased levels of human-wildlife conflicts and loss of biodiversity, which are the two major wildlife management problems it had been created to deal with (Kock, 2005; Honey, 2009).

Further, the local communities, who bear both direct and indirect costs of living together with seventy per cent of wildlife, remained excluded from direct cash benefits that could be derived from wildlife in their privately owned lands (Norton-

Griffith, 2000). The 'negotiating policy' could not allow initiation of management partnerships with local communities since it lacked a clear framework to facilitate its implementation. In an attempt to improve the relationship between the state and landowners in the wildlife dispersal areas, and curb the biodiversity losses of the 1970s and 1980s, the Wildlife Act was amended in 1989 and WCMD was replaced with Kenya Wildlife Service (Barrow et al., 2011).

As a semi-autonomous parastatal, Kenya Wildlife Service (KWS) could raise and manage its own funds, hire its own staff and run its operations independently of the Ministry of Tourism and Wildlife, and hence, it had the incentives that its precursor (WMCD) lacked. During the first two years of operation, KWS drew up a new policy framework and development program (also known as the Zebra Book) for the period 2001 to 2006 (Honey, 2009). Through this framework, Community Wildlife Service (CWS) was created to forge co-management initiatives or partnerships with communities outside the parks and reserves and hence enable them to derive direct cash benefits from the presence of wildlife in their land.

By 2009, KWS had implemented such projects in the wildlife dispersal areas of Amboseli-Tsavo National Parks, South Coast and Laikipia-Samburu region. From the perspective of Kenyan conservationists these projects are considered as a major breakthrough in wildlife management since they have contributed towards increased wildlife populations and reduction of human-wildlife conflicts. The foregoing discussion supports the premise that political framework and government policies are an important subset of the conditions determining the application of the co-management approach in a given region or country. However, even with a favorable policy in Kenya, the adoption of co-management has not been widespread. Moreover, the question remains as to whether this approach has been successful in reconciling the conflicting interests of the diverse stakeholders involved in the conservation and management of wildlife (KWS, 2015).

2.3 Socio-Cultural Factors and Projects Implementation

Socio-cultural factors play an increasingly significant role in the conservation project implementation. This aspect produces a provisional social system within a well-built organizational environment that unites the talents of a different set of professionals working to entire the project. Project managers should build a supportive social

network among a different set of collaborators with diverse standards, obligations, and views. Since People are the essential part of project, the essential factors narrating people in project management are teamwork, communication, leadership, negotiation, problem solving, behavioral characteristics and conflict management (Kippenberger, 2010).

Traditional cultural has a close relationship with biodiversity and its importance in conservation has received increasing attention (Caillon&Degeorges, 2011). Additionally, many major religions are sensitive to the importance of biodiversity and the natural environment (McNeely, 2010).Bodeker and Budford 2007 highlights that tradition medicine practices have been a leading cause for decline in some species of wildlife. In this regard, Bodeker et al. (2007) indicated that conservation effort in India was largely influenced by traditional medicine practitioners. Therefore, countries such as India and China have purposively sought to develop the traditional medicine sector in order to strengthen their traditional medical heritage and at the same time also enable conservation of wildlife (Bodeker and Budford, 2007).

Africa's conservation efforts have been strongly influenced by the so-called 'Yellowstone Model' of parks as wilderness areas (Adams &Hulme 2011). Though the model has proved effective in reducing species extinction (Hutton et al. 2005), local people living around protected areas have little interest in them, are negative towards them, and, on occasion, actively resist them (Tumusiime 2012). This is not sustainable, and there is growing local opposition to protected areas (Wells &McShane 2014).

Most religions and traditions have rules of environment conservation that convey religious and traditions identity and intensity (Sabaté 2004).Culture, religion and traditional knowledge involve a variety of potential drivers of conservation. Beliefs and practices regarding what and how to relate with environment are shaped by a society's cultural and religious belief system and the body of traditional knowledge embedded therein. Some tradition and religion hold it as a taboo some activities that harm the environment. In pre-colonial Africa and in particular pre-colonial Zimbabwe, environment conservation was always a common practice with taboos being one strategy among many that were used to conserve and sustainably exploit the natural resources. However, some harms the environment in the name of traditions.

This is even worse as there is culture is transmission: where culture is transmitted from generation to generation through a socialization process (Matsumoto en Juang, 2012).

The traditional conservation of natural resources is in the form of indigenous technical knowledge (Boonto, 2009). Three key features may be used to characterize the indigenous resources/biodiversity management. These are; (1) The indigenous social organization that controls the access to natural resources within the community (Luoga, 2010), (2) The customary norms and procedure for control, acquisition, maintenance and transfer for natural resources (Boonto, 2009); and (3) The indigenous utilization techniques for conserving and preserving resources (Boonto, 2009, Luoga et al., 2010).Indigenous Knowledge is cumulative body of knowledge and beliefs handed down through generations by cultural transmission about the relationship of living beings (including humans) with one another and with their environment (Van Vlaenderen, 2010)

Analysis of the impact of socio-cultural differences on conservation project implementation is based on cultural dimensions distinguished by such authors as Hofstede(2009);Lewis (2009) and Gesteland (2009). Hofstede (2009) suggested a paradigm where he distinguished five cultural dimensions (problems that every culture encounters and solves themselves according to which separate cultures can be defined and compared. Power Distance (PDI) dimension shows how society tolerates uneven distribution of power among members, how it is associated with a preference or non-preference of inequality in society, as well as levels of dependency and interdependency. Individualism-Collectivism dimension (IDV) reveals how important to individual is his/her personality compared to a group he/she belongs to; to what extent priority is given to individual interests over group‘s interests. Emphasis is put on an individual and family in those countries where there is strong individualism and low collectivism (Gesteland, 2009).

Femininity-Masculinity dimension (MAS) reveals relative importance of professional and personal aims within community. It influences conservation project especially if the community has a bias toward a certain gender while the hold the other with contempt (Gesteland, 2009).It defines what is emphasized more by community members persistence and work aims (earnings and promotion) or care and individual

achievement (friendly environment, good relationships with managers and personnel). Uncertainty Avoidance dimension (UAI) reveals how members of community express wish for defined and structured situations i.e. rules and procedures; how ambiguity, lack of tolerance and need of formal rules are expressed. Long-Term – Short-Term Orientation dimension (LTO) shows the importance of long-term and short-term relations for organization and its members. Shore and Cross (2005) also indicate: dimensions of future orientation, performance orientation and human treatment.

Future orientation describes society's attitude towards planning of future activities, performance orientation; employees' orientation towards level of achievements and accomplishments, human treatment, the degree to which society rewards behavior that is kind and considerate of others. Gesteland (2009) distinguishes criteria that define cultures and peculiarities of diverse countries: deal focused and relationship-focused cultures; formal and informal cultures, rigid-time and fluid-time cultures. Orientation towards deals, i.e. work and tasks, dominate in certain countries while others pay more attention to human relations. Therefore, there is misunderstanding and conflicts among representatives of different cultural models, especially if they are not aware of that in advance. Formal and informal cultures cover both egalitarian and hierarchy based cultures. Rigid-time and fluid-time cultures define respect/freedom towards time and concern. Every country treats time differently. Therefore, it is important to evaluate/have in mind that in certain countries a lot of attention is dedicated to time; and where punctuality, fixed agendas and deadlines are valuable (monochronic cultures).

Other cultures treat time freely, these are polychromic cultures. Lewis (2009) categorizes nation cultures according to the way representatives treat the outside world: Linear active (attention is focused on achieving goals, therefore, time is used purposefully for doing one thing at a time) and multi-active (attention is focused on people, thus lots of things are done at a time) cultures. People of multi-active culture are more flexible. As a matter of fact it is understandable and acceptable in Portugal to interrupt, even though it disturbs the communication of interlocutors; whereas this is not allowed in Sweden, Germany or Great Britain. Linear and targeted people such as Swedes, Swiss, Dutch or Germans do one thing at a time, concentrate and do it as scheduled. In their opinion in this way more and better work can be done. Reactive culture focuses on respect to an individual. Representatives of this culture rarely

initiate an activity or discussion and tend to firstly listen to other, find out his/her position in a society and according to that form their opinion.

Data and dialogue-oriented cultures. Lewis (2009) indicates that interaction among diverse cultures not only covers types of communication, but also methods of information collection; Listening culture is dominant in moderate cultures where data base and information publications are valued, where people by nature are able to listen and start a favorable conversation (Japan, Finland, Singapore, Taiwan). People of listening culture think to be correctly collecting information. They do not resort to rash actions, allow ideas to grow and adapt themselves in decision making. Four Hofstede's dimensions were analyzed in Project life cycle point of view by Muriithi and Crawford (2003) and it was determined that in phase of project execution, medium level affects Uncertainty avoidance, Individualism-Collectivism and Femininity- Masculinity dimensions. In phase of execution, power distance has low influence, however high – in phase of initiation, and medium – in termination phase. In phase of execution much attention goes to project team management. Cultural factors can affect and create barriers to the deployment of conservation project management. Cultural dimensions influence behavior of project team members and create assumptions while selecting proper means and methods of team activity organization, motivation and control.

2.4 Political Factors and Conservation Projects Implementation

It is posited by Murray (2011) that legislators have a personal interest in the way the money is spent in their respective constituencies. The rationale is to support their reelection prospects. He argues that this not an illegitimate interest given that the legislators' job of representation is to make decisions that serve the interests of their constituents and, therefore, win approval from likely supporters in order to help secure their reelection. However, when the legislators make decisions on their own on how about how and where to spend public money in their constituencies, there is a conflict of interest.

Baskin (2010) also asserts that usually the immediate personal interests of individual legislators in providing benefits to their constituents are mediated by normal legislative process, in which the particular interests of each legislator compete with those of others. In the case of wildlife conservation, by removing the mediating,

collective approval process, an important restraint on legislators who would use public resources to serve their personal political interests is lost. Legislators are often free to use funds to woo their most likely supporters and ignore those who will not make a difference.

In their study, Keefer and Khemani (2009) conclude that in India, politicians put considerably less effort into disbursing conservation funds to their party strongholds than in less secure seats. Politicians were found by the UDN (2012) study to have a tendency of failing to follow the guidelines for disbursing the development monies in Tanzania. However, it is noted that development kitty has only been successful in constituencies where the politician does not interfere with the development kitty committee decisions and activities. It is indicated that politicians are accorded too many powers in the development kitty governance structure. They enact development kitty legislation. The parliamentary committee in charge of finance is known to oversee implementation of the development kitty and also enjoys powers to determine the allocated amounts, develop policy, and indeed has the final say on issues of development kitty implementation. According to the same study, politicians appoint the development kitty Committee members who manage the development kitty in the constituencies, and act as their chairpersons (UDN, 2012).

In certain instances, a politician may unduly influence their "allies" and political "cronies or sycophants" on the development kitty committee and make all critical decisions akin to a "kitchen cabinet" to be rubberstamped by the other development kitty committee members. This duplicity of roles makes development kitty a de facto "politician's kitty" without regard to politician's competence in development planning and implementation, and also fails to provide sufficient checks to prevent abuse. Further, there are insufficient checks and balances in the governing structure. The development kitty board is reluctant to hold errant politicians to account. It is opined that the best solution to development kitty problem of accountability and conflicts of interest is to remove politicians entirely from the administration of these programs including the choice of projects (Murray, 2011). He adds that development kitty would then be funds that are sent in constituencies on projects identified by members of the constituency through established structures.

2.5 Economic Factors and Conservation Project implementation

Economic factors refer to the issues influencing the economic feasibility of the project including the changes in domestic economic conditions of the recipient country or inaccurate project development plan due to unpredictable economic conditions. According to Bhattacharyay (2008) project funding, foreign currency exchange rate as well as foreign investments and joint venture affect the success of conservation projects in various ways. This may be caused by increased competition, decreased consumption, and regulatory changes requiring changes in selling price of the product or renegotiating concessions awarded to the project and would reduce the profit margin. The availability of resources is considered to be a factor necessary for the successful completion of projects.

Leurs (2005) on the other hand states that the financing of a project involves the arrangement of adequate funds to pay for the development and operation of a clearly defined project. In some cases it is also necessary to raise finance to cover maintenance and operation. The structure and form of finance will be influenced by the nature of the project. For some projects, the majority of funding will come from local or central government sources; in other cases the project will be revenue-generating and this revenue will be used to pay back loans and pay for maintenance and operation. Financing problem has been known to contribute to delayed project completion.

Complaints have been raised that donors are generally very slow at delivering what they promised. Both the preparation and implementation stages were consequently seriously affected. Borrowers feel that donors are quick to make funding pledges, but as soon as one gets to the details of the intervention and the conditions for delivering the funds, serious delays built up. Some projects may also involve a private sector contribution in which the private sector aims to own and control some or all of the assets (Chan et al., 2009). There is a lot of inconsistency among donors in the multiple and diverse requirements.

Using donors' auditing procedures each donor demands a separate financial and technical reporting system which are adapted from their domestic procedures. The structure and timing of financial provision may impose certain constraints on the design and scheduling of the project. For some projects, very little detailed design

work will have been undertaken prior to the award of grant. This may be simply because all the funding for the project is not yet in place and/or the risk is too great to commit even the design costs of a project that may not receive a grant. Cost benefit analysis, whether formal or informal, will follow initial specification of a project. The purpose is to test whether the project as specified will be economically viable or whether it will generate good value for money. Leaving such feasibility studies until after a project has started, (which often happens in practice), may mean that potential problems are not revealed in time to influence project planning (Barccarini, 2005).

Although the economic and financial evaluation of the project is probably the most obvious element of the feasibility stage, external factors can play a major role in determining whether a project will proceed (Bhattacharyay, 2008). The project's political context, its relationship with the local community, the general economic environment, its location and the physical conditions in which it will be built, are the most important external factors. Some of the components cannot be executed before others as indicated by Barccarini (2005). Delayed financing by one donor has affected the commencement of the other components leading to overall delay in the project. In addition, due to the multiple procedures like the review of procurement documents, conditions may be different depending on the donor. This will definitely delay procurement which has an impact on the project schedule.

Moreover, development projects get in the way of conservation projects. For instance, the Kenya National Highways Authority contracted the China Road and Bridge Corporation to construct a Class A (International Trunk Road). This is the Nairobi Southern By pass. The Bypass covers 28.6km part of which is meant to traverse the Nairobi National Park (NNP) for a distance of 4KM. The Ministry of Roads requested Kenya Wildlife Service (KWS) to provide a road/rail corridor of up to 15 hectares on the Northern boundary of the NNP bordering the Wilson Airport. The corridor will accommodate two railway lines. Two issues of arise. One, the road Southern Bypass proposal did follow the processes required by the Environment Management and Coordination Act (EMCA) which led to the National Environment Management Authority (NEMA) issuing an Environment license (18 Feb 2011). The license clearly states that the proponent should not encroach on gazetted national parks (Nairobi National Park). The 4 kms alignment of the road in the park constitutes a breach of EMCA. Second, The EIA submitted to NEMA concerned a road by-pass. The road

has been expanded into a corridor with 2 railway lines. In such a case EMCA requires a fresh proposal to be submitted to NEMA with a new EIA undertaken. This has not been done. EAWLS among other organizations including the Government of Kenya have been leading an advocacy campaign on proposed construction of a high was in Serengeti in Tanzania, because of the impact it would have on the ecosystem, in particular the Maasai Mara wildebeest migration. Building this road in Nairobi National Park was viewed as contradicting and significantly weakening its position. It would also set a dangerous precedent for demands forde-gazettement of various parts of National Parks in the country by the local communities which will adversely have negative impacts to conservation of wildlife in Kenya.

Conservation efforts are challenged by agricultural land use changes. Pfeffer*et al* (2001) used satellite images and social surveys to examine land use changes in Cerru AzulMeambar National Park in Honduras. In this study the attempt was to draw a relationship between population change and agricultural intensification to understand the impacts of conservation policies. They found that intensification of agricultural production increased with increased human population density. This led to greater opposition to forest conservation efforts in the area. They concluded that in areas with intensified agricultural land uses, due to increased human population density, environmental conservation efforts are unlikely to succeed. Environmental conservation and even restoration is in direct conflict with agricultural intensification. On the north – western flanks of Tsavo National Park, there has been growth of subsistence agriculture in the agriculturally marginal areas, clearing for charcoal burning and squatter settlements encroaching on the park as well as poaching incidences for certain animals (Omondi, 1984 and Ogendi, 1999). Mushrooming of settlements and encroachment of agricultural activities in the Maasai Mara game reserve has also been identified. These have been some of the major causes of human-wildlife conflicts in the affected areas. Omondi (1984) identified the then land use changes taking place in the areas adjoining the N.N.P including Athi-River, Kitengela, OngataRongai and Ngong. In his analysis he saw the potential of changes in land use patterns including pastoralism and human settlements, displacing wildlife in the dispersal areas and confining them in the small sized park thus exceeding its carrying capacity. He also identified change in land tenure system from public or communal holdings to private ownership as cause of human-wildlife conflicts.

Oimbo (2002) also noted increasing threats to the habitat required by wild life in Kenya despite being one of the most aesthetically and economically valuable natural resources. She observed in Kitengela – that farmers had been forced on to marginal land unsuitable for agriculture due to human population increase, as was the case in Tsavo area. It was found that human-wildlife conflicts in the area had increased with increased settlements and attendant agricultural activities. She also found out that land sub-division and sale in uneconomical plot sizes resulting from high incidences of poverty and changing lifestyles among the local (Maasai) people were also hindering long-term conservation efforts in the area. Non - participatory approaches in the area in attempting to manage such conflicts were identified as unable to achieve the objective. Communal Areas Management Program for Indigenous Resources (CAMPFIRE) was proposed as the best alternative. Urbanization will therefore increase land subdivisions unless controls are put in place. If urbanization in the area does not generate commensurate job opportunities, poverty will be urbanized with negative repercussions like poaching even inside the park, and robbing visitors, threatening survival of the targeted species and discouraging visitors respectively.

Human overpopulation has played a crucial role in habitat decline and is regarded as an ultimate factor causing habitat loss (Miller, 2004). This impact is enhanced due to the trend of increasingly smaller households. Household dynamics influence per capita resource consumption (Sandiford et al, 2010) and biodiversity through, for example, consumption of wood for fuel and habitat alteration for construction of houses (Kulza et al, 2009). While households have become smaller in recent decades, household numbers have actually increased due to population growth (Keilman, 2003). Moreover, rapid increase in household numbers and the associated urban sprawl result in the higher per capita resource consumption of smaller households and pose a serious challenge to biodiversity conservation (Liu et al, 2003; Keilman, 2003).

2.6 Legal Factors and Conservation Project implementation

Legislation on wildlife management in Kenya came with the advent of colonialism. It was mostly geared towards preservation of wildlife and had one of its goals as separating humans from wildlife. On gaining independence, Kenya retained the colonial wildlife ideology and practice. Kenyan leaders publicly advocated for the merit of wildlife preservation and preached wildlife conservation as a national duty (Ngeta, 2007). The reality was that wildlife was viewed as one of the keys to

economic growth and stability in the young state. With this focus, the government took upon itself the full responsibility of formulating policies and legislation to conserve wildlife and communities hosting wildlife were merely to be informed of their roles (GoK, 2008).

Wildlife policies and legislation at the time ignored the construction of direct linkages between people and wildlife which would have been achieved by devolving wildlife management to communities (Nobuko, 2008). Wildlife is a fugitive resource and does not recognize property boundaries. It is migratory in nature and travels over long distances in search of forage and water and traverses both private and community land. Wildlife movement therefore cannot be restricted to national parks and reserves (Mbote, 2010). The fugitive nature of wildlife poses questions of both wildlife security when they move into insecure areas and human security especially in cases of human wildlife conflicts (HWC). Communities end up hosting wildlife on their land and need to participate in its management for them to realize benefits from such wildlife.

The Principle legislation on wildlife management in Kenya is the Wildlife (Conservation and Management) Act.112. The introduction to the Act states that it is an Act of Parliament to consolidate and amend the law relating to the protection, conservation and management of wildlife in Kenya. This law was enacted in with major amendments done in 1989. It is the law that is supposed to define the roles of the state and communities in management of wildlife resources in Kenya. The preamble to the Bill states that it is an Act of Parliament to provide for the protection, conservation, sustainable use and management of wildlife in Kenya and for connected purposes. The Bill shall apply to all wildlife resources on public, community and private land. The Bill provides that the general principles that shall guide its implementation are, inter alia, devolution and public participation (Kenya Wildlife Service, 2013).

These preliminary sections of the Bill paint a rosy picture of devolution of wildlife resources to communities. These provisions of the Bill have the effect of creating several bureaucratic layers and overregulation that will eventually lead to communities opting not to create conservancies and sanctuaries due to the red-tape. According to Ngeta (2007), when regulatory activities are introduced, the state agency

is given great discretion and its advisory role to communities is compromised. Land use options that do not require a lot of bureaucracy and paper work and that have little regulation will be preferred to wildlife management projects.

2.7Theoretical Review

This study was guided by the theory of project implementation as discussed in the subsequent section.

2.7.1 Theory of Project Implementation

Nutt (2006) refers to implementation as a series of steps taken by responsible organizational agents to plan change process in order to elicit compliance needed to install changes. Project managers employ project implementation theory to make planned changes in organizations by creating environments in which changes can survive. And be rooted. However, procedural steps in project implementation have been difficult to specify since project implementation is ubiquitous. In line with project implementation theory, Slevin and Pinto (1987) assert that to successfully implement a project is usually difficult and complex. The project manager has to devote more time and energy on human, financial, and technical variables as the key to the realization of project implementation. It is further argued that it is apparent that a number of determinants are capable of affecting project implementation if not handled with care. These include among others: escalation of project cost due to inflation; difficulty in paying contractors due to bureaucracy in Government parastatals; contractors performing below standards and expectations; frequent changes in government; increase in the scope of the project; change in pre-contract consultants such as architects; ineffective project finance arrangement; reorganization of the parastatals; change in the original design; indiscriminate award of contracts without reference to, for example, the funds available, and location; projects and contracts determined on political considerations; and insufficient working capital.

The project implementation theory emphasizes several critical success factors in project implementation. There should be top management support. Schultz and Slevin (1975) noted that management support for a project or any form of implementation has long been considered of great importance in distinguishing between their ultimate success and failure. Beck (2003) considers project management as not only dependent on top management for authority, direction and support, but also ultimately the

conduit for implementing top management plans, or goals for the organization. Another critical success factor is the project schedule plan. This refers to the developing of a detailed plan of the required stages of the implementation process. Pinto and Slevin (1989) have drawn parallels between the stages of the implementation process. The need for client consultant has been found to be increasingly important in attempting to successfully implement a project. For instance, Anyanwu (2003) found that the degree, to which clients are personally involved in the implementation process, will cause a great variation in their support for that project. Anyanwu (2003) viewed client consultant as the first stage of a programme to implement change. It is often required throughout the life cycle of the project Schultz, Pinto and Slevin (1987) warns that: it would be dangerous for the project manager to assume that since client consultant was satisfactory at an early stage, this activity could be ignored for the remainder of the project.

Personnel constitute another critical factor. The view is that the most important assets in the building up and efficiency of any organization, be it private or public, depends to a large extent upon how effectively human resources (personnel) are utilized (Nwachukwu, 1988). However, an unfortunate situation could develop, as Pinto and Slevin (1988) observed: in many situations, personnel for the project team are chosen with less-than-full regard for the skills necessary to actively contribute to the success of implementation. It is also emphasized by this theory that monitoring and feedback relative to the project implementation determine the success rate of the project. Communication is further opined by Pinto and Slevin that it is not only essential within the project team itself, but also between the team and the rest of the organization as well as with the client. Troubleshooting is further said to be vital in project implementation. It is argued that regardless of how carefully the project was planned initially, it is impossible to foresee every problem arising from the organizational environment. It is cautioned that each team should obtain technically competent people with the specific assignment to deal with problems when and wherever they arise, and to foresee, and possibly forestall potential trouble areas in the implementation process.

In the light of project implementation theory, it is argued that a number of factors determine the success of the project implementation. These factors are also inherent to conservation projects. For instance, escalation of project costs, bureaucracy that

hinders payment of contractors, frequent change in the constituency's leadership of both the. Akin to the emphasis of project implementation theory, there are a number of critical success factors that should be looked into regarding implementation of donor funded conservation projects. The legislator should support the projects; there should be a project schedule plan; the community ought to be consulted and involved in the project implementation since they are the indirect clients of the projects.

2.8 Conceptual Framework

Conceptual framework is a schematic diagram illustrating the relationship between independent variables and the dependent variables. The independent variables in the research were socio-cultural, economic, political and legal factors. The dependent variable of the study was effective implementation of wildlife conservation projects.

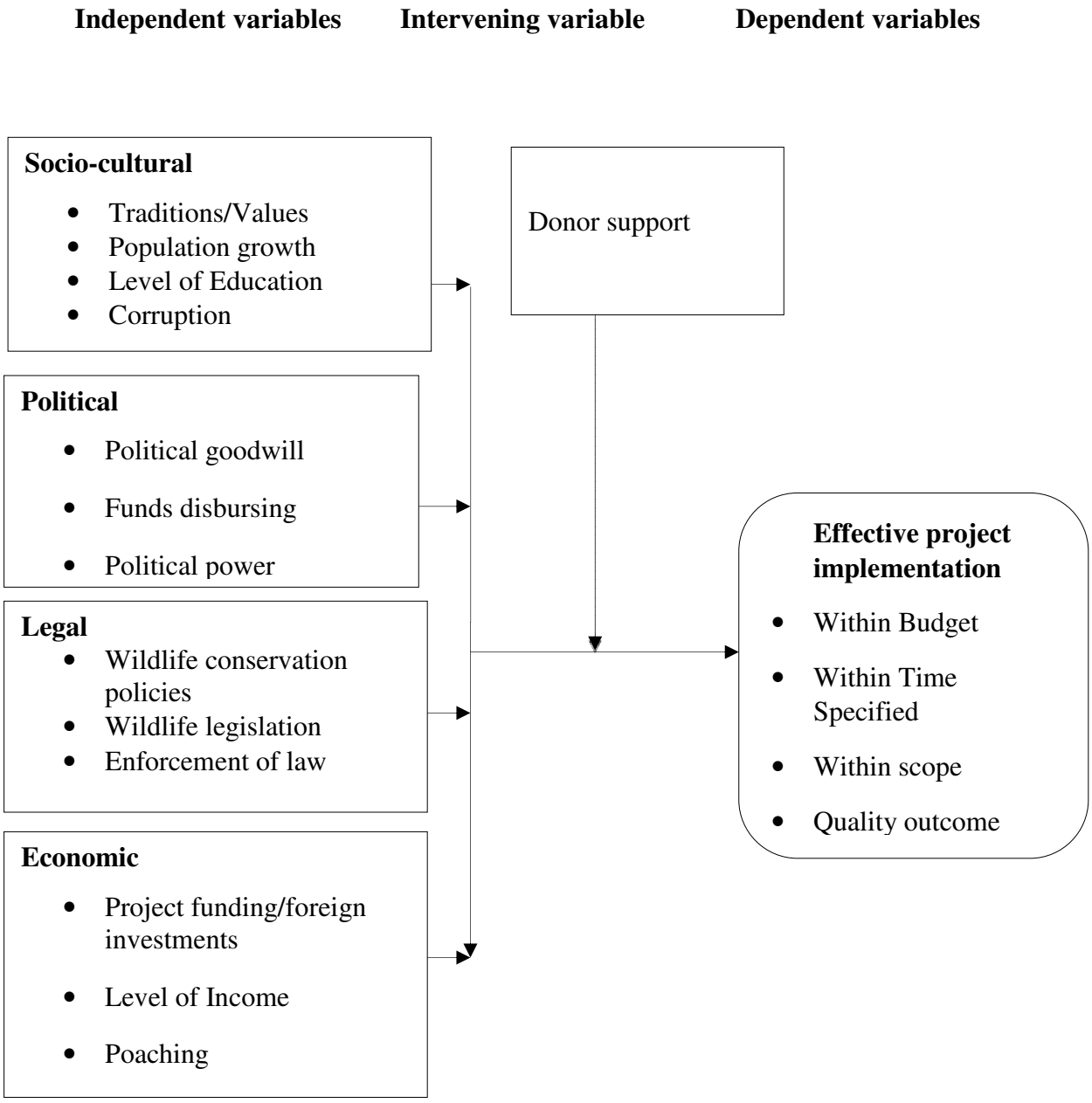

Figure 2.1: Conceptual framework

2.10 Gaps in Literature Review

Previous studies have not explained to what extent each independent variable mentioned above influences the implementation of projects in the wildlife sector in terms of ranking the factors in order of magnitude. In addition there is no quantification on how the independent variables interrelate with dependent variable. The literature review by Muturi and Kamau (2015) was on a totally unrelated area, CDF projects to the current study. The findings of the study therefore cannot be generalized to the proposed study. The other studies are more on human and wildlife

conflict. There has been limited research conducted in Kenya regarding the critical success factors in project management among conservation projects. Based on this therefore, there was need for this study to identify the factors influencing project implementation focused on the conservation projects in Kenya.

2.11 Summary of Literature Review

The aim of this chapter was to review the existing literature on conservation of wildlife and identify factors that affect the implementation of conservation projects. The review has found that wildlife conservation is affected by various factors associated with the creation and management of the park, the local community neighbouring the park, the area where the park is located, the national policy governing the park, and the financial resource base of the park. Limited attention has been paid to the socioeconomic and related aspects of culture have previously blamed for failure of community-based conservation approaches are lacking. Studies on the social dimension of biodiversity conservation and how various socio-economic and cultural factors affect park resource use and biodiversity conservation in various contexts are also inexistent. As this investigation has shown, factors that affect wildlife conservation were not uniform across all successful or unsuccessful case studies. In each case study, there were specific underlying causes that influenced each of the identified factors.

The literature also points out that project implementation should be established and controlled. The scope must be clearly defined and be limited. This includes the amount of the systems implemented and amount of projects process reengineering needed. Additionally, scope expansion requests need to be assessed in terms of the additional time and cost of proposed changes (Sumner, 2009). According to Holland et al., (2009), the project must be formally defined in terms of its milestones. The critical paths of the project should be determined. Timeliness of project and the forcing of timely decisions should be also be managed (Rosario, 2000). Deadlines should be met to help stay within the schedule and budget and to maintain credibility (Wee, 2000). There should also be planning of well-defined tasks and accurate estimation of required effort.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides information about the applied research process for the thesis. This includes research design, target population, sample size and sampling procedures. It also includes research instruments, data collections procedures, data analysis techniques.

3.2 Research design

The research design that was employed in conducting this study is descriptive survey research design. Descriptive design is used to obtain information concerning current status of the phenomena to describe what exists with respect to variables or conditions in a situation, it allows the researcher to describe record, analyze and report conditions that exists or existed Kothari (2005). It is aimed at finding out "what is," so observational and survey methods are frequently used to collect descriptive data (Borg and Gall,1989, Kothari, 2005). It is mainly conducted when researcher wants to gain deeper understanding of a topic. It involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collected (Glass and Hopkins, 1984).

Descriptive approach was chosen for this study as it allowed for the exploration of relationships between variables through the testing of hypotheses. The study used four hypotheses aimed at seeking to identify if a relationship exists between the study's independent and dependent variables. Survey designs attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables (Gay, 1983).

3.3 Target population

Mugenda and Mugenda (2003), defines target population as that population the researcher studies, and whose findings are used to generalize to the entire population. The target population of this study was drawn from the 42 conservation projects by WWF in Nairobi. Therefore, the target population of this study was 23 project managers and 42 project officers in the conservation projects implemented by WWF in Nairobi as shown on the Table 3.1 below.

3.1: Target Population

Category	Population	Proportion
Project mangers	23	35.4
Project officers	42	64.6
Total	**65**	**100**

3.4 Sample Size and Sampling Techniques

Ngechu (2004) underscores the importance of selecting a representative sample through making a sampling frame. The sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler, 2003). Sample of respondents was drawn from the 23 project managers and 42 project officers in the conservation projects implemented by WWF in Nairobi. From the sampling frame the required number of subjects, respondents, elements or firms are selected in order to make a sample. Stratified proportionate random sampling technique was used to the select a sample from the two groups. According to Deming (1990) stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. According to Cooper and Schindler (2003), random sampling frequently minimizes the sampling error. To determine the sample size, the researcher took a 50% of the population each stratum. A sample size of 33was taken from the population as shown on the table below. Statistically, in order for generalization to take place, a sample of at least 30 must exist (Cooper and Schindler, 2003). Also, Kotler et al. (2001) argues that if well chosen, samples of about 10% of a population can often give good reliability. Therefore, a sample of 33 will be adequate for generalization.

3.2: Sample of the Study

Category	Population	Sampling ratio	Sample
Project mangers	23	0.5	12
Project officers	42	0.5	21
Total	**65**	0.5	33

3.5 Data Collection Instruments

Mugenda and Mugenda (2003) defines data collection instrument as a device used in research for measuring a given phenomenon or concept of interest. Mugenda and Mugenda noted that an ideal instrument results to pertinent, precise, unbiased, subtle and efficient measures. To collect primary data a semi-structured questionnaire with both close ended and open ended questions was used. Kombo and Tromp (2006) indicate that semi-structured questionnaire refers to the use of already prepared questions during the study. The open-ended questions provided additional information that may not have been captured in the close-ended questions. The study was concerned with variables that cannot be directly observed such as opinion, perception and feelings of respondents. According to Oso, (2009), such information can best be described through questionnaires. Its purpose will be to collect a lot of information over a short period of time.

Further, questionnaire was preferred in this study because respondents of the study are literate and quite able to answer questions asked adequately. Also, information required can easily be described in writing as indicated by (Oso, 2009). The questionnaire was developed in accordance with the research objectives. Questions to address each research question were included. In order to ensure uniformity in response and to encourage participation, the questionnaire was kept short and structured with mostly multiple-choice selections in a Likert scale. According to Mugenda and Mugenda (2003), questionnaires are commonly used to obtain important information about a population under study.

3.5.1 Reliability Test for Data Collection Instrument

Reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. Reliability gives the internal consistency of data collected. This ensures that the data has certain internal consistent pattern. When no pattern is found in the responses, this indicates that probably the test is too difficult and as a result the respondents just guess the answers randomly.

Dillman (1978) suggested that the expected respondents conduct a piloting to ensure clarity and proper interpretation of the questionnaire. To test for reliability, the data collection instrument was administered to conveniently selected respondents. A pilot study was carried out in WWF in Nairobi. The researcher intends to conveniently

select a pilot group of 25 individuals to test the reliability of the research instrument. According to Cooper and Schindler (2003), the pilot group can range from 25 to 100 subjects but it does not need to be statistically selected.

The pilot data was included in the actual study. The pilot study allowed for pre-testing of the research instrument. The clarity of the instrument items to the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to be familiar with research and its administration procedure as well as identifying items that require modification. Pilot study helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measure what is intended. This reliability estimate was measured using Cronbach Alpha coefficient (α). Nunnally (1978) recommends that instruments used in research should have reliability of about 0.70 and above.

3.5.1.1 Reliability Analysis Results

To determine the reliability and internal consistency of the questionnaire, a pre-test study was conducted. A reliability analysis was conducted with the help of Statistical Package for Social Scientists (SPSS) using Cronbach's Alpha. This was aimed atmeasuring the internal consistency to establish if the questionnaire will measure accurately what it is expected to measure, thereby determining its reliability.This reliability estimate was measured using Cronbach Alpha coefficient (α). Nunnally (1978) recommends that instruments used in research should have reliability of at least 0.70 and above.

Table 3.1: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
Social Cultural Factors	0.79	7
Political Factors	0.857	6
Economic Factors	0.879	6
Legal Factors	0.861	4

According to Gliem and Gliem (2003), an Alpha value greater than 0.7 is a desirable threshold for benchmarking the internal consistency of the data collection tool. A Cronbach Alpha was determined for every objective which formed a scale in the research. The table above shows that economic factors had the highest reliability (α=0.879), followed by legal factors (α=0.861), then political factors (α=0.857) and

the least reliable was social cultural factors (α=0.79). Evidently, all the four variables were reliable and their reliability values exceeded the prescribed threshold of 0.7.

3.5.2 Validity Test for Data Collection Instrument

According to Bridget and Lewin (2005), validity is the degree by which the sample of test items represents the content the test is designed to measure. Saunders et al., (2007) indicated that content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept as intended. Lacity and Jansen (1994) define validity as making common sense, and being persuasive and seeming right to the reader while Cronbach, (1971), indicated that validity refers to results that have the appearance of truth or reality.

Therefore, validation of the research instrument was important to this study as it ensured that the study collects relevant information to answer the research questions. Mugenda and Mugenda (2003) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. To establish the validity of the research instrument the researcher used the opinions of experts in the field of study especially the researcher's supervisor and lecturers. This facilitated the necessary revision and modification of the research instruments thereby enhancing validity.

3.6 Data Analysis Techniques

The study edited the completed questionnaires for completeness and consistency. Data clean-up followed; this process involves editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. The data was then analyzed using descriptive statistics. The descriptive statistical tools (SPSS and Excel) helped the researcher to describe the data. The Likert scale was used to analyze the mean score and standard deviation.

The study further employed a multivariate regression model to study the relationship between factors (Socio-cultural factors, Political factors, Legal factors and Economic factors) and implementation of wildlife conservation projects. The research deemed regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Regression is able to estimate the coefficients of the linear equation, involving one or more independent variables,

which best predicted the value of the dependent variable. The researcher used multiple linear regression analysis to analyze the data. The regression model was as follows:

The general multiple linear regression model;

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

Where: Y = Implementation of wildlife conservation projects; X_1 = Socio-cultural factors; X_2 = Political factors; X_3= Economic factors; $X_{4=}$ Legal factors and **β_0 β_1 β_2 $\beta_3$and β_4**are the regression equation coefficients for each of the variables.

3.7 Operationalization of Variables

Operationalizing a variable means finding a measurable, quantifiable, and valid index for your variable (independent and dependent variables), and (sometimes) finding a way to manipulate that variable in such a way as to have two or more levels (Shuttle worth, 2008).

Table 3.2: Operationalisation of Variables

Variable	Type	Indicator	Measurement	Measuring scale	Type of analysis	Tool of analysis
Implementation of wildlife conservation projects	Dependent variable	Within Budget Within Time Specified Within scope Quality outcome Met objectives	Completion of the project in within timeline. Completion of the project in within the budget Ability for the completed project to serve the objectives	Nominal, Ordinal, Interval,	Descriptive Inferential	Frequencies Means Regression
Socio-cultural factors	Independent variable	Traditions/Values Population growth Level of Education Corruption	Respondents view on how Traditions/Values, Population growth, Level of Education	Nominal, Ordinal, Interval,	Descriptive Inferential	Frequencies Means Regression

			and Corruption influence completion of projects within timelines and budget as well as meeting the objectives.			
Political factors	Independent variable	Political goodwill Funds disbursing Political power	Level of political goodwill to support the project. Extent funds disbursement is timely and adequate	Nominal, Ordinal, Interval,	Descriptive Inferential	Frequencies Means Regression
Legal factors	Independent variable	Wildlife conservation policies Wildlife legislation Enforcement of law	Extent Wildlife conservation policies influences success of wildlife conservations projects Number of new legislature coming out periodically. Effectiveness of wildlife conservation policies enforcement	Nominal, Ordinal, Interval,	Descriptive Inferential	Frequencies Means Regression
Economic factors	Independent variable	Project funding/foreign investments Poverty Poaching Infrastructure development	Adequacy of funding for the conservations projects Amount of money (Kshs.) spent on food each day per	Nominal, Ordinal, Interval,	Descriptive Inferential	Frequencies Means Regression

			person People dependent on wildlife for livelihood. State of communicatio n infrastructure e.g. roads, telephone, buildings etc.			

3.7 Ethical Considerations

The measures taken to make sure the respondent or subject are treated with the principles of respect of person, beneficence, and justice were informed consent, confidentiality, anonymity and, the participant's right to privacy. The participants' names or projects they are working on were not disclosed and they were to voluntarily participate in the study. The consent from the participant was sought and no one was coerced to participate in the study.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the research findings of the study carried out to investigate factors influencing implementation of wildlife conservation projects. The study aimed at investigating the effect of social cultural factors, political factors, economic factors and legal factors on implementation of conservation projects by WWF in Nairobi, Kenya**.**

4.2 Response rate

The research target sample size was 33 respondents to be drawn from projects managers and project officers of the organization. The study gave out 33 questionnaires to the respondents, however, only 31 questionnaires were returned duly filled. This translated to 93.9% response rate. This response rate was adequate for data analysis and conformed to Mugenda and Mugenda's (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.4 Demographic Information

Table 4.3: Gender of the Respondents

Gender	**Frequency**	**Percentage**
Male	17	54.8
Female	14	45.2
Total	**31**	**100**

According to the table above, majority of the respondents (54.8%) were male. Also, 45.2% were female. This therefore depicts that, in the conservation projects by WWF in Nairobi there are slightly higher number of male than female. However, it is worth noting that this number achieves the third majority affirmative action rule in Kenya. The Constitution of Kenya, 2010, Article 27 (8) provides for affirmative action where the State is required to take legislative and other measures to ensure that not more than two-thirds of the members in an organization are of the same gender.

Table4.4: Age of the Respondents

Age of the Respondents	Frequency	Percentage
18-25	8	25.5
26-35	8	25.5
36-45	7	23
46-55	5	16
56 years and above	3	10
Total	**31**	**100.0**

The figure above presents the age categories of the respondents. According to the figure, most of the respondents, 51.62%, belonged to the age bracket of 18-25 years and 26-35 years. Also, 23% were aged between 36-45 years while 16% were aged between 46-55 years. 10% of the respondents were aged 56 years and above. This therefore shows that majority of the respondent in the conservation projects by WWF in Nairobi are youthful and therefore capable to handle the work demands.

Table 4.5: Number of Years since Joining the Organization

Years in the Organization	Frequency	Percentage
1-12 months	6	19.4
1-3 years	12	38.7
4-7 years	7	22.5
8-12 years	3	9.7
13 years and above	3	9.7
Total	**31**	**100.0**

The study also sought to establish the year the respondents joined the organization. From the responses by the respondents, majority of the respondents, 30.67%, had stayed in the organization between 3-7 years while 22.22% had stayed for a period between 4-7 years. 19.4% of the respondents had stayed in the organization for 1-12 months while 10.8% have stayed in the organization for 4-12 years. The results show that 5.4% of the respondents had stayed at the organization for 13 years and above.

Table 4.6: Position of the Respondents in the Organization

Level Management	Frequency	Percentage
Project mangers	10	32.26
Project officers	21	67.74
Total	**31**	**100.0**

According to the table above, most of the respondents (67.74%) were the project officers while 32.26% were the project managers in the conservation projects by WWF.

4.5 Factors Influencing Implementation of Wildlife Conservation Projects

In this section, the study sought toinvestigate factors influencing implementation of wildlife conservation projects. Specifically, the study sought to establish the effect social cultural factors, political factors, economic factors and legal factors have on implementation of conservation projects by WWF in Nairobi, Kenya.

4.5.1 Social Cultural Factors and implementation of wildlife conservation projects

The research sought to determine whether social cultural factors influence implementation of wildlife conservation projects. The findings are presented in the table below;

Table 4.7: Whether Social Cultural factors influence Implementation of wildlife Conservation Projects

	Frequency	Percentage
Yes	26	84
No	5	16
Total	**31**	**100.0**

Majority of the respondents who participated in the survey, 84%, indicated that social cultural factors influence the implementation of wildlife conservation projects. However, 16% of the respondents who participated in the survey said social cultural factors did not influence the implementation wildlife conservation projects. This therefore points out that social cultural factors influence the implementation of wildlife conservation projects.

The social factors such as population growth, population density and the composition of the population were cited as major influences on implementation wildlife conservation projects. A number of the respondents cited low level of education among the citizens makes it difficult to communicate the merits of the conservation projects. Another important barrier to effective implementation was the cultural practices and norms that were are designed to harm the environment. The respondents found a hard time trying to convince the communities to stop those cultural practices.

The respondents were further required by the study to indicate the extent to which social cultural factors influences the implementation of wildlife conservation projects.

Table 4.8: Social Cultural Factors and Implementation of wildlife Conservation Projects

	Frequency	**Percentage**
Strongly Disagree	6	2.5
Disagree	12	6.1
Neutral	7	10.3
Agree	3	52.7
Strongly Agree	3	28.4
Total	**31**	**100.0**

On the degree of agreement to which extent social cultural factors influences the implementation of wildlife conservation projects, Figure 4.4 presents the data findings. According to the figure above, most of the respondents (52.7%) agreed that social cultural factors influences the implementation of wildlife conservation projectsto a great extent. 28.4% strongly agreed that social cultural factors influences

the implementation of wildlife conservation projects. 10.3% were neutral on whether social cultural factors influence the implementation of wildlife conservation projects.. Further, 7.3% and 2.4% disagreed and strongly disagreed respectively that social cultural factors influence the implementation of wildlife conservation projects.This implied that social cultural factors influences the implementation of wildlife conservation projects as most of the respondents agreed with this statement.

Further, the study sought to establish the respondents' level of agreement on statements on the influence of socio-cultural factors on implementation of conservation projects by WWF in Nairobi.

Table 4.9: Social Cultural Factors and influence on Implementation of wildlife Conservation Projects

	Mean	**Std Deviation**
Cultural differences can actually be an obstacle to effective communication during project implementation by WWF because of the language difference	4.6759	0.70576
Lack of a proper method for solving cross-culture disputes contributes to the failure of the WWF conservation projects	4.4231	0.71254
Visiting project managers must accept and respect the customs, values, philosophies and social standards of their host region	4.4123	0.71254
Cultural differences can change the site selection before the initial phase due to local people's beliefs	4.3857	0.87315
If corruption is one of the factors hindering proper implementation of WWF conservation projects	4.0017	0.69875
If the customs and social cultural dimensions of the host region are not accommodated, projects will not succeed	4.0003	0.69875
High population growth rate and level of education are major contributing factors to failure of the WWF conservation projects	3.9776	0.79213

According to the data presented in Table 4.4, the findings indicates that majority of the respondents strongly agreed that cultural differences can actually be an obstacle to effective communication during project implementation by WWF because of the language difference as shown by a mean score 4.6759, that lack of a proper method

for solving cross-culture disputes contributes to the failure of the WWF conservation projects as shown by a mean score 4.4231 and that visiting project managers must accept and respect the customs, values, philosophies and social standards of their host region as shown by a mean score 4.4123. Others agreed that during project implementation by WWF cultural differences can change the site selection before the initial phase due to local people's beliefs as shown by a mean score 4.3857, that corruption is one of the factors hindering proper implementation of WWF conservation projects as shown by a mean score 4.0017 and that if the customs and social cultural dimensions of the host region are not accommodated, projects will not succeed as shown by a mean score 4.0003. A number of the respondents agreed that high population growth rate and level of education are major contributing factors to failure of the WWF conservation projects as shown by a mean score 3.9776.

4.5.2Political Factors and implementation of wildlife conservation projects

In this section, the study sought to establish whether political factors influence implementation of wildlife conservation projects. The data presentation is as shown below.

Table 4.10: Whether Political Factors influence Implementation of wildlife Conservation Projects

	Frequency	**Percentage**
Yes	25	83
No	6	17
Total	**31**	**100.0**

A majority of the respondents who participated in the survey, 83%, indicated that political factors influence the implementation of wildlife conservation projects. However, 17% of the respondents who participated in the survey said political factors did not influence wildlife conservation projects. This therefore points out that political factors influence the implementation of wildlife conservation projects.

A number of respondents cited that political leaders who are entrusted with funds to promote the conservation projects are not enthusiastic about the task. This makes it

hard to effectively implement the projects. Some respondents pointed out to acts of political unrest in the country as an impediment to effective implementation of conservation projects. The reluctance of the government to subsidize WWF conservation project but give the same privilege to local competitors was cited by some respondent as a barrier to effective implementation of conservation projects.

The respondents were further required by the study to indicate the extent to which social cultural factors influences the implementation of wildlife conservation projects.

Table 4.11: Extent to which Political Factors Influence Implementation of wildlife Conservation Projects

	Frequency	**Percentage**
Strongly Disagree	1	3.3
Disagree	2	5.3
Neutral	3	6.6
Agree	19	61.2
Strongly Agree	6	23.6
Total	**31**	**100.0**

Figure 4.4 presents the data findings on employees level of agreement with whether political factors and projects implementaion. According to the figure, most of the respondents (61.2%) agreed that political factors influence wildlife conservation projects. 23.6% strongly agreed that political factors influences wildlife conservation projects. 6.6% of the respondents were neutral on whether political factors influences wildlife conservation projects Further, 5.3% and 3.3% of the respondents disagreed and strongly disagreed respectively, that political factors influence the implementation of wildlife conservation projects. This implied that political factors influence the implementation of wildlife conservation projects.

Further, the study sought to establish the respondents' level of agreement on statements on the influence of political factors on implementation of conservation Projects by WWF in Nairobi.

Table 4.12: Statements on Political Factors and Implementation of wildlife Conservation Projects

	Mean	Std Deviation
Legislators determine how project funds for wildlife conservation are spent	3.8342	0.22622
Implementation of conservation projects is determined by politicians/legislators in the project area	4.3547	0.43863
Political leaders pose challenges to conservation project completion due to personal interests	4.2562	0.68223
WWF conservation projects experience input restriction from politicians	3.9635	0.65337
Host government subsidizing local competitors leads to delays in WWF conservation projects implementation	4.2346	0.70844
Political unrest affect implementation of WWF conservation projects in Nairobi	4.1363	0.76871

According to the data presented in Table 4.5, the findings indicates that majority of the respondents strongly agreed with the statement that implementation of conservation projects is determined by politicians/legislators in the project area as shown by a mean score of 4.3547, that political leaders pose challenges to conservation project completion due to personal interests as shown by a mean score of 4.2562 and that host government subsidizing local competitors leads to delays in WWF conservation projects implementation as shown by a mean score of 4.2346. Other respondents agreed that political unrest affect implementation of WWF conservation projects in Nairobi as shown by a mean score of 4.1363 and that WWF conservation projects experience input restriction from politicians as shown by a mean score of 3.9635. A number of the respondents agreed that legislators do determine how project funds for wildlife conservation are spent as shown by a mean score of 3.8342.

4.5.3 Economic factors and implementation of Wildlife conservation projects

In this section, the study sought to establish whether economic factors influence implementation of wildlife conservation projects. The data presented below was gathered.

Table4.13: Economic Factors Influence on Implementation of wildlife Conservation Projects

	Frequency	**Percentage**
Yes	24	79
No	7	21
Total	**31**	**100.0**

A majority of the respondents who participated in the survey, 79%, indicated that economic factors influence the implementation of wildlife conservation projects. However, 21% of the respondents who participated in the survey said economic factors did not influence wildlife conservation projects. This therefore points out that economic factors influence the implementation of wildlife conservation projects.

A majority of the respondents indicated that economic factors are a major influence on effective implementation of the conservation projects by WWF. Some participants indicated the need for sufficient funding to encourage implementation of the conservation projects. A number of participants also indicated that a number of economic policies that exist do hinder effective implementation of wildlife conservation projects. Another economic aspect that hampers effective implementation of the projects is poverty, as poor people having no choice will try and convert natural resources, delimited for conservation, to elements with monetary value

The respondents were further required by the study to indicate the extent to which social cultural factors influences the implementation of wildlife conservation projects.

Table 4.14: Extent to which Economic Factors influence Implementation of wildlife Conservation Projects

Years in the Organization	Frequency	Percentage
Strongly Disagree	1	3.3
Disagree	2	7.2
Neutral	4	12.1
Agree	16	51.1
Strongly Agree	8	26.3
Total	**31**	**100.0**

On the degree of agreement to which extent economic factors influences the implementation of wildlife conservation projects, Figure 4.5 presents the data findings. According to the figure, most of the respondents (51.1%) agreed that economic factors influences the implementation of wildlife conservation projectsto a great extent. 26.3% strongly agreed that economic factors influences the implementation of wildlife conservation projects.. 12.1% were neutral on whether economic factors influences the implementation of wildlife conservation projects.. Further, 7.2% and 3.3% disagreed and strongly disagreed respectively that economic factors influence the implementation of wildlife conservation projects.This implied that economic factors influences the implementation of wildlife conservation projects as most of the respondents agreed with this statement.

Further, the study sought to establish the respondents' level of agreement on statements on the influence of economic factors on implementation of conservation Projects by WWF in Nairobi.

Table 4.15: Economic factors and Implementation of wildlife Conservation Projects

	Mean	Std Deviation
Project funding contribute to success/failure of implementation of conservation projects by WWF Kenya	4.1936	0.95176
Foreign exchange rates contribute to success/failure of implementation of conservation projects by WWF Kenya	4.2837	0.88274
Economic policies affect implantation of conservation projects by WWF Kenya	3.7391	0.99385
Poverty is a major contributing factor to failure of conservation projects implemented by WWF Kenya	3.9826	1.00237
Poaching is one of the factors hindering successful implementation of conservation projects implemented by WWF Kenya	4.2491	0.72614
Economic development projects and constructions affect implementation of conservation projects by WWF Kenya	4.2772	0.79228

According to the data presented in Table 4.6, the findings indicates that majority of the respondents strongly agreed with the statement that foreign exchange rates contribute to success/failure of implementation of conservation projects by WWF Kenya as shown by a mean score 4.2837, that economic development projects and constructions affect implementation of conservation projects by WWF Kenya as shown by a mean score 4.2772 and that poaching is one of the factors hindering successful implementation of conservation projects implemented by WWF Kenya as shown by a mean score 4.2491. Other respondents agreed with the statements that project funding contribute to success/failure of implementation of conservation projects by WWF Kenya as shown by a mean score 4.1936 and that poverty is a major contributing factor to failure of conservation projects implemented by WWF Kenya as shown by a mean score 3.9826. A number of respondents also agreed with the statement that economic policies affect implantation of conservation projects by WWF Kenya as shown by a mean score 3.7391.

4.5.4 Legal factors and implementation of wildlife conservation projects

In this section, the study sought to establish whether legal factors influence implementation of wildlife conservation projects. The data findings are as presented below.

Table 4.16: Whether Legal Factors influence Implementation of wildlife Conservation Projects

Level Management	Frequency	Percentage
Yes	22	72
No	9	28
Total	**31**	**100.0**

A majority of the respondents who participated in the survey, 72%, indicated that legal factors influence the implementation of wildlife conservation projects. However, 28% of the respondents who participated in the survey said legal factors did not influence wildlife conservation projects. This means that legal factors influence the implementation of wildlife conservation projects.

Participants cited that some laws about conservation that exist in Kenya are retrogressive and only function to limit certain conservation projects by WWF Kenya. Some respondents indicated that conservation policies in Kenya are weak and do not support efforts of conservation by organization such as WWF.

The respondents were further required by the study to indicate the extent to which legalfactors influences the implementation of wildlife conservation projects.

Table 4.17: Extent to which Legal Factors influence Implementation of wildlife Conservation Projects

Years in the Organization	Frequency	Percentage
Strongly Disagree	1	4.3
Disagree	3	9.2
Neutral	5	16.1
Agree	15	47.1
Strongly Agree	7	23.3
Total	**31**	**100.0**

On the degree of agreement to which extent legal factors influences the implementation of wildlife conservation projects, Figure 4.10 presents the data findings. According to the figure, most of the respondents (47.1%) agreed that legal factors influences the implementation of wildlife conservation projectsto a great extent. 23.3% strongly agreed that legal factors influences the implementation of wildlife conservation projects.. 16.1% were neutral on whether legal factors influences the implementation of wildlife conservation projects.. Further, 9.2% and 4.3% disagreed and strongly disagreed respectively that legal factors influence the implementation of wildlife conservation projects.This implied that legal factors influences the implementation of wildlife conservation projects as most of the respondents agreed with this statement.

Further, the study sought to establish the respondents' level of agreement on statements on the influence of legal factors on implementation of conservation Projects by WWF in Nairobi.

Table 4.18: Legal factors and Implementation of wildlife Conservation Projects

	Mean	**Std Deviation**
Wildlife policies and legislation allow the construction of direct linkages between people and wildlife	4.2346	0.70844
The legislation of Kenya limits the undertaking of certain conservation projects by WWF Kenya	4.1363	0.76871
Kenya has strong wildlife conservation policies	4.3464	0.71244
Wildlife conservation laws in Kenya are dully followed and enforced when someone is found guilty	4.2167	0.86001

According to the data presented in Table 4.7, the findings indicates that majority of the respondents strongly agreed that Kenya has strong wildlife conservation policies as shown by a mean score of 4.3464 and that Wildlife policies and legislation allow the construction of direct linkages between people and wildlife as shown by a mean score of 4.2346. Other respondents agreed that wildlife conservation laws in Kenya are dully followed and enforced when someone is found guilty as shown by a mean score of 4.2167 and that the legislations of Kenya limits the undertaking of certain conservation projects by WWF Kenya as shown by a mean score of 4.1363

4.7.1 Correlation Analysis

The data presented before on social cultural factors, political factors, economic factors and legal factors were computed into single variables per factor by obtaining the averages of each factor. Pearson's correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The table below indicates the correlation matrix between the factors (social cultural factors, political factors, economic factors and legal factors) and implementation of wildlife conservation projects.

Table 4.19: Correlation Matrix

	Implementation of wildlife conservation projects	Social cultural factors	Political factors	Economic factors	Legal factors
Implementation of wildlife conservation projects (r)	1.000				
(p) Sig. (2 tailed)					
Social cultural factors (r)	0.884	1.000			
(p) (2 tailed)	0.012				
Political factors (r)	0.623	0.356	1.000		
(p) Sig. (2 tailed)	0.031	0.027			
Economic factors(r)	0.683	0.143	0.216	1.000	
(p) Sig. (2 tailed)	0.036	0.039	0.047		
Legal factors (r)	0.739	0.151	0.263	0.462	1.000
(p) Sig. (2 tailed)	0.014	0.039	0.0414	0.014	

According to the table, there is a positive relationship between implementation of wildlife conservation projects and social cultural factors, political factors, economic factors and legal factors of magnitude 0.884, 0.623, 0.683 and 0.739 respectively. The positive relationship indicates that there is a correlation between the factors implementation of wildlife conservation projects, with social cultural factors having the highest value and political factors having the lowest correlation value.

This notwithstanding, all the factors had a significant p-value ($p<0.05$) at 95% confidence level. The significance values for relationship between implementation of wildlife conservation projects and social cultural factors, political factors, economic factors and legal factors are 0.012, 0.031, 0.036 and 0.014 respectively. This implies that social cultural factors are the most significant factor, followed by legal factors then economic factors while political factors were the least significant.

4.7.2 Regression Analysis.

In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the implementation of wildlife conservation projects. The researcher applied the statistical package for social sciences (SPSS Version 21) to code, enter and compute the measurements of the multiple regressions for the study.

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (implementation of wildlife conservation projects) that is explained by all the four independent variables (social cultural factors, political factors, economic factors and legal factors).

4.7.2.1 Model Summary of regression analysis

Table 4.20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.933	0.8704	0.793	0.6273

The four independent variables that were studied, explain only 87.04% of the adoption of public participation framework as represented by the R^2. This therefore means that other factors not studied in this research contribute 12.96% of the implementation of wildlife conservation projects. Therefore, further research should be conducted to investigate the other factors (12.96%) that affect implementation of wildlife conservation projects of WWF in Kenya.

4.7.2.2 ANOVA Results

Table 4.21: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.1702	3	0.7234	4.1292	.0179[a]
	Residual	4.7304	27	0.1752		
	Total	6.9006	30			

The significance value is 0.0179which is less that 0.05 thus the model is statistically significance in predicting how social cultural factors, political factors, economic factors and legal factors affect implementation of wildlife conservation projects of WWF in Kenya. The F critical at 5% level of significance is 3.23 from the Standard F-tables. Since F calculated (value = 4.1292) is greater than the F critical, this shows that the overall model was significant.

4.7.2.3 Coefficient of determination

Table 4.22: Coefficient of determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Collinearity Statistics		
		B	Std. Error	Beta		Sig.	Tolerance	VIF
1	Constant	1.172	0.7257		1.615	.0367		
	Social cultural factors	0.798	0.1889	0.152	4.223	.0146	.689	1.451
	Political factors	0.571	0.1533	0.054	3.724	.0229	.898	1.114
	Economic factors	0.676	0.1717	0.116	3.936	.0211	.502	1.992
	Legal factors	0.739	0.2276	0.307	3.247	.0154	.653	1.531

Multiple regression analysis was conducted as to determine the relationship between

implementation of wildlife conservation projects and the four variables. As per the SPSS generated table above, the equation ($\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon}$) becomes:

$$Y= 1.172+ 0.798X_1+ 0.571X_2+ 0.676X_3+ 0.739X_4$$

According to the regression equation established, holding all factors constant at zero (social cultural factors, political factors, economic factors and legal factors), the coefficient for implementation of wildlife conservation projects will be 1.172. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in social cultural factors will lead to a 0.798 increase in implementation of wildlife conservation projects; a unit increase in political factors will lead to a 0.571 increase in implementation of wildlife conservation projects, a unit increase in economic factors will lead to a 0.676 increase inimplementation of wildlife conservation projects and a unit increase in legal factors will lead to a 0.739 increase in implementation of wildlife conservation projects. This infers that social cultural factors contribute the most to the implementation of wildlife conservation projectsfollowed by the legal factors. At 5% level of significance and 95% level of confidence, social cultural factors had a 0. 0146 level of significance, political factors had 0. 0229 level of significance, economic factors showed a 0. 0211 level of significance and legal factors showed a 0. 0154 level of significance hence the most significant factor is social cultural factors.

On the tolerance, social cultural factors had a tolerance value of 0.689. It therefore indicates that running a multiple regression with social cultural factors as the dependent variable, and political factors, economic factors and legal factors as the independent variables, then the R-square value of 0.311. It therefore means that at least 31.1% of the variance of social cultural factors is shared with some other independent variables. The variance inflation factor of a social cultural factors was 1.451 ($\sqrt{1.451}= 1.201$) this means that the standard error for the coefficient of that leadership commitment is 1.201 times as large as it would be if leadership commitment was uncorrelated with the other predictor variables.

Political factors had a tolerance value of 0.898. It therefore indicates that running a multiple regression with community awareness as the dependent variable, and economic factors, legal factors and social cultural factors as the independent

variables, then the R-square value of 0.102. It therefore means that at least 10.2% of the variance of political factors is shared with some other independent variables. The variance inflation factor of a political factors was 1.114(√1.114= 1.055) this means that the standard error for the coefficient of that political factors 1.055 times as large as it would be if political factors were uncorrelated with the other predictor variables.

Economic factors had a tolerance value of 0.502. It therefore indicates that running a multiple regression with economic factors as the dependent variable, and legal factors, political factors and social cultural factors as the independent variables, then the R-square value of 0.498. It therefore means that at least 49.8% of the variance of economic factors is shared with some other independent variables. The variance inflation factor of the economic factors was 1.992(√1.992= 1.411) this means that the standard error for the coefficient of that economic factors is 1.411 times as large as it would be if economic factors were uncorrelated with the other predictor variables.

Legal factors had a tolerance value of 0.753. It therefore indicates that running a multiple regression with legal factors as the dependent variable, and political factors, economic factors and social cultural factors as the independent variables, then the R-square value of 0.247. It therefore means that at least 24.7% of the variance of legal factors is shared with some other independent variables. The variance inflation factor of legal factors is1.328(√1.328= 1.152) this means that the standard error for the coefficient of that legal factors is 1.152 times as large as it would be if legal factors were uncorrelated with the other predictor variables.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents summary of finding, gives conclusion and recommendation drawn from the findings. Further, it presents areas for further research.

5.2 Summary of the Findings

5.2.1 To establish how social cultural factors influence implementation of conservation Projects by WWF in Nairobi, Kenya

The study sought to establish the how social cultural factors influence implementation of conservation Projects by WWF in Nairobi, Kenya. Therefore, the study established that social cultural factors influence the adoption of public participation framework to a great extent. The study found efforts of conservation by WWF were hindered lack knowledge or acknowledgement of the customs, values, philosophies and social standards of their host region by project officers and managers. The success of a project is determined by how the implementers of the project will respect and sustain existing values in the society where the project is to be initiated. The study also established that it is imperative that during the design of the project that customs and cultural dimensions of the host region are accommodated. When these factors are adequately accommodated it will serve to eliminate any imminent conflict that might have come up and thereby hindering effective implementation of the projects. Social factors such as components of the population were found to be a barrier to effective implementation of conservation projects. Highly populated areas had a high demand for land that even regions delimited as conservation locations were encroached into by the locals. Nassauer (2013) findings are akin to views expressed in this study, the findings established that some cultural dimensions have the potential to cause ecological problems. The study therefore underscores the urgent need for human beings to re-examine their cultural assumptions and reject pervasive elements of culture that are potentially hazardous to the conservation efforts.

5.2.2 To determine how political factors influence implementation of conservation projects by WWF in Nairobi, Kenya

Also, the study sought to establish how political factors influence implementation of conservation projects by WWF in Nairobi, Kenya. It therefore established that political factors influence the adoption of public participation framework to a great extent. The study found out that for effective implementation of conservation projects the politics of the land should conform to the ambition of the conservation projects. The study established that when political leaders are given the opportunity to determine how conservation funds are spent or determine which conservations project should be prioritized, more than often the implementation of the project will not be entirely successful. The study determined that the influence of politics in conservation efforts is far reaching and careful considerations should be taken to eliminate this political influence. Another dimension of the influence of politics is the occurrence of political unrest in regions with conservation efforts. It is not wild to imagine that in this situation, project managers may be scared away or donors may withdraw their funding of the project and the project ends up before it is completed. Sand (2013) acknowledges the place of politics in shaping environmental policies. Although there has been growing public concern about the environment, the receptiveness of the urgent need to develop conservation policies is quite alarming among the political class who are advertently indifferent to threatening environmental changes (Sand, 2013).

5.2.3 To determine how economic factors influence implementation of conservation projects by WWF in Nairobi, Kenya

Further, the study sought to establish how economic factors influence implementation of conservation projects by WWF in Nairobi, Kenya. The study established that economic factors influence the adoption of public participation framework to a great extent. The findings established that project funds are an important economic factor that determines the success of a project. It was determined that for a project to be fully implemented then the funds allocated for the project should be adequate to respond to the financial demands of the project. Conservation is a very costly undertaking, and therefore economic policies should be developed that can sustain and ensure effective implementation of conservation projects. The study established that poverty in a region has the potential to impact the implementation of conservation projects.

Specifically, in poverty stricken community conservation will not be the major concern before basic necessities that are hard to come by for the residents of the community. The study established that with the country experiencing infrastructural development, it has been difficult for conservationists as some of the infrastructure pass through a number of conservation sites. Sustaining conservation projects in this region where such infrastructure passes becomes a difficult task. Edwards et al(2014) in their findings determined that mining as an economic activity has potential threats to the environment such as habitat alteration, infrastructure expansion, human migration, bush meat hunting, corruption, and weak governance all which will have an influence on the conservation projects in these regions.

5.2.4 To ascertain how legal factors influence implementation of conservation projects by WWF in Nairobi, Kenya

Finally, the study sought to establish how legal factors influence implementation of conservation projects by WWF in Nairobi, Kenya. The study established that legal factors influences the adoption of public participation framework to a great extent. The findings of the study show that national legislation is a valid and an effective tool for conservation across the globe. The study determined that there are a variety of legal approaches to support conservation efforts. The study determined that Wildlife policies and legislation allow the construction of direct linkages between people and wildlife and it can goes a long way in sensitizing the public about the need for conservation. According to findings by Kun (2015) legislation of conversation laws should embrace integrated planning and long-term commitment in order to establish sustainable and workable ecological corridors need to plan in advance, consider fully to respond to changing conditions, and takes time and patience for adaptive management. He further suggests that policy should ground their legislations on best available scientific information, assess the plan, program and project, which may presents current and potential impacts to conservation efforts.

5.2.5 Statistical Conclusion

The study also established that there is a correlation between the factors (social cultural factors, political factors, economic factors and legal factors) and the implementation of wildlife conservation projectswith social cultural factors having the highest value and political factors having the lowest correlation value. From the regression analysis the following regression equation was formulated; Y= 1.172+

$0.798X_1 + 0.571X_2 + 0.676X_3 + 0.739X_4$

From the above regression equation, it can be deduced that social cultural factors contributes most to the implementation of wildlife conservation projects followed by employees' capacity. At 5% level of significance and 95% level of confidence, the most significant factor social cultural factors.

5.3 Conclusions

The study sought to establish the influence social cultural factors on implementation of wildlife conservation projects. To this objective the study concludes that social cultural factors influences implementation of wildlife conservation projects to a great extent. The study also concluded that the efforts should be encouraged to resolve the challenges presented by the social and cultural orientation of the people that undermine conservation efforts. Society needs to be their sensitized and encouraged to pro-actively participate conservation efforts.

On the extent to which political factors influence implementation of wildlife conservation projects, the study concluded that its influence is to a very great extent. The study concluded that there is a positive correlation between political factors and implementation of wildlife conservation projects. The study concluded that political will is a necessary ingredient in the successful implementation of conservation projects and more political leaders needed to throw their support behind this efforts. The study findings reached a conclusion that conservation projects are not sustainable in communities that experience rampant political unrest. There in determining regions suitable to initiate conservation projects, organization such as WWF should assess the political stability of a region.

The study sought to establish the influence of economic factors on implementation of wildlife conservation projects. To this objective the study concludes that economic influences implementation of wildlife conservation projects to a great extent. The study finds that human economic activities have the potential to hinder conservation projects. Economic policies developed could be stringent discouraging organizations with the objective of promoting environmental conservation from initiating projects in the country. The study also concluded that the infrastructural development in the country and construction of mega structures in areas delimited for conservation are also economic factors that act as a barrier to effective implementation of conservation

projects. Wildlife conservation efforts in the country are affected by human economic activities such as poaching. The study concluded that economic policies that bar against trade in wildlife meat and parts should be enforced to curb the trend of poaching in the country.

On the extent to which legal factors influence implementation of wildlife conservation projects, the study concluded that its influence is to a very great extent. The study concluded that legal policies developed with regards to conservation need to be backed by a powerful body who are willing and committed to enforce the policies. The study concluded that there is an urgent need to strengthen the conservation laws and make it an obligation for government agencies to aid organization with conservation interests in the country.

5.4 Recommendations

The study established that there is need for encouraging the implementation of wildlife conservation projects by WWF in Nairobi. The study recommends that the government political leadership needs to be dedicated and committed to the cause of effective implementation of wildlife conservation projects through their political support and proper legislation. The study further recommends that the government should facilitate sensitization programs to inform the public on how they can be involved in implementation of wildlife conservation projects. Also, it is the recommendation of the study that when the government and society when designing the infrastructural projects they should avoid sites that typically need to be conserved for providing habitat to rare plants, wildlife or are water towers. It is also the recommendation of the study that the government needs to create clear legal and social policies that develop communication linkages that are keen to maintain the relationship between the public and the organizations promoting conservation efforts in the society.

5.5 Recommendation for Further Studies

This study was conducted at in Nairobi and was focused on the efforts of one conservation organization. To augment this study finding, another study should be conducted to investigate how social economic factors influence conservation efforts in Kenya. Such a study will not only give an insight from a more specific perspective

but also identify aspects of poverty, culture, trophy hunting and how they are linked to poaching in Kenya thereby influencing wildlife conservation efforts in Kenya.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

RE: DATA COLLECTION

My name is Leah Mlongo, a masters student at University of Nairobi. As a requirement, I am undertaking a study on 'Factors influencing implementation of wildlife conservation projects: The case of WWF in Nairobi, Kenya'.

I hereby request you to support me by filling this questionnaire to enable me obtain data for the study. The information obtained here will be treated with utmost confidentiality and will only be used for academic purposes.

Your cooperation will be highly appreciated.

Sincerely,

Leah Mlongo Mwangunya

Appendix II: Questionnaire

Instructions

Tick in the appropriate box.

Where necessary give a brief description in the space provided.

SECTION A: GENERAL INFORMATION

1. What is your job title_____

2. What is your Gender? Male [ ] Female [ ]

3. In what age bracket do you fall?

   a) 18 – 25 [ ]

   b) 26 – 35 [ ]

   c) 36 – 45 [ ]

   d) 46 – 55 [ ]

   e) 56 and above [ ]

4. How long have you worked for your hospital?

   a. 1 – 12 months [ ]

   b. 1 – 3 years [ ]

   c. 4 – 7 years [ ]

   d. 8 – 12 years [ ]

   e. 13 years and above [ ]

5. What is your job category?

   a. Project Manager [ ]

   b. Project officer [ ]

SECTION B: Influence of social cultural factors in implementation of conservation Projects by WWF in Nairobi, Kenya.

1. Do socio-cultural factors influence implementation of conservation Projects by WWF in Nairobi, Kenya?

   Yes [ ] No [ ]

Please explain your answer above

……

……

……

To what extent do you agree with the following statement on influence of socio-cultural factors in implementation of conservation Projects by WWF in Nairobi, Kenya; where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

	1	**2**	**3**	**4**	**5**
Visiting project managers must accept and respect the customs, values, philosophies and social standards of their host region					
If the customs and social cultural dimensions of the host region are not accommodated, projects will not succeed					
Cultural differences can actually be an obstacle to effective communication during project implementation by WWF because of the language difference					
Cultural differences can change the site selection before the initial phase due to local people's beliefs					
High population growth rate and level of education are major contributing factors to failure of the WWF conservation projects					
Lack of a proper method for solving cross-culture disputes					

contributes to the failure of the WWF conservation projects					
If corruption is one of the factors hindering proper implementation of WWF conservation projects					

SECTION C: Influence of political factors in implementation of conservation Projects by WWF in Nairobi, Kenya.

2. Do political factors influence implementation of WWF conservation Projects by WWF in Nairobi, Kenya?

   Yes [ ] No [ ]

Please explain your answer above

……

……

……

To what extent do you agree with the following statement on influence of political factors in implementation of conservation Projects by WWF in Nairobi, Kenya; where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

	1	**2**	**3**	**4**	**5**
Legislators determine how project funds for wildlife conservation are spent					
Implementation of conservation projects is determined by politicians/legislators in the project area					
Political leaders pose challenges to conservation project completion due to personal interests					
WWF conservation projects experience input restriction from politicians					
Host government subsidizing local competitors leads to delays in WWF conservation projects implementation					

Political unrest affect implementation of WWF conservation projects in Nairobi					

SECTION D: Influence of economic factors in implementation of conservation Projects by WWF in Nairobi, Kenya.

3. Do economic factors influence implementation of conservation Projects by WWF in Nairobi, Kenya?

   Yes [ ] No [ ]

Please explain your answer above

……

……

To what extent do you agree with the following statement on influence of economic factors in implementation of conservation Projects by WWF in Nairobi, Kenya; where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

	1	**2**	**3**	**4**	**5**
Project funding contribute to success/failure of implementation of conservation projects by WWF Kenya					
Foreign exchange rates contribute to success/failure of implementation of conservation projects by WWF Kenya					
Economic policies affect implantation of conservation projects by WWF Kenya					
Poverty is a major contributing factor to failure of conservation projects implemented by WWF Kenya					
Poaching is one of the factors hindering successful implementation of conservation projects implemented by WWF					

Kenya					
Economic development projects and constructions affect implementation of conservation projects by WWF Kenya					

SECTION E: Influence of legal factors in implementation of conservation Projects by WWF in Nairobi, Kenya.

4. Do legal factors influence implementation of conservation Projects by WWF in Nairobi, Kenya?

   Yes [ ] No [ ]

Please explain your answer above

……

……

……

To what extent do you agree with the following statement on influence of legal factors in implementation of conservation Projects by WWF in Nairobi, Kenya; where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

	1	**2**	**3**	**4**	**5**
Wildlife policies and legislation allow the construction of direct linkages between people and wildlife					
The legislation of Kenya limits the undertaking of certain conservation projects by WWF Kenya					
Kenya has strong wildlife conservation policies					
Wildlife conservation laws in Kenya are dully followed and enforced when someone is found guilty					

THANKYOU FOR YOUR INPUT AND COOPERATION!!!!