

**INFLUENCE OF COMMUNITY INVOLVEMENT ON PERFORMANCE OF  
WILDLIFE CONSERVATION PROJECT: A CASE OF THE LOISABA  
COMMUNITY TRUST IN LAIKIPIA COUNTY IN KENYA**

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

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## DECLARATION

This research project report is my original work and has not been submitted for any academic award in any other university.

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This research project report has been submitted for examination with my approval as the University Supervisor

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## **DEDICATION**

To my parents Mr. and Mrs. King'ori who gave me the foundation I needed to scale the height of education, I am grateful. I also dedicated this project to my siblings Doris, Robert and Moses King'ori for their support and encouragement.

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## **ABBREVIATIONS AND ACRONYMS**

<b>AICCAD</b>	African Inland Child and Community Agency for Development
<b>CDT</b>	Community Development Theory
<b>CWS</b>	Community Wildlife Service
<b>KWS</b>	Kenya Wild Life Service
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NEMA</b>	National Electrical Manufacturers Association
<b>NEMA</b>	National Environment Management Authority
<b>NGOs</b>	Nongovernmental Organizations
<b>UNEP</b>	United Nations Environment Program

## ABSTRACT

Involving the community within which a wildlife conservation has been regarded as a key factor in resolving conflicts between humans and wildlife and creating a management that ensures that the benefits due to future generations from wildlife is not compromised. Thus, the study examined the interaction between community involvement and performance of wildlife conservation projects with reference to Laikipia County. Specifically, the focus of the study was determining how community involvement in project identification, design, implementation as well as the monitoring and evaluation phases on performance of wildlife conservation projects. The community development theory, stakeholder theory and the program theory provided anchorage to the study. A descriptive design was adopted. Information for this study was gathered from primary sources with aid of questionnaires and interview guides. Inferential data included correlation and regression analysis. A total of 144 respondents including managers, community leaders, community members and NEMA official from Loisaba Community Trust in Laikipia County were targeted. The target population was stratified into four groupings, the managers from the community trust, the community leaders, community members and NEMA officials. The researcher picked the managers on a snow-balling method, where one manager of conservancy participated in the study and point to the next conservancy manager until all the 5 were reached, the same was done for community leaders, community members and NEMA officials. Content analysis was done on the open-ended questionnaires. The work was presented using figures and tables. It was shown that community involvement in project identification ( $p=0.000<0.05$ ); community involvement in project design ( $p=0.003<0.05$ ); community involvement in project implementation ( $p=0.018<0.05$ ) and community involvement in project monitoring and evaluation ( $p=0.000<0.05$ ) all have positive and significant effect on performance of wildlife conservation projects. The study concludes that community involvement positively and significantly predicts the ability of projects to perform. It is recommended that the National Environment Management Authority (NEMA) should make it compulsory for all wildlife conservation projects to state how they would involve the community at the identification stage before approval. There should be specific legislations requiring all projects in Kenya to involve the community at the design phase before they are approved by NEMA and other relevant bodies. All project managers and other practitioners in the field of Project Planning and Management should realize the need to involve the community in the implementation of projects so as to improve on performance of their projects.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Community involvement in the conservation and management of human wildlife is regarded as a key factor in resolving conflicts between humans and wildlife and creating a sustainable management and conservation of wildlife (Redpath, Bhatia and Young, 2015). Efforts to empower local communities and boost the importance of wildlife to landholders by reintroducing commercial hunting as an economic alternative have continued intermittently over the previous decade. In Australia, the caring for native wildlife is largely done by the state according to Englefield, Blackman, Starling and McGreevy (2019). The captured wild animals are rehabilitated and then released back to the wild, and research shows that over 50,000 animals are returned to their native grounds, the wild. The wildlife is a source of touristic activities as millions of people travel in the wild areas to see these animals in the natural habitation. While Ghana, increase in human population together with a jump in poverty levels have raised a lot of threats on biodiversity according to Ekpe, Hinkle, Quigley and Owusu (2014). As the population of people is increasing, the demand for living space has also increased which has put pressure on the little available spaces and this poses a threat to biodiversity of other living and plant life. National governments must invest in the livelihoods of the people and raise their economic incentives such that they will be able to conserve the natural resources, where the wild animals can exist in their natural habitation. According to Madden and McQuinn (2014), wildlife in Kenya is a significant resource, especially in the tourism industry, which makes a significant contribution to the economy of the country. Wildlife resources have spectacular as well as unique attributes and they significantly attract the tourists. In fact, Kenya is recognized as one of the countries with large pool of animals of different colors and breeds.

Most of the world animals are found in areas that are protected and the local communities that own the land are the ones that bear the cost of keeping them through the price of chance and harm to properties as well as human injuries as well as death resulting from wildlife.

In particular, this is what is frequently considered as conflicting ground between wildlife as well as human beings (Margalida, Campión & Donázar, 2014). In this respect, ownership and associated problems raise many concerns when it comes to mobilizing communities to participate in conserving and managing wildlife. In many parts of the world, the desire for people living locally to have control as well as benefits from resources of wildlife within the areas of jurisdiction is presently one of the widely recognized technique of ensuring that protected areas are well managed.

Reynolds et al. (2015) ascertains that wildlife is a significant natural resource that individuals in partnership with government and the private sector need to conserve and manage hence the need for locals to take part in managing and conserving wildlife resource becomes a major crucial factor. Therefore, it is essential that wildlife management in the ecosystem be inclusive and involves the local communities. Decentralized management of wildlife resources is a key to viable growth and a fair arrangement for sharing of benefits (Amare, 2015). To fulfill the conservation objectives and the livelihood needs of the local community, it is critical to raise public education and knowledge about conservation and wildlife management.

Wildlife management in developing countries has made it a priority to keep individuals out of protected areas (often by forceful eviction) on the grounds that human actions are inconsistent with ecosystem conservation (Allen & Singh, 2016). While the government has adopted community involvement strategies in natural resource management that provide safe tenure of their natural resources to rural populations, there has been a lack of dedication to developing suitable legislation and technical ability to support them. In reality, even where legislation is in place, there has been no clear definition of freedoms of access to and use of natural resources.

## **1.2 Statement of the Problem**

The growing population of human beings has piled a lot of pressure on the land available for wildlife purpose hence resulting into invasion of protected areas. Kenya lacks a proper

policy as it regards the use of land resulting into subdivision of dispersal and wildlife areas. Since the establishment of the Community Wildlife Service (CWS), significant changes have been made and enforced in community-based wildlife initiatives; however, these changes are not integrated into current laws and, as a result, the current problems of preservation and development management. Key among the issues is the sidelining of community participation in human wildlife performance in Laikipia County that has resulted in ongoing human wildlife invasion. Laikipia County is experiencing many changes in its environment as a result of climate change in both management and ecological changes.

Radan, Latifi, Moshtaghi, Ahmadi and Omid (2017) carried out an assessment of GIS software as a tool for managing and conserving wildlife. The context of the study was in Iran which differs from Kenyan context. Langwig, Voyles, Wilber, Frick, Murray, Bolker and Lindner (2015) looked at the responses as far as the wildlife diseases are concerned. The context of this study was the health institutions. Mwangunya (2016) looked at factors that determine and shape one's ability to implement projects for conserving wildlife in Nairobi with evidence from World Wide Fund for Nature. Kinyua (2013) focused on wildlife conservation and management in Kenya.

These studies create a knowledge gap in terms of contextual, conceptual and methodological gap; necessitating this current study. This study would be significant in making policies that involve the community in the conservation of world life projects. And also Laikipia county has experienced a lot of human-wildlife conflicts as noted by Evans and Adams (2016) who advocated for fencing to keep elephants away from small holder farmers in the region; while Mutahi, Mwangi and Mutura (2015) looked at the impact that the electric fence had on pastoralist communities at Ol Pejeta Eco-System in Laikipia, Kenya, noting that their movement as pastoralists was hampered by the fences and this angered the communities which pushed them to want to kill and remove the wild animals in their areas. The region is also home to 3 of the largest conservations, namely Lewa, Ol Jogi and Lolldaiga and there is value to understand the influence of involving the local

communities. This study looked at community involvement and how it influences performance of wildlife conservation project

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

The purpose of this study was to investigate the influence of community involvement on performance of wildlife conservation project in Laikipia County

### **1.4 Objectives of the Study**

These included:

1. To assess the influence of community involvement in project identification on performance of wildlife conservation projects in Laikipia County
2. To establish the influence of community involvement in project design on performance of wildlife conservation projects in Laikipia County
3. To examine the influence of community involvement in project implementation on performance of wildlife conservation projects in Laikipia County
4. To determine the influence of community involvement in project monitoring and evaluation on performance of wildlife conservation projects in Laikipia County

### **1.5 Research Questions**

These included:

1. How does community involvement in project identification influence the performance of wildlife conservation projects in Laikipia County?
2. How does community involvement in project design influence the performance of wildlife conservation projects in Laikipia County?
3. How does community involvement in project implementation influence the performance of wildlife conservation projects in Laikipia County?
4. How does community involvement in project monitoring and evaluation influence the performance of wildlife conservation projects in Laikipia County?

## **1.6 Significance of the Study**

The study finding may be relevant to various stakeholders. The results of the research may give useful theoretical and practical contributions. The results of this research would broaden the knowledge of factors that influence wildlife preservation projects' efficiency. Laikipia County may also use the findings as the bases of making informed decision in regard to wildlife conservation and use suggested ways to improve tourism within the park.

The study provides information on how best to carry out wildlife conservation projects in the relevant organizations. This research may also be relevant to many wildlife conservation projects in Kenya that are struggling to triumph and improve conservation performance. The study may create awareness among the local residents of Laikipia County about the benefits of conserving and improving wildlife projects.

## **1.7 Limitations of the Study**

The research may encounter respondents who may be unwilling to be give details under the topic study due to fear of victimization. This can result in inadequate data collection for providing extensive deductions. In order to counter this restriction, the participants were assured that the collected information was to be used for educational purposes only. Language barrier between the researcher and some respondents was also a limitation. To curb this, the researcher relied heavily on the KWS officer who speaks the native language of the respondents of Laikipia County for translation.

## **1.8 Delimitation of the Study**

The focus of this investigation was on community involvement and project performance. Specifically, the study concentrated on projects dealing with conservation of wildlife. The context of this investigation was in Laikipia County. The specific focus of the study was on project identification, design, implementation and M&E and how they interact with project performance. The respondents of the study included managers, community leaders, community members and NEMA official from Loisaba Community Trust in Laikipia



County in Kenya and this covered the period between the months of September and October 2019 when field data collection took place.

### **1.9 Basic Assumptions of the Study**

Various assumptions guided the study, one of which was that the respondents worked with the researcher in filling the questionnaires while responding to the research questions. The second assumption was that participants would be honest and frank in filling out the questionnaires properly and giving reliable answers to interviews without withholding vital information. For this research, it was also assumed that the information gathered from the above sources was adequate to draw a healthy conclusion and reach the objective of the study.

### **1.10 Operational Definition of Terms**

**Community Involvement:** using the local community to identify, design, implement and evaluate the projects to ensure its success

**Project design:** During this phase, the key attributes, criteria for achievement and structures of the projects are determined and shared to local community leaders and the members

**Project identification:** It is a process of community members identifying the most suitable project out of the various investment possibilities

**Project implementation:** Refers to the stage where the project visions and plans are put into the reality of what is expected to be done by the project team members and the whole community members' participation

**Project monitoring and evaluation:** A process undertaken by project leaders and the community members such that it results into improved performance and realization of the results

**Project Performance:** It is one's ability to finish some tasks as determined on the basis of established speed, costs, completeness and accuracy of the project.

**Performance of Wildlife Conservation Projects:** It refers to satisfied community members who have a high quality project and there is a balance between the wildlife and the humans such that the two are not in conflict.

**Wildlife Conservation Projects:** these are projects that protect and preserve the wildlife from human encroaching and poaching while creating a sustainable environment for the wildlife to thrive

### **1.11 Organization of the Study**

This project was structured into three chapters. The back ground information, the research problem, the study's purpose and objectives were highlighted in the first chapter. The research questions, significance, limitations, delimitations and assumptions are also detailed in the first chapter. Chapter two explores the empirical literature on the influence of community involvement on performance of wildlife conservation project. The chapter also covers the key theories, research gap and conceptual framework. In chapter three, methodologies for achieving the study's stated objectives are discussed. These cover the adopted study design, the targeted respondents, how the sample was selected, how views of the respondents were gathered and how the analysis was conducted. Chapter four presents the data on findings either in table forms and have a discussion on the findings. Chapter five gives a detailed summary of the results while making conclusions and policy recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In review of literature, relevant past studies and any other information is located, read and evaluated. The essence of the chapter is to extensively review the present and relevant information both in theory and in empirical form in the effort to solve the stated study problem. Specifically, the chapter will look at literature on the variables of interest followed by theoretical framework which covers the theories that will anchor the study variables. Performance of wildlife conservation project, empirical review on study variables of community involvement in project identification, project design, project implementation and project monitoring and evaluation on project performance and research gap.

#### **2.2 Performance of Wildlife Conservation Projects**

Performance of wildlife conservation is seen through the community participation throughout the different stages from identifying, designing, planning, execution and M&E of the project. According to Ndege and Gichuki (2016) the wildlife conservation project is said to have performed excellently when the community members are satisfied with the results and also when the project is of high quality and realizes an effective balance between the wildlife and the humans. A good balance means there is little or no conflict between the wildlife and humans. Whenever the project is completed within the scheduled time, then it is a sign of high performing conservation efforts by the local community (Allen & Singh, 2016).

Conservations also create value addition by having trusts that educate the community children, which in turn earns them other sources of income and in the end reduces instances of poaching, destruction of habitation and illegal hunting. Working with the local community means that there will be harmony between the wild animals and the humans, who in turn protect them and their habitation. A successful wildlife conservation project is

also cost efficient to ensure that it becomes sustainable and leads to increased welfare of the wildlife regions and its animals (Lekalkuli, 2011). Furthermore, performance aims at ensuring that the community is actively involved in undertakings of the project (McKinnon, Mascia, Yang, Turner & Bonham, 2015).

Whenever the community members and their leadership are involved and make contributions to the conservation of the natural wildlife and its ecosystem, the results are often positive and sustainable in the long term. Community influence the ownership, they are involved in the decision making which means that they feel a sense of entitlement and in special cases they benefit from yields gained from the conservancy. In Kenya, Western, Waithaka and Kamanga (2015) shared that private individuals and private organizations are allowed to run wildlife conservancies outside of the demarcated national parks. At least 75 percent of Kenya's beautiful wildlife is located in areas that are not within the national parks region, and most of them are owned by private individuals and private organizations and they are on community land. This means that their success is fully dependent on the relationship that will be established between the local communities, the management team of the conservancies and the national or county government. Wishitemi et al. (2015), further noted that high quality performance in wildlife conservancies is where the entire community is invited and engaged in conservation efforts. Preserving the wildlife and its natural habitat becomes the work and purpose of the whole community.

The quality and sustainability of the wildlife conservation project depends on the ownership of land and the fact that possession of land by the community members should be where the land can actually increase in value addition by establishing the conservation project. Some countries have allowed the conservancies to be owned by private parties and the local communities so as to create new tourism areas and the revenues collected by tourists is an extra source of income to the local struggling and marginalized communities. According to Habel, Teucher, Mulwa, Haber, Eggermont and Lens (2016) community-based wildlife management and conservation efforts have helped promote biodiversity conservation and development of the local communities. Some of the collected revenues

goes to supporting the education of the children in the local areas, have social amenities including building schools and road network.

In Namibia, Morais, Birendra, Mao and Mosimane (2015) shared that the success stories that came from adoption of communal area wildlife conservancies which has resulted in reduced illegal wildlife deaths, through poaching and killing of game animals for food. The success is due to the fact that the local community members have been educated on the benefits of preserving the local habitation and creating a harmonious living for all the wildlife. The school-going pupils are taught in school the value of conserving the wildlife and what part they can take in the conservation and environmental management, as such they grow up in areas where the wildlife are and they learn, very early-on on coexistence with the wild animals.

### **2.3 Community Involvement in Project Identification and Performance of Wildlife Conversation Projects**

A number of studies have been done to bring out the interaction between community involvement in project identification and performance. For example, Henry (2016) looked at the role played by the community as far as the process of identification and performance of projects are concerned. Evidence for the study was gathered from the African Inland Child and Community Agency that has operations in Kibera. It was noted that the projects ensured that all the leaders in the community are involved across the entire cycles of the projects. However, disagreement was registered among respondents as it regards whether the community got encouragement at the initiation phase of the project. However, the initial stage of the project entailed activities like stakeholder mapping. As a recommendation, the study pointed out the need for persons charged with the responsibility of managing projects to involve members from within the society in which the projects are situated in all activities of the project from the initial time the concept is developed all through to the point the project is completed.

Mandala (2018) was interested to bring out the interaction between getting members of the society in which projects are set up to take part in activities of the project and how this influences performance of projects for construction activities. The study was carried out in Kenyan context, specifically in Bondo. The study utilized an exploratory research design and it was indicated that incorporating members from the society in which projects are to be set up in the process of identification of the project significantly predicts projects' performance outcomes. As a recommendation, the study noted that the management of projects should try their level best to incorporate society members in different phases of their projects to promote acceptance.

In Rwanda, Kobusingye (2017) was interested in bringing out the influence of community on completion of project activities. The study largely focused on hygiene related projects. It was shown that the managers of the projects are always guided by the desire and vision of enhancing and strengthening performance of their projects in place. The type of design that was used in the study was descriptive. It was documented that having the members from the society take part in project activities is a key step towards improving performance of the project. It was recommended that it is important for funds as well as skills to be used towards enhancing performance of the projects.

In Zimbabwe, Ngonidzashe Mutanga, Vengesayi, Gandiwa and Muboko (2015) on tourism and wildlife conservation efforts from the viewpoint of the community members, the study which concentrated on the four protected areas noted that fully involving the community members led to better management of the protected regions. Different members from the families found within the location in which the project was to be set up were incorporated in designing and management of protected areas; Persons charged with project management incorporated them in coming up with key decisions and allowed them to monitor and evaluate the progress of the areas and ultimately they benefited from the natural resources available in protected region together the shareholders of that place. For sustainability of the conservation efforts into the future generations, the community members must pass on positive perceptions on conservation, during the planning of the conservation to put a lot of consideration on the community heterogeneity and enhance the

reach and community involvement while the benefits from tourism activities are shared with the local communities and developing of the communities.

With a key focus on projects initiated by NEMA to control emissions from automobiles in Nairobi, Njogu (2016) was keen to ascertain the interaction between inclusions of community members on the success of projects. It was shown that involvement of the community in identification of projects significantly predicts performance. It was recommended that the senior management of projects for controlling emissions from automobile should ensure that all stakeholders are actively engaged in the activities of the projects.

Norris, Michalski and Gibbs (2018) looked at involving the community when using the law to enforce conservation efforts failed. The study shared that most of the people think that using law enforcement is a sure and effective way of managing the natural resources, but in many areas the law enforcement officers cannot be present all the time and in all the areas, since the conservation areas can be large and not all areas can be policed. It therefore, becomes imperative for community involvement in creating and developing effective conservation solutions.

#### **2.4 Community Involvement in Project Design and Performance of Wildlife Conversation Projects**

There are a number of studies conducted on how incorporation of community members in project design phase and its influence on performance. For example, Ruwa (2016) did a study on how performance outcomes of projects were influenced by incorporation of community members in donors funded projects within Kinangop. It was pointed out that the community has an important part to play as far as the success of the projects is concerned. The design used in the study was exploratory and it was revealed that incorporation of society members in projects is an important step towards enhancing performance of the projects.

Various factors were established as key in performance of the projects as shown by Mutua (2017) including stakeholders in all activities in the project execution phases. It was shown that their involvement in project activities is a key factor determining success and performance of the projects. The recommendation put forward by the study was the need for follow ups with respect to community participation.

An investigation of the role played by M&E on performance of projects was done by Kihuha (2018) where the focus was on United Nations Environment Programme. The focus of the study was on determining the interaction between involvement of the community in design of the projects and the ability of the projects to perform. The design used in the study was exploratory. It was shown that projects that fail to involve stakeholders in the activities end up failing. It was also noted that performance of projects can be strengthened and enhanced by ensuring that stakeholders actively take part in the entire stages. The study pointed out the need for putting in place strategic plans that provide definition of the processes and activities that are conducted internally as far as execution of the projects is concerned.

Stakeholder engagement in biodiversity conservation as shared in the study by Sterling, Betley, Sigouin, Gomez, Toomey, Cullmam... and Filardi (2017), the study noted that engaging the local stakeholders is an important feature in ensuring the success of biodiversity conservation and management of the natural resources where wildlife animals reside in. The efficacy of stakeholder engagement in conservation means that they are involved right from the designing phase all the way to the M & E. The study identified six dimensions that are critical for success of wildlife conservation projects, this covers governance and understanding the policies and laws that govern conservation efforts, it also looks at social-cultural aspects at play and the dynamism between the community members and how they relate to the wild animals. Some animals may be killed due to cultural norms while others are protected as a result of some custom and it also looks self-organization of the community to design and implement wildlife conservation programs and environmental management.



A study was done in Ghana by Boon, Bawole and Ahenkan (2013) whose aim was to bring out the connection between involvement of the community in development of projects and how this affects performance. The significant role played by allowing the community to take part in project activities was recognized by the study. It was shown that although it is a challenge to ensure the community participates in implementation of projects, this however lowers tension in projects and thus increasing the chances of success. It was therefore recommended that inclusion of society members in project design is a key step towards enhancing performance of the projects.

## **2.5 Community Involvement in Project Implementation and Performance of Wildlife Conversation Projects**

Active community participation in the project during the planning and implementation phase gives a measure of success. This was noted by Bamberger (2018) who focused on determining the interaction between involvement of the community in management as well as development of the projects. It was noted that active inclusion of society members in process of implementation of the projects is associated with improvement in design of the projects; makes the project to be acceptable, ensure that benefits are equitably distributed, mobilizes the resources and ensure that projects are sustainable. Furthermore, it was shown that participation of the community in project activities is an important step towards enhancing success of the projects. However, it is so risky for an organization to adopt participatory approaches in management of the projects.

In Karongi District of Rwanda, Havugimana (2015) performed a survey on participation of the community in ability to plan and execute projects. The researcher found that community involvement in the planning phase of the Water Supply Sanitation and Hygiene project was very low, but the number of households involved in the implementation phase was much better than the number of households involved in the planning phase. This was due to attempts taken at the application point by implementing organizations to mobilize the community primarily. The results also disclosed that during project selection community was not engaged in decision-making. Factors like community knowledge of

the project, perceived level of corruption among local officials and a project that respects and responds to community requirements and concerns.

Awung and Marchant (2016) assessed the role that the local community played in managing the project. Findings indicate that managing the local forest is an essential part in increasing the chances of sustaining the livelihood of both the local communities while at the same time cutting down deforestation efforts, reducing carbon emissions and degrading of the land. The study looked at the roles that the community can play in the project within the national park, and the results show that the community leaders should be involved right from the initial project stages that covers project identification, but the entire community members must be involved during the implementation stage. Their participation in the day-to-day activities means they become fully involved which helps them appreciate their efforts and see the impact their actions has on the whole grand idea of conserving mount Cameroon. When they own the forest and the land is in their control, then they naturally will wish to be part of conserving their homes which is part of the natural habitation and where the wild animals also live. To reverse this, the project designers must adopt community-based natural resource management by using an integrated approach in the conservation efforts. The role they must play during the implementation stage must also be valuable enough to create a sense of belongingness and appreciation for the work done.

In Kenya, Waweru (2016) explored factors that make community based organizations to be more efficient in implementation of extension services. It was found that interested stakeholders provide the team with an added incentive to put more effort into making the project a wonderful success. It is essential that project beneficiaries are fully informed about all that is happening and the outcomes to be anticipated, that understanding community requirements enables the organization to participate them as part of the attempt. Involving community members as well as meeting the demands of all project beneficiaries brands the organization as ethical, fair and transparent, and this increases the likelihood of collaboration with the organization in other circumstances by the larger community.

## **2.6 Community Involvement in Project Implementation and Performance of Wildlife Conversation Projects**

Providing feedback is important in ensuring the success of any project. According to Ofofu and Ntiamoah (2016) who investigated on the evaluated community participation in project surveillance and assessment, the research stated that absence of possibilities to provide feedback on projects, inconvenient meeting times, disrespect for community members' opinions and unilateral decision-making on income generation should be resolved urgently in order to encourage peaceful cooperation and offer communities a feeling of control over community development projects. This will arouse their ownership spirit that will propel them after their successful completion to preserve and sustain projects.

In the research paper on the impact on development project performance of community participatory surveillance and assessment, by Soransora (2014); the research stated that making projects to be sustainable involves centered efforts and involvement of the concerned individuals. Community participation adds to the growth of suitable policies, laws and laws while supporting democracy at the same moment. Community participation increases knowledge among stakeholders, trust and collaboration are also established. Altschuld and Kumar (2018) further stated that local people's participation in designing, implementing, tracking and evaluating development initiatives has become very essential to realization of sustainability. However, community involvement in project surveillance and assessment is a comparatively fresh strategy that is still being learned by many development agencies, including NGOs. Community individuals are very well aware of their issues. They understand their individual personalities as well as those who have the community's interest. Similarly, members of the society are better able to monitor and guide their projects and resources, particularly those they designed and embarked on.

Efforts to improve conservation and managing the environment as shared by Bennett (2016), in the study it was noted that conservation efforts that are centered around the community have increased their focus and shifted towards monitoring and evaluation,

looking at aspects that deal with governance and policy considerations. Many successful communities managed conservation also consider the ecological and social aspects in the management and they also use evidence-based conservation. The perceptions of the local people, their participation efforts and them handling the M&E of the conservation management projects can result in a sustainable project that benefits both the local and the environment. Whenever the social and natural science integration is used then the monitoring and evaluation efforts will give a clearer picture to show whether the conservation efforts of the community are bearing positive results or changes need to be made, such that decisions are made towards environmental management.

For M&E at the community level to meet its goals, Gordon (2014) argued that it is important to ensure the following are in place. First, it is important to empower locals on the systematic way of creating the vision, designing and implementing the projects. Secondly, it is important to ensure that flexible and simple methodologies are used, so as to ensure that locals are able to clearly understand them. The objectives and purpose of the M&E exercise is clearly explained as well as understood. The agencies charged with the responsibility of implementing the projects should have clearly defined responsibilities and duties and they should ensure that closely operate with the members of the community. This should particularly be within the first years of lifecycle of the projects. It is also important to ensure that proper analysis and interpretation is carried out on all the collected data.

Ortega-Argueta et al. (2016) on the Mexican government use of co-management approach in biodiversity conservation measures where the rural development covers use of wildlife land with the conservancy for splitting the land ownership. The system of land management units has had a steady increase such that nearly 20% of the Mexican Territory is under the program and in the next few years more will be enjoined in the system. The ability to monitor and do evaluations of the project means that the decision making process has become effective leading to a sustainable framework for biodiversity conservation, improving the social welfare of the local communities have availing social amenities like

healthcare and school facilities. Wildlife management and economics has also increased by following the recommendations of the monitoring and evaluation report.

## **2.7 Theoretical Framework**

A theory comprises of statement that arise from continuous observations and scientific testing of facts and hypotheses. According to Bull (2011), a theory comprises of concepts and ideas that are closely related and interlinked with each other that are collectively used in explaining a given phenomenon. As a group of related concepts, a theory usefully helps to understand, analyze and design ways of investigating the link and interconnection between systems in social dimensions (Torraco, 2010). Conceptually, theories are used to in signifying opinions or speculations which may not necessarily be based facts on a given set of reality. Thus, a theoretical framework acts as a structure for supporting or holding a theory for any given study. According to Kothari (2011), proper studies should have a theoretical anchorage. The following theories are discussed in details as anchorage theories; Community Development Theory, Stakeholders Theory and the Program Theory.

### **2.7.1 Community Development Theory (CDT)**

Tan (2009) developed the community development theory and this theory largely focuses on procedures linked relating with social issues that are imposed on an organization externally. The theory helps in reflecting key structures that are important for change in the communities that people live. A definition of community development is offered by Mendes (2008) as leveraging on resources within the society to ensure the needs in the society are met for an empowered community. Ensuring that people and the structures in the community are well empowered provides the basis for solving of the issues that affect the community.

In application to projects, this theory has an implication that all stakeholders must consent and agree on some deliverables before and after the project has started. It is important that consultations are conducted among the various stakeholders so as to ensure that the interests of each stakeholder are considered in the project phases (Edwards, 2011).

Edwards placed much emphasis on public participation with coverage of larger segments and sharing information with the members of the community and ensuring there are regular dialogues.

CDT provides the rationale and justification for the need to ensure the community actively takes part in project activities. This helps in enhancing success as well as ownership of the project. This theory argues that some approaches for development of the community including ownership and coming up with capacities for the projects, getting support in financial terms and the priorities all help in facilitating the role played by the community in conservation of wildlife. Hence, the theory raises the need to ensure that all members within the society actively take part in the entire process of implementation of projects.

### **2.7.2 Stakeholder Theory**

The theory is attributed to the works of Freeman (1999). It is through this theory that various individuals and groups with an interest and stake in project activities and success are identified. The theory also provides an explanation on how best the project management can take into consideration the interests of all stakeholders. Traditionally, they were shareholders or owners of the firm that were deemed to play an important role. It was important that the firm placed emphasis on their needs so as to enhance the value of these shareholders. However, this belief has undergone improvement with the stakeholder theory that argues that there exists other parties for instance the financiers, employees and suppliers, the lobby and government groups and the trade unionists (Friedman & Miles, 2002).

A number of criticisms have been leveled against this stakeholder theory: for instance, Blattberg (2004) argues the notion that it is possible to compromise or balance the various interests of stakeholder is not realistic. Blattberg argues that this assertion is informed by the fact that negotiation can play a role in solving the conflicting interests of the stakeholders. However, Blattberg preferred conversation as opposed to dialogue.

The relevance of the theory to the study is that it highlights the stakeholders that help in execution and performance of the projects. The theory further tries to offer an explanation of the various roles of these stakeholders. The theory helps in addressing the key individuals involved in the success and project performance. The theory strives to provide an explanation of the specific stakeholders that are involved in success of the projects. It also provides a scrutiny of the circumstances under which these individuals are treated as stakeholders. The importance of the theory to the study is that it brings out an understanding of the need to involve stakeholders in project activities and how this affects performance.

### **2.7.3 The Program Theory**

Developed by Bickman in (1987), it gives a brief description of how a project program should work. In addition, it contributes to evaluation practices by identifying key elements in a project and also providing greater knowledge about the relationship among these elements. According to Lipsey (1993), a transformation proposition of input into output and how a situation can be transformed from bad to better through resources. Also, it is the process by which program components are alleged to have an effect on outcomes. Program theory contains an organizational plan on how to develop and maintain a system through resources deployment and organizing the program activities which in this case can be a project (Rossi, 2004)

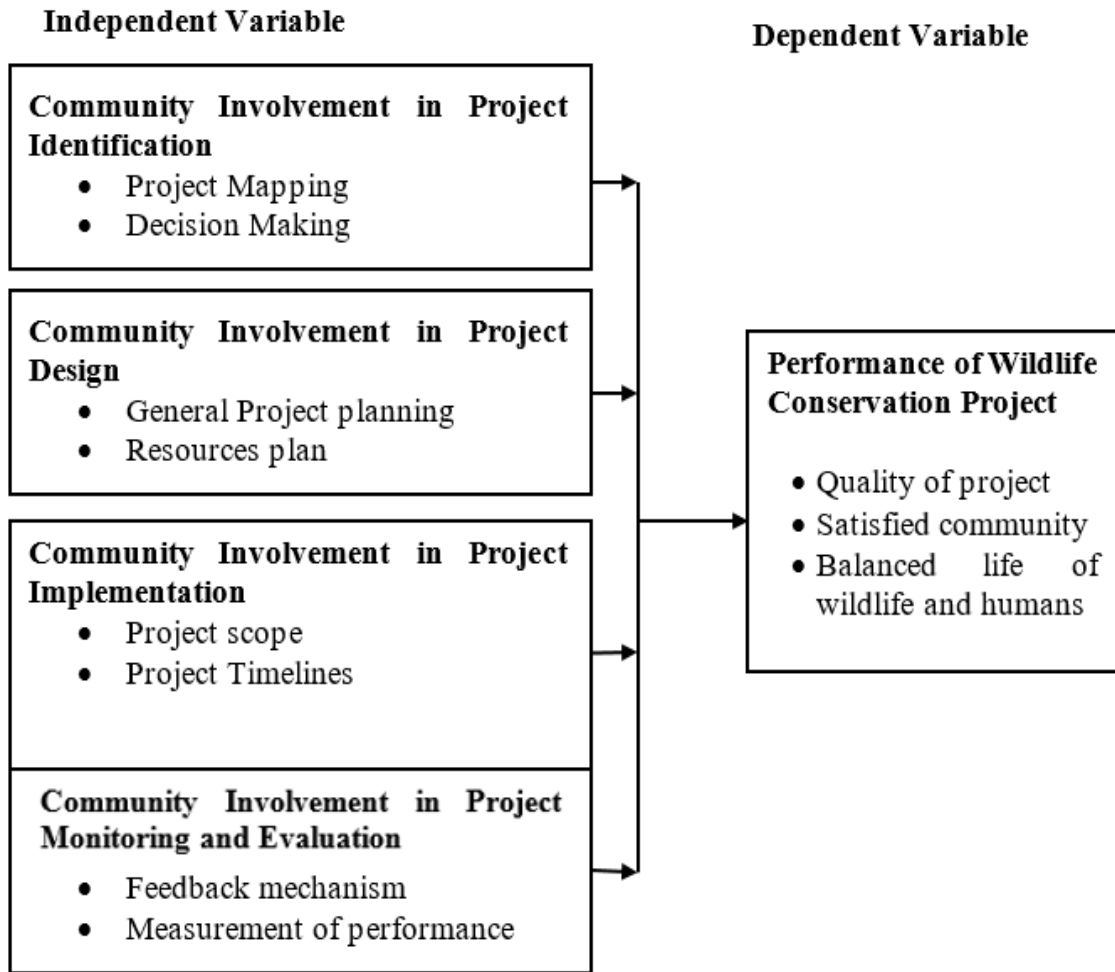
In addition, this theory deals with the plan on how to utilize the services which analyze how the target population which is intended gets the intervention amount intended. This is by interaction of the systems used in delivery of services. This theory checks on how intervention that is intended for a specific target population represents social benefits that the target population requires. Uitto (2004) discussed the rewards of applying a theory based on M&E of a project framework. This covers the ability to ensure that the results of the projects are attributed to specific activities or projects besides ensuring the outcomes of the anticipated unanticipated programs are identified. The key focus of the theory is on evaluation where it is believed that evaluators are able to have a clear understanding why and how the program is operating (Donaldson, 2007).

This theory is of relevance to this study in that it uses methods of social research to systematically carry out an investigation on social interventions effectiveness on project performance. It helps in explaining the components that goes towards a project such as scope and time management and resources in order to enhance the outcome of such a project and ensure it is successful. It gives a brief description of a project steps starting at the design stage, resources allocation, implementation and completion of a project and noting the value these steps have project performance. The theory expounds on the value the components of the project including its design, implementation, M&E and its impact on performance of projects; hence the theory anchors the study variables.

## **2.8 Conceptual Framework**

It highlights the interaction between study variables is described in a manner that is diagrammatical or graphical (Green, 2014). Project identification, design, implementation and M&E were the independent study variables. The dependent variable was project performance.





**Figure 1: Conceptual Framework**

## 2.9 Research Gaps

Author	Topic	Findings	Knowledge Gaps	Filling the Gaps
Henry (2016)	The role that the community plays as far as process identification and performance	Findings showed that the projects ensured that all the leaders in the community are involved across the entire cycles of the projects	This study focused on sanitation projects creating the conceptual gap for wild life conservation projects	This study will investigate the influence of community involvement on performance of wildlife conservation project in <u>Laikipia Region</u>
Mandala (2018)	determine the interaction between involvement of the community in identification of projects and how this predicts performance	Findings indicated that involving the community in the process of identification of the project significantly predicts performance of the projects	The study largely focused on projects for construction of roads and not wild life conservation projects creating a contextual gap	This study will investigate the influence of community involvement on performance of wildlife conservation project in <u>Laikipia Region</u>
<u>Kobusingya</u> (2017)	On sanitation and health projects in Rwandan and the role the community	It was shown that allowing stakeholders to take part in activities of the project from the initial point all through towards completion determines success	The investigation focused on Rwanda, a different context to the one in Kenya	This study will investigate the influence of community involvement on performance of wildlife conservation project in <u>Laikipia Region</u>

Njogu (2016)	In determining how stakeholder involvement in projects relates with performance focusing on projects for controlling automobile emissions	A significant interaction was identified between stakeholder involvement in projects and the success of the projects.	The study created a contextual gap as it looked at automobile emissions and not wildlife conservation projects	This study will investigate the influence of community involvement on performance of wildlife conservation project in Laikipia Region
Ruwa (2016)	To determine the interaction between participation of the members of the community on ability of projects funded by donors to perform	The study revealed that participation of the community in activities of the projects is an important step towards enhancing performance of the projects	The study context was in Kwale County thus it creates a knowledge gap in terms of background context	This study will investigate the influence of community involvement on performance of wildlife conservation project in Laikipia Region
Mutua (2017)	The key factors that predict and shape the ability of projects to perform	Findings show that involvement of the community in activities of the project is an important step towards enhancing project performance.	Contextually, the study focused on Machakos County creating the gap.	This study will investigate the influence of community involvement on performance of wildlife conservation project in Laikipia Region

Kihuha (2018)	studied the M&E practices and their interaction with ability of projects on a global scale top performs – UNEP projects	Findings showed that involving members of members of the community in allocation of resources for the project is an important step towards project success	The study focused on UNEP funded projects, which creates a methodological gap as this was a case study and findings may not apply to other areas	This study will investigate the influence of community involvement on performance of wildlife conservation project in Laikipia Region
Boon, Bawole and Ahenkan (2013)	The interaction between community participation on development of projects in the context of Ghana	It was shown that if the community participates in implementation of projects, this lowers tension in projects and thus increasing the chances of success	The study was done in Ghana's context and not in Kenya	This study will investigate the influence of community involvement on performance of wildlife conservation project in Laikipia Region
<u>Havugimana</u> (2015)	The study was on community involvement and its influence on implementation of water projects	The researcher found that community involvement in the planning phase of the Water Supply Sanitation and Hygiene project was very low	The study was done in the context of Rwanda and not in Kenya.	This study will investigate the influence of community involvement on performance of wildlife conservation project in Laikipia Region

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section delves into the methodologies which were adopted in achievement of the formulated goals. The section looks at the type of study design, the means of choosing representative population components and target population, techniques that were used in data collection, the procedures to be followed in information collection as well as how to analyze and present the data.

#### **3.2 Research Design**

Research design concentrates with the structure used in the conduct of the research by a scientist (Cooper & Schindler, 2014). It offers a systematic order of occurrences and activities in which to conclude the research. The adopted design was descriptive survey. It is through a descriptive design that one is able to have a determination and reporting on the status of quo. Through descriptive design, one is able to test more data for the study. Through this design, it was possible to determine and report on the interaction between community involvement and project performance.

#### **3.3 Target Population**

This refers to a collection of items, people or individuals that have common observable features are largely recognized as the population. Creswell and Creswell (2017) consider a population as a collection of individuals' that help in generalization of the study findings. On the other hand, any set of subjects or individuals whose properties are analyzed by the study is the target population. A total of 144 respondents comprising of managers, community leaders, community members and NEMA official from Loisaba Community Trust in Laikipia County in Kenya were targeted.

**Table 3. 1: Target Population**

<b>Sections</b>	<b>Population Frequency</b>	<b>Percentage</b>
Managers	7	4.8
Community Leaders	34	23.6
Community Members	81	56.3
NEMA Official	22	15.3
<b>Total</b>	<b>144</b>	<b>99.9%</b>

### 3.4 Sample Size and Sampling Techniques

The targeted respondents were stratified into four groupings, the conservancy managers from the community trust, the community leaders, the community members and NEMA officials. According to Bryman and Bell (2015) the benefits of stratified specimens is that they are a precise reflection of the characteristics of the population from which they are taken when designed efficiently. The study used Yamane (1967) formula to get the sample size for the study, such that:

$$n = N / (1 + Ne^2)$$

Where:

n = desired sample size (when the population has less the 10000 elements)

N = target population

e= acceptable margin of error estimated at 95% confidence level; 0.05

Therefore

$$\begin{aligned}
 n &= \frac{144}{1 + (144 \times 0.05^2)} \\
 &= 144 \times 0.0025 = 0.36 + 1 = 1.36 \\
 &= \frac{144}{1.36} \\
 n &= 105 \text{ respondents}
 \end{aligned}$$

**Table 3.2: Sample Size**

<b>Sections</b>	<b>Sample Size</b>
Managers	5
Community Leaders	23
Community Members	63
NEMA Official	14
<b>Total</b>	<b>105</b>

The researcher picked the conservancy managers on a simple random method from the conservancy community and the same was done for community leaders and NEMA officials.

### **3.5 Research Instrument**

Information for the study was gathered with aid of questionnaires and interview guides. The rationale for use of questionnaires was that they collect information that cannot be directly observed and achieved as well as individual experiences (Mellenbergh, 2013). The questionnaire included questions that are both open and close. The questionnaire gathered qualitative as well as quantitative data. Saunders (2003) indicated that a questionnaire would be helpful in acquiring objective information as the research does not manipulate respondents in any manner. The information tool was subdivided into two parts, discuss the four study goals. The first part of the questionnaire investigated overall data about the participants and the second section responded to the four goals. Interview guides were administered to NEMA Officials and the Managers of Wildlife Conservation project.

#### **3.5.1 Pilot Testing**

In preparing for the real research, it was essential to conduct the pilot test to ensure that is instrument is able to collect accurate, valid and reliable information that can be used to draw conclusions and recommendations. The researcher used ten (10) community members of Loisaba, who were picked on the basis of the willingness and availability to take part in the study. According to Cook and Campbell (2019) using 10% of total study

sample is ideal to test for the validity and reliability of the research instrument. Researchers have the chance to fine-tune and refine the study tools through the test to identify the main mistakes in the structure, design and sequencing of questions. It also helps to assess how the study's formulated tools and instruments perform in real conditions and surroundings. Pilot testing ensures that the instruments formulated are as accurate and as valid as possible. It helps to ensure that the formulated tools are refined before being lastly applied in the actual research to participants (Cooper & Schindler, 2014).

### **3.5.2 Validity of the Instrument**

Validity is the best accessible approximation of a specified inference, proposal or conclusion to the reality or falsehood (Cook & Campbell, 2019). If the measurement items in the study properly cover the content domains or aspects of the measurement idea, a device has content validity. It is not numerically evaluated, but the scientists can judge it only subjectively. Thus, the questionnaire was subjected to peer review by peers and the supervisor who checked for ambiguity in the question, leading questions and the length the research will take to help to guarantee the validity of the test results. This strived to highlight any possible mistakes in the study tools to ensure the validity of the material. The researcher then made the changes on the instrument before conducting the final study.

### **3.5.3 Reliability of the Instrument**

The instruments of the study are deemed to be reliable when they give consistent findings and results for every successive measurement. The researcher used re-test method during the pilot study. The instruments were tested on a group of ten (10) people from Loisaba Community Trust in Laikipia county of Kenya and the results recorded, a second test was also done two weeks later and the results are compared to check for internal consistency. The results are placed in Cronbach Alpha to check for the most prevalent inner consistency metric ("reliability"). Cronbach's alpha is considered best in this study to determine whether the various Likert answers in the questionnaire were accurate. A Cronbach Alpha of 0.7 and above shows that the instrument is reliable can be used in the study.



In order to ascertain whether the results obtained in the pilot could be consistently gotten if the study is repeated under similar conditions, the study carried out a pilot test whose results are shown in the Table 4.1.

**Table 3. 3: Reliability Test**

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach Alpha</b>
Community involvement in project identification	4	0.74
Community involvement in project Design	5	0.82
Community involvement in project implementation	5	0.79
Community involvement in project monitoring and evaluation	5	0.73
Performance of Wildlife Conservation Projects	3	0.75

The findings established that community involvement in project design had the highest influence on performance of wildlife conservation projects as illustrated by a coefficient of Cronbach alpha of 0.82, followed by community involvement in project implementation with a Cronbach alpha of 0.79, community involvement in project identification had a Cronbach alpha of 0.74 and community involvement in project monitoring and evaluation had a Cronbach alpha of 0.73. Performance of Wildlife Conservation Projects had a Cronbach Alpha of 0.75. These results indicate that all of the variables had a Cronbach alpha coefficient of above 0.7 which means that the instruments were reliable. The findings are in support of Neuman (2013) who states that a co-efficient value above 0.7 is sufficient to confirm the reliability of a research instrument and pave way for the commencement of data collection using the instrument.

### **3.6 Data Collection Procedure**

The researcher with the help of 3 research assistants first of all dropped the study instruments then picked at a later date. This ensured that respondents have an ample time to respond to items on the questionnaires. The investigator dropped the questionnaires at the workplace of the participants and waited before they are gathered for assessment to fill in with them. While dropping the researcher asked for contact information so as to be able

to respond to any queries the respondents may have while filling the question and also to remind them to fill the questionnaire. When picking the questionnaire, they were checked to ensure they filled completely and correctly and they are ready for analysis.

### **3.7 Data Analysis Techniques**

Analysis of data entails the ability to edit code and tabulate the information gathered in easier summaries (Yin, 2013). Mainly by using inferential and descriptive statistics, data was structured. Inferential data covered the use of regression analysis to determine the impact of community participation on wildlife preservation project results: case of Loisaba community trust in Kenya's Laikipia County. Content analysis was done on the open-ended questionnaires.

Regression analysis measures the influence of community involvement on performance of wildlife conservation project: case of the Loisaba community trust in Laikipia county of Kenya. F-test was used in deducing the significance of the study model. The study model is as shown:

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

Where Y= Project Performance

$B_0$  = Constant

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  are beta coefficients

$\varepsilon$  = error term

$X_1$ = Project Identification

$X_2$ = Project design

$X_3$ = Project implementation

$X_4$ = Monitoring and evaluation

### **3.8 Ethical Considerations**

The researcher obtained a permit from the NACOSTI and also permission from the management team of the Wildlife Conservation Project in Loisaba Community Trust in the Laikipia County and the officials of NEMA such that they were able to conduct the research. Permission was also sought from the community leaders.

The researcher explained the purpose of the investigation and shared that it is for academic purposes and assured the respondents that the findings shall be held in confidentiality. The researcher assured the respondents that the questionnaire will not bear the names of any respondent to ensure anonymity and confidentiality. The researcher also used a language that is familiar and easily understood by the residents of the Loisaba Community.

Participation by any respondent was on voluntary basis and no participant was forced. Any participant who indicated their discomfort in the research exercise was excused from participating in the study.

### **3.9 Operationalization of Variables**

**Table 3. 4: Operationalization of Variables**

Objective	Variables	Measures	Scale	Data Analysis
To assess the influence of community involvement in project identification on performance of wildlife conservation projects in Laikipia Region	Independent project identification	<ul style="list-style-type: none"> <li>• Feasibility Plan</li> <li>• Job Description</li> </ul>	<ul style="list-style-type: none"> <li>• Interval scale</li> </ul>	Descriptive statistics Inferential statistics Content analysis
To establish the influence of community involvement in project design on performance of wildlife conservation projects in Laikipia Region	Independent Project design	<ul style="list-style-type: none"> <li>• General Project plan</li> <li>• Resource plan</li> </ul>	<ul style="list-style-type: none"> <li>• Interval scale</li> </ul>	Descriptive statistics Inferential statistics Content analysis
To examine the influence of community involvement in project implementation on performance of wildlife conservation projects in Laikipia Region	Independent Project implementation	<ul style="list-style-type: none"> <li>• Project Costs</li> <li>• Project Scope</li> <li>• Project Timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Interval scale</li> </ul>	Descriptive statistics Inferential statistics Content analysis
To determine the influence of community involvement in project monitoring and evaluation on performance of wildlife conservation projects in Laikipia Region	Independent Project monitoring and evaluation	<ul style="list-style-type: none"> <li>• Feedback mechanism</li> <li>• Measurement of Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Interval scale</li> </ul>	Descriptive statistics Inferential statistics Content analysis
Performance of wildlife conservation project	Dependent project performance	<ul style="list-style-type: none"> <li>• Quality of project</li> <li>• Satisfied community</li> <li>• Balanced life of wildlife and humans</li> </ul>	<ul style="list-style-type: none"> <li>• Interval scale</li> </ul>	Descriptive statistics Inferential statistics

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

## 4.1 Introduction

This chapter presents results from data collected through various research instruments including: interview guide, questionnaires and focused group discussions. The findings are presented using tables which reflect frequencies and percentages for closed ended questions while responses to open ended questions and interview guide are presented in prose form using content analysis. The study also makes use of figures in presentation of some findings on general information.

### 4.1.1 Questionnaire Response Rate

The study reached out to a total of 105 targeted members in different groups made up of project managers, community leaders, NEMA officials and members from the community who are beneficiaries of these wildlife conservation projects. A total of 76 participants responded giving a response rate of 72.4%. These results are adequate for generalization of findings to an entire population of interest as highlighted by Babbie (2010) that any response rate above 50% is considered adequate for the purposes of generalization of findings to the entire population. These results are well illustrated in the Table 4.1

**Table 4. 1: Response Rate**

	<b>Frequency</b>	<b>Percentage</b>
Response	76	72.4
Non-Response	29	27.6
<b>Total</b>	<b>105</b>	<b>100.0</b>

## 4.2 Demographic Information

The study sought to establish background information from the interviewees and respondents so as to establish their suitability in taking part in the study. Specifically, the

study collected data related to gender, highest education attained and the years of organizational existence. The results are indicated in the following sections:

#### 4.2.1 Gender of the Community Members

The gender distribution of the community members is shown in Table 4.2.

**Table 4.2: Gender of the Community Members**

	<b>Frequency</b>	<b>Percentage</b>
Male	39	62.9
Female	23	37.1
<b>Total</b>	<b>62</b>	<b>100.0</b>

As indicated in Table 4.2, most of the respondents (62.9%) were male while 37.1% were female. This means that there was gender diversity in the study as both genders were involved hence representative information was sought.

#### 4.2.2 Levels of Education

The findings on level of education of the community members are indicated in Table 4.3.

**Table 4.3: Levels of Education**

	<b>Frequency</b>	<b>Percentage</b>
No formal education	10	16.1
Certificate	26	41.9
Diploma	19	30.6
Degree	7	11.3
<b>Total</b>	<b>62</b>	<b>100.0</b>

From the results, majority of the respondents 41.9% had certificates, 30.6% had diplomas, and 16.1% had no formal education while 11.3% had degrees. This means that on overall,

the studied respondents were learnt thus could read to understand the questions in the questionnaire hence self-administration method was appropriate.

#### **4.2.3 Demographic Information from Interview guides**

The study targeted 5 wildlife conservation project managers to be involved in the interviews. However, 4 of them took part in the interview and their responses are recorded in subsequent sections.

The interviewees indicated their gender so as to determine whether there was diversity in the views expressed. From the results, 2 interviewees were male and 2 was a female. This shows that representative findings were sought from these interviewees. The study sought further to determine the level of education of the project managers. The results showed that majority of these interviewees had undergraduate degrees as their highest levels of education. This implies that they were educated and thus could respond to the interviews as sought by the study. The interviewees were asked to indicate the number of years that their organization had been in existence. From the results, all the interviews said that their organization has been in operation for over 10 years. This means that the firm had existed for a longer period of time and thus suitable for being used as a point of reference in this present study.

The study targeted 14 officials from NEMA, but only 4 of them responded. The responses shared by these interviewees were recorded and summarized in subsequent sections.

The study sought to determine the gender of the NEMA officials who were interviewed. From the results, 3 of them were male while 1 was a female. This means that both and female gender were interviewed and thus they gave information that was representative. The study sought further to establish the highest level of education of the NEMA officials who were interviewed. From the results, all the interviewees had degrees as their highest level of education. This can be interpreted to mean that the interviewees were learnt and thus had the knowledge on community involvement and how it influences performance of the projects that they approved.

The interviewees were asked to indicate the length in years that their organization had been in operations. From the results, all the interviewees said that the organization started the operations on 1st of July in the year 2002, and thus it had been operations for a period of over 10 years. This means that the organization had operated for a long period of time thus has experienced in issues of the projects that they approved including the ability of such projects to involve the community in key activities. The interviewees were also asked to indicate the role played by their organization as far as performance of wildlife conservation projects was concerned. From the results, the study noted that NEMA was largely responsible for approval of the projects before they are implemented. The interviewees went on and revealed that the approval takes time as the organization is required to carry out an in-depth audit of the proposed project to ensure that it would not have adverse effect on the environment and thus sustainability.

A total of 23 community leaders were targeted to be interviewed by this study. However, the study managed to interview only 6 community leaders. The responses given by these community leaders are presented in subsequent sections.

The community leaders who were interviewed were asked to indicate their gender categories. It was noted that 4 of them were male while 2 were female. This shows that there was gender diversity in the study. Hence, the responses given were representative as both male and females were included in the sample. The study sought further to determine the number of years that the interviewees had worked in their community. From the responses, majority of the community leaders said that they had served in the area for a period of over 5 years. This means that the interviewees had been in the community for a long period of time and thus were knowledgeable on community involvement in major projects.



### 4.3 Community Involvement in Project Identification

Respondents were provided with a number of statements on community involved in project identification and asked to show the extent of their agreement with these them. The results are as shown in Table 4.4.

**Table 4.4: Community Involvement in Project Identification**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
The wildlife conservation project involves community members throughout the life of the project	3.81	0.847
The community members are involved in project identification for its success	3.92	0.914
The wildlife conservation project involves the community in decision making during identification stage	3.72	0.862
The wildlife conservation project management team ensures community involvement during project identification stage	3.56	1.021
<b>Composite Mean</b>	<b>3.75</b>	<b>0.911</b>

The overall mean in Table 4.4 is 3.75; which implies that majority of the community members agreed on the various statements provided under community involvement in project identification. This means that the members within the surrounding society were incorporated in the initial process of identification of projects. This finding is in line with Henry (2016) who noted that the projects ensured that all the leaders in the community are involved across the entire cycles of the projects. Similarly, Ngonidzashe et al. (2015) noted that the local members within the surrounding society ought to be incorporated in the design and managing the protected areas; they were involved in major decision making processes and they worked to monitor and evaluate the progress of the areas and ultimately they benefited from the natural resources available in protected region together the shareholders of that place. More specifically, majority of the respondents highly agreed on the fact that they were involved in project identification for its success as shown by a mean of 3.92 and that they were involved throughout the life of the project as shown by a mean

of 3.81. These statements are supported by low values of standard deviation of less than 1; which means that the members of the community shared same views.

When asked on the other influence of members within the surrounding society being incorporated in project identification, respondents said that it promoted wildlife conservation and also enhanced project sustainability. The finding is echoed by Ngonidzashe et al. (2015) who noted that for sustainability of the conservation efforts into the future generations, the community members must pass on positive perceptions on conservation, during the planning of the conservation to put a lot of consideration on the community heterogeneity. Respondent went on and noted that involving community in project identification promoted project acceptance among the members of the community. Respondents also said that it helped in reduction of project implementation costs.

The interviewees were asked to give information in relation to their organization involving the local members in the society in project identification. The interviewees said that the organization consulted members of the community before initiating wildlife conservation projects. This was done to ensure that the project is well accepted by the community so as to reduce the frictions and chances of project failure. The finding is supported by Redpath (2015) who argued that community involvement in the conservation and management of human wildlife is regarded as a key factor in resolving conflicts between humans and wildlife and creating a sustainable management and conservation of wildlife.

Another interview noted that local members within their society were included in the identification stage through decision making and brainstorming activities. The respondent went further to note that this was done to ensure that projects identified are in agreement with the needs and expectations of the local society members and thus increasing chances of project success hence performance. The finding is corroborated by Amare (2015) who indicated that to fulfill the conservation objectives and the livelihood needs of the local community, it is critical to raise public education and knowledge about conservation and wildlife management.

In relation to whether their organization required that wildlife conservation projects involve the community in project identification before approval. The interviewees noted that although no specific legislation existed to ensure that all projects allow the community in the identification before approval, this however was deemed to be essential as it acted to reduce the conflicts and increase the chances of acceptability of the projects in the community. Another interviewee noted that there are specific projects that require public participation before being approved especially the public projects. The public in this sense also cover the community at large.

The interviewees were asked to indicate whether they took part in identification of wildlife conservation projects. Majority of the community leaders said that they were involved in major decisions as it regards identification of projects within the community. The community leaders went and shared that their participation in project identification made it easier to implement that initiated project activities. The interviewees said that allowing them to participate in project identification made them to feel appreciated as they blessed the success of these projects.

#### **4.4 Community Involvement in Project Design**

Various statements on community involvement in project design were identified. The findings are shown in Table 4.5.

**Table 4.5: Community Involvement in Project Design**

<b>Statement</b>	<b>Mean</b>	<b>Std Dev</b>
The wildlife conservation project involves the target community of the project in project design stage	3.92	1.041
Involvement of key community leaders in project design is central to project success	3.83	0.943
The wildlife conservation project involve the community in the design process on allocation of funds towards the project	3.54	0.765
Involving the community in our project design reduces the tensions that often depict projects	3.96	1.021
The wildlife conservation project staff follow up on community participation right from the design process	3.41	1.083
<b>Composite Mean</b>	<b>3.73</b>	<b>0.971</b>

The overall mean score is 3.73; implying that respondents agreed on the various statements under community involvement in project design. It means that the studied project involved the locals in design of the wildlife conservation projects. In support of this finding, Mutua (2017) noted that involvement of local residents in project activities is a key factor determining success and performance of the projects. On overall, the value of standard deviation is less than 1; implying that respondents had same views on the provided statements under their involvement in project design.

Respondent highly agreed on the fact that their involvement in project design reduced the tensions that often depict projects (M=3.96) and that all the target locals were incorporated in project design stage (M=3.92). This according to Redpath et al. (2015) is regarded as a key factor in resolving conflicts between humans and wildlife and creating a sustainable management and conservation of wildlife. Respondents however agreed moderately on the statement that the project staff followed up on the best ways of incorporating local members right from the design process with a mean of 3.41.

Respondents were requested to point out other effects of involving community in project design. It was established that this helped in proper utilization of the available resources. It also played a role in reducing resistance among the members of the community where the project is operating. It goes a long way to reducing the conflicts between project management and the community. The study established that incorporating local members enhanced project sustainability, performance outcomes and ensured that the operations of the project are conducted smoothly.

On whether their organization involved locals in project design. From the results, it was ascertained that local members were largely involved in design of project activities and the key milestones as well as the expected deliverables. The interviewees went on and shared that the organization allowed the local members to provide ideals which helped in identification of projects so as to increase chances of success and reduce the costs of implementation. These findings are consistent with Ruwa (2016) who pointed out that the community has an important part to play as far as the success of the projects is concerned.

The study sought to determine whether the organization required projects to involve the community in design phase before being approved. The interviewees said that approval of the proposed projects required a lot of time and the only thing that NEMA ensured was that the activities in such projects have minimal impact on the environment including the community at large. Another interviewee said that although some proposed projects may fail to include the community at the design stage, this may be identified during the auditing phase by NEMA before the proposal is approved. Thus, according to the interviewees, it was just beneficial for an organization to involve the community at the design phase of the proposed projects so as to enhance its performance and success.

The study sought further to determine whether community leaders participated in project design in their area. From the responses given, the study noted that community leaders were allowed to take part in design of major project activities. The interviewees noted that the design phase was more complex and required dedication since it determined the overall implementation as well as success of the project activities. The study established that

during the design phase, the interviewees took part in decision making process where their views and suggestions are incorporated in the entire project cycle.

#### 4.5 Community Involvement in Project Implementation

The findings on community involvement in project implementation as raised by the respondents of the study are indicated in Table 4.6.

**Table 4.6: Community Involvement in Project Implementation**

<b>Statement</b>	<b>Mean</b>	<b>Std Dev</b>
We use local knowledge in project implementation	3.86	1.012
The community increase project acceptability	3.98	0.923
We have more equitable distribution of benefits	3.43	1.083
Community involvement promote local resource mobilization	3.95	0.963
The community is aware of the projects being done	3.68	0.842
<b>Composite Mean</b>	<b>3.78</b>	<b>0.965</b>

The findings in Table 4.6, the overall mean is 3.78; which can be interpreted to mean that respondents agreed that the wild life conservation project involved them in the implementation phase. This is supported by a low value of standard deviation of less than 1; which means that respondents shared similar views on their involvement in project implementation. This finding contradicts Havugimana (2015) whose study established that community involvement in the planning phase of the Water Supply Sanitation and Hygiene project was very low, but the number of households involved in the implementation phase was much better than the number of households involved in the planning phase.

More specifically, most of the respondents highly agreed on the fact that their involvement in implementation phase increased project acceptability with a mean of 3.98 while at the same time promoting local resource mobilization with a mean of 3.95. This finding is in line with Bamberger (2018) who noted that actively involving the community in the process of implementation of the projects is associated with improvement in design of the projects; makes the project to be acceptable, ensure that benefits are equitably distributed,

mobilizes the resources and ensure that projects are sustainable. When asked to indicate other effects of their involvement in the implementation of projects, majority of the respondents said that it enhanced smooth implementation of the project activities. Other respondents said that it helped in reduction of conflicts between the project and the community. The study also noted that it enhanced effective utilization of resource for project success.

The interviewees were requested to indicate whether their organization involved the community in project implementation. The interviewees shared that during the implementation of wildlife conservation projects, the organization placed much emphasis on ensuring that the community participates in key activities including decision making and allocation of resources. According to the interviewees, this was meant to increase the chances of project success. This finding is in line with Bamberger (2018) who noted that actively involving the community in the process of implementation of the projects is associated with improvement in design of the projects; makes the project to be acceptable, ensure that benefits are equitably distributed, mobilizes the resources and ensure that projects are sustainable.

The study sought to determine NEMA had a requirement for the proposed projects to allow the community to take part in implementation before approval. The interviewees said that the organization did not have such specific provision in place. Another interviewee said that although no requirement was in place for NEMA to require organizations to outline the steps that would be taken to allow community in implementation phase before approval phase, this was only deemed to be essential for successful implementation of the projects

The interviewees provided information on whether they were allowed to take part in execution of projects in the area. From the results, majority of the interviewees said that they participated in decision making and allocation of resources during the implementation stage of the projects. Another interviewee said that allowing community leaders in project implementation phase increases the acceptability of the projects being conducted thus enhancing performance.

#### 4.6 Community Involvement in Project Monitoring and Evaluation

Table 4.7 gives the findings on community involvement as noted by the community members.

**Table 4.7: Community Involvement in Project Monitoring and Evaluation**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
The wildlife conservation project guide community members on how to create action plans	3.89	0.942
Before developing a project, the community is usually consulted first	3.64	1.082
Involving locals from the community in project execution facilitates the process of M & E in my organization.	3.82	0.912
Monitoring and evaluation are carried out on a regular basis in wildlife conservation project	3.44	1.064
Allowing local participation in monitoring and evaluation leads to attainment of project deliverables	3.38	1.30
<b>Composite Mean</b>	<b>3.63</b>	<b>1.060</b>

From the results in Table 4.7, the overall mean was 3.63; which implies that most of the respondents agreed that they were involved in M&E activities of the wildlife conservation project studied. Bennett (2016) shared that conservation efforts that are centered on the community have increased their focus and shifted towards M&E, looking at aspects that deal with governance and policy considerations.

More specifically, respondents highly agreed on the fact that the wildlife conservation project guided community members on how to create action plans with a mean of 3.89 and that involving locals from the community in project execution facilitated the process of M & E in wildlife conservation projects with a mean of 3.84. In as much as majority of the respondents agreed on the various statements under involvement in M&E, the statements attracted mixed reactions among these respondents as supported by high values of standard deviations of above 1. When respondents were asked to indicate other effect of community



involvement in project M & E phase, majority of them said that it allowed better utilization of resource for success and performance of the projects. It also brought about a reduction in conflicts between the project and the community.

The study sought further to determine whether project managers allowed the community to participate in project M&E activities of the wildlife conservation projects they initiate. One interviewee said that M&E of the wildlife conservation projects in their organization required gathering of data which was largely conducted by the members of the community thus actively engaging them. Another interviewee noted that there have been minimal conflicts within the community and the projects implemented by the organization largely because of allowing the community to take part in M&E activities.

On whether NEMA had specific requirement for proposed wildlife conservation projects to allow the community in project M&E. The interviewees shared that no requirement was in place but was essential for an organization to ensure that the community is actively involved in the activities of M&E. According to the interviewees, this was meant to enhance chances of project success as the project would be accepted by the community.

The study collected data on involvement in the M&E phase of the projects. All the interviewees said that they took part in M&E activities of the projects conducted. Another interviewee said that they allowing them to take part in M&E phase of the projects has given them a chance to prepare action plans. It emerged that allowing community leaders to participate in M&E phase increased the chances of project success

#### **4.7 Performance of Wildlife Conservation Projects**

The findings on performance of wildlife conservation project are indicated in Table 4.8.

**Table 4.8: Performance of Wildlife Conservation Projects**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
The community is satisfied with the wildlife conservation projects	3.44	1.321
We implement projects that are of good quality	3.68	0.874
We complete our projects in the scheduled time	3.91	0.987
<b>Overall Score</b>	<b>3.68</b>	<b>1.061</b>

The overall mean score is 3.68; which means that wildlife conservation project was performing well in term of completion as well as quality outcomes. The finding is empirically supported by Allen and Singh (2016) who established that whenever the project is completed within the scheduled time, then it is a sign of high performing conservation efforts by the local community. The statements have means of 3.91 and 3.68 respectively. However, respondents moderately agreed on community satisfaction with a mean of 3.44. This contradicts with Ndege and Gichuki (2016) who noted that wildlife conservation project is said to have performed excellently when the community members are satisfied with the results and also when the project is of high quality and realizes an effective balance between the wildlife and the humans.

The study determined how the project managers ensured that the community was satisfied with wildlife conservation projects they initiated. The interviewees said that the organization allowed the members of the community to take part in identification of project activities which increased acceptance of the projects thus satisfaction with the projects. Another interviewee said that by allowing the community to take part in key activities of the projects including resource allocation, implementation as well as M&E, the community has gained satisfaction with the projects.

The interviewees were further asked to indicate how they ensured that their wildlife conservation projects were of good quality. From the results, the interviewees shared that the needs of the community members were first of identified. The interviewees went on to indicate that once these needs had been identified, the organization strived to align the

projects with these needs. Quality according to the interviewees was how well the project results met the needs of the end users who were the members of the community.

The interviewees were asked to indicate whether their organization implemented the wildlife conservation projects in time. From the responses, the study noted that the organization valued timeliness as far as the implementation of wildlife conservation projects was concerned. The interviewees indicated that timely implementation of projects ensured that the costs have been minimized including the time used in implementation of key activities in projects.

The interviewees were asked to indicate whether their organization ensured that the community was satisfied with wildlife conservation projects before approval. From the responses, the interviewees indicated that their organization ensured that the approved project would not result into adverse effect to the environment thus bringing about environmental sustainability. By minimizing the effect of the approved projects to the environment, the interviewees indicated that the community would be satisfied with the projects and this readily supports them.

The interviewees were also asked to indicate how their organization ensured that the quality of the projects before approval. The study established that audits were conducted before approval of any proposed wildlife conservation projects. This audit was meant to ensure that the proposed projects would be of quality standards to the environment. This audits according to respondents are similar to environment impact assessment of the proposed projects.

The community leaders gave information in relation to their satisfaction with wildlife conservation projects within the area. From the results, majority of the interviewees said they were satisfied with these projects since they gave them a chance to participate in all the phases from inception all through to implementation and closure. The study established that they were satisfied with the projects because they were received their blessing and the general acceptance. The interviewees were further asked to indicate whether the projects

were of good quality. Majority of them concurred saying that they were aligned with the general needs of the community and other end users.

## 4.8 Regression Analysis

The study performed regression analysis to determine the interaction between community involvement and project performance. The findings are detailed in subsequent sections.

### 4.8.1 Model Summary

Table 4.9 indicate the results of the model summary of the study

**Table 4.9: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.834 <sup>a</sup>	.696	.675	2.05030

a. Predictors: (Constant), M&E, Project Identification, Project Design, Project Implementation

The value of adjusted R square is 0.675; implying that 67.5% variation in performance of wildlife conservation projects is explained by variation in community involvement.

### 4.8.2 Analysis of Variance

The findings on Analysis of Variance are shown in Table 4.10.

**Table 4.10: Analysis of Variance**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	549.307	4	137.327	32.668	.000 <sup>b</sup>
Residual	239.612	57	4.204		
<b>Total</b>	<b>788.919</b>	<b>61</b>			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), M&E, Project Identification, Project Design, Project Implementation

From Table 4.10, the value of F calculated is 32.668; which is big enough implying that the overall study was good. The p-value  $p=0.000$  which is lower than the threshold of 0.05; which shows that the community involvement has significant influence on performance of wildlife conservation projects.

### 4.8.3 Regression Coefficients

The results of regression coefficients and the significance of the individual variables of the study are indicated in Table 4.11.

**Table 4.11: Regression Coefficients and Significance**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.706	1.728		1.566	.123
<b>X<sub>1</sub></b>	.555	.142	.497	3.915	.000
<b>X<sub>2</sub></b>	.275	.112	.081	2.455	.003
<b>X<sub>3</sub></b>	.508	.209	.472	2.434	.018
<b>X<sub>4</sub></b>	.888	.103	.840	8.664	.000

a. Dependent Variable: Project Performance

From the findings in Table 4.11, the following equation is predicted:

$$Y=2.706+.555X_1+.275 X_2+.508 X_3+.888 X_4$$

Where

**Y**=Performance of Wildlife Conservation Project

**X<sub>1</sub>**=Community involvement in project identification; **X<sub>2</sub>**= Community involvement in project design; **X<sub>3</sub>**= Community involvement in project implementation and **X<sub>4</sub>**= Community involvement in project M&E.

At 5% level of significance, the study established that in incorporation of locals in project identification ( $p=0.000<0.05$ ) has positive and significant influence on performance of wildlife conservation projects. The finding is empirically supported by Mandala (2018) who was interested to bring out the interaction between in incorporation of locals in management of projects and how this influences performance of projects for construction activities where it was indicated that in incorporation of locals in the process of identification of the project significantly predicts performance of the projects. in incorporation of locals in project design ( $p=0.003<0.05$ ) has positive and significant effect on performance of wildlife conservation projects. The finding is consistent with Mutua (2017) who revealed that in incorporation of locals in project activities is a key factor determining success and performance of the projects.

in incorporation of locals in project implementation ( $p=0.018<0.05$ ) has positive and significant effect on performance of wildlife conservation projects. A study conducted by Waweru (2016) on factors that make community based organizations to be more efficient in implementation of extension services indicated that in incorporation of locals members as well as meeting the demands of all project beneficiaries brands the organization as ethical, fair and transparent, and this increases the likelihood of collaboration with the organization in other circumstances by the larger community. Incorporation of locals in project M&E ( $p=0.000<0.05$ ) positively and significantly influences project performance. Altschuld and Kumar (2018) stated that local people's participation in designing, implementing, tracking and evaluating development initiatives has become very essential to realization of sustainability.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter presents a summary of the findings of the study as informed by the specific objectives. The conclusions are also provided as informed by the key findings from the analysis. The chapter has recommendations for policy and practice as well as the areas that require further research.

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

This study focused on the influence of community involvement on performance of wildlife conservation project in Laikipia Region. The study had four specific objectives which resulting into the following specific objective variables: Incorporating local members in project identification, project design, incorporating local members in project implementation and Incorporating local members in project M&E. The analyzed findings of the study as informed by objectives.

The first objective was to determine the influence of incorporating local members in project identification on performance of wildlife conservation projects. From the results, the overall mean score was 3.75; which means that respondents were incorporated in project identification. Specifically, locals were incorporated in project identification for its success as shown by a mean of 3.92 and that they were involved throughout the life of the project as shown by a mean of 3.81. From regression results, the study established that incorporating local members in project identification ( $p=0.000<0.05$ ) had positive and significant effect on performance of wildlife conservation projects.

The second objective was to determine the influence of incorporating local members in project design on performance of wildlife conservation projects. From the results, majority of the community members agreed with an overall mean score of 3.73 that they were involved in project design. Respondent highly agreed on the fact that their involvement in

project design reduced the tensions that often depict projects as shown by mean of 3.96 and that all the target community members were involved in project design stage with a mean of 3.92. This involvement of the community in project design resulted into proper utilization of the available resources. It helped in reducing resistance among the members of the community where the project is operating. Regression results showed that incorporating local members in project design ( $p=0.003<0.05$ ) has positive and significant effect on performance of wildlife conservation projects.

The third objective was to determine the influence of incorporating local members in project implementation on performance of wildlife conservation projects. From the results, the overall mean is 3.78; showing that respondents agreed that the wild life conservation project involved them in the implementation phase. More specifically, most of the respondents highly agreed on the fact that their involvement in implementation phase increased project acceptability with a mean of 3.98 while at the same time promoting local resource mobilization with a mean of 3.95. The findings of regression analysis showed that community involvement in project implementation ( $p=0.018<0.05$ ) has positive and significant effect on performance of wildlife conservation projects.

The study sought further to determine the influence of incorporating local members in project M&E on performance of wildlife conservation projects. The overall mean was 3.63; which implies that most of the respondents agreed that they were involved in M&E activities of the wildlife conservation project studied. Most of the respondents highly agreed on the fact that the wildlife conservation project guided community members on how to create action plans with a mean of 3.89 and that involving locals from the community in project execution facilitated the process of M & E in wildlife conservation projects with a mean of 3.84. It was shown from regression analysis that incorporating local members in project M&E ( $p=0.000<0.05$ ) has positive and significant effect on performance of wildlife conservation projects.



### **5.3 Conclusion**

Incorporating local members in project identification play a critical role as far as performance of wildlife conservation projects is concerned. Most of the wildlife conservation projects do engage the community including the end users and the community leaders in the project identification phase. Most project managers do involve the community in project identification to enhance success of wildlife conservation projects. Majority of the wildlife conservation projects do involve the community throughout the life of the projects.

Incorporating local members in project design plays a crucial role on performance of wildlife conservation projects. Most of the wildlife conservation projects in Laikipia region do ensure that the community is involved in the design phase. Most of the projects managers do involve the community at the design phase so as to reduce the level of tension that depicts most projects. It is important for project managers to ensure that all the target community is involved in the design phase of the projects.

Incorporating local members in project implementation play a significant role as far as performance of wildlife conservation projects is concerned. Most of the project managers do incorporating local members at the project implementation phase so as to increase project acceptability. Involvement of the community in project implementation promotes local resource mobilization.

Incorporating local members in project M&E has been seen as an important factor affecting performance of wildlife conservation projects. Most of the wildlife conservation projects in Laikipia do involve the community in M&E activities. Most wildlife conservation projects do guide community members on how to create action plans. Involving locals from the community in project execution facilitates the process of M & E in wildlife conservation projects.

## **5.4 Recommendations of the Study**

Recommendations drawn from the findings include:

- i. The NEMA should make it compulsory for all wildlife conservation projects to state how they would involve the community at the identification stage before approval.
- ii. There should be specific legislations requiring all projects in Kenya to involve the community at the design phase before they are approved by NEMA and other relevant bodies
- iii. All project managers and other practitioners in the field of Project Planning and Management should realize the need to involve the community in the implementation of projects so as to improve on performance of their projects
- iv. All other wildlife conservation projects in Kenya should ensure that they involve the community in project M&E so as to improve on performance

## **5.5 Areas for Further Studies**

The study recommends further studies to be conducted away from Laikipia to cover other wildlife conservation projects in Kenya. Other studies are also recommended to be conducted to cover other aspects like project sustainability apart from project performance because of the conceptual gap arising from the present study. Regression results indicated that community involvement only explain 67.5% change in performance of wildlife conservation projects. This means that apart from community involvement, there exist other factors with an influence on performance of wildlife conservation projects that further research should focus on.

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## APPENDIX I: LETTER OF TRANSMITTAL



**UNIVERSITY OF NAIROBI**  
OPEN, DISTANCE AND e-LEARNING CAMPUS  
SCHOOL OF OPEN AND DISTANCE LEARNING  
DEPARTMENT OF OPEN LEARNING  
NAIROBI LEARNING CAMPUS

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

REF: UON/ODEL/NLC/30/234

Main Campus  
Gandhi Wing, Ground Floor  
P.O. Box 30197  
N A I R O B I

5<sup>th</sup> November, 2019

TO WHOM IT MAY CONCERN

RE: SUSAN WARINGA KING'ORI - REG NO: L50/88805/2016

This is to confirm that the above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Masters of Art in Project Planning and Management.

She is proceeding for research entitled "Influence of community involvement on performance of wildlife conservation project: "Case of the Loisaba Community Trust in the Laikipia County in Kenya".






Any assistance given to her will be highly appreciated.

*Caren Awilly*

**CAREN AWILLY**  
CENTRE ORGANIZER  
NAIROBI LEARNING CENTRE



## APPENDIX II: NACOSTI LETTER

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 737931	Date of Issue: 08/November/2019
<b>RESEARCH LICENSE</b>	
	
This is to Certify that Miss. Susan King'ori of University of Nairobi, has been licensed to conduct research in Laikipia on the topic: Influence of Community Involvement on Performance of Wildlife conservation Projects: "A case of Loisiba Community in Laikipia County in Kenya" for the period ending : 08/November/2020.	
License No: NACOSTI/P/19/2696	
737931 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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### APPENDIX III: QUESTIONNAIRE

Kindly fill in this questionnaire on **INFLUENCE OF COMMUNITY INVOLVEMENT ON PERFORMANCE OF WILDLIFE CONSERVATION PROJECT: CASE OF THE LOISABA COMMUNITY TRUST IN LAIKIPIA COUNTY IN KENYA**. Note that all information given will only be used for academic purpose. Do **NOT** write your name on this questionnaire.

The questionnaire is for the managers, community leaders and NEMA officials at Loisaba Community Trust.

#### SECTION A: GENERAL INFORMATION OF RESPONDENTS

1. What is your gender?

Male ( )                                      Female ( )

2. What is your highest level of education?

Certificate ( )                      Diploma ( )      Degree ( )      others (no formal) ( )

#### SECTION A: Community Involvement in Project Identification

3. Below are several statements on Community Involvement in Project Identification and Project Performance. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
The wildlife conservation project involves community members throughout the life of the project					
The community members are involved in project identification for its success					
The wildlife conservation project involves the community in decision making during identification stage					
The wildlife conservation project management team ensures community involvement during project identification stage					

4. What are other effects of community involvement in project identification?

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**SECTION B: Community Involvement in Project Design**

5. Below are several statements on Community Involvement in Project Design and Project Performance. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
The wildlife conservation project involves the target community of the project in project design stage					
Involvement of key community leaders in project design is central to project success					
The wildlife conservation project involve the community in the design process on allocation of funds towards the project					
Involving the community in our project design reduces the tensions that often depict projects					
The wildlife conservation project staff follow up on community participation right from the design process					

6. What are other effects of community involvement in project design?

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**SECTION C: Community Involvement in Project Implementation**

7. Below are several statements on Community Involvement in Project implementation and Project Performance. Kindly indicate the extent of your agreement with each of these

statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
We use local knowledge in project implementation					
The community increase project acceptability					
We have more equitable distribution of benefits					
Community involvement promote local resource mobilization					
The community is aware of the projects being done					

8. What are other effects of community involvement in implementation?

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9. Below are several statements on Community Involvement in Project Monitoring and Evaluation and Project Performance. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our organization guide community members on how to create action plans					
Before developing a project, the community is usually consulted first					
Involving locals from the community in project execution facilitates the process of M & E in my organization.					
Monitoring and evaluation are carried out on a regular basis in my organization					
Allowing local participation in monitoring and evaluation leads to attainment of project deliverables					

10. What are other effects of community involvement in implementation?

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**SECTION D: Performance of Wildlife Conservation Projects**

11. Below are several statements on Project Performance. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The community is satisfied with the wildlife conservation projects					
We implement projects that are of good quality					
We complete our projects in the scheduled time					

**APPENDIX IV: INTERVIEW GUIDE FOR PROJECT MANAGERS**

1. What is your gender?

.....  
.....

2. What is your highest level of education?

.....  
.....

3. How long has your organization been in existence?

.....  
.....

4. Does your organization involve the members of the community in project identification?  
Kindly explain

.....  
.....

5. Does the organization involve community members in project design? Kindly explain

.....  
.....

6. Do you believe your organization involve the community in project implementation?  
Kindly explain

.....  
.....



7. Does your organization involve the community in project monitoring and evaluation? Explain

.....  
.....

8. How do you ensure that the community is satisfied with the wildlife conservation projects in your organization?

.....  
.....

9. How do you ensure that the wildlife conservation project in the firm is of good quality?

.....  
.....

10. Does your organization implement the wildlife conservation projects in time? Kindly explain

.....  
.....

**THANK YOU**

**APPENDIX V: INTERVIEW GUIDE FOR COMMUNITY LEADERS**

1. What is your gender?

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2. What is your highest level of education?

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.....

3. How long have you served as a community leader in Laikipia County?

.....  
.....

4. Do you take part in project identification of the wildlife conservation projects in the area? Kindly explain

.....  
.....

5. Do you participate in project design of the wildlife conservation projects in the area? Kindly explain

.....  
.....

6. Are you involved in the implementation of wildlife conservation projects in the area? Kindly explain

.....  
.....

7. Do you take part in the monitoring and evaluation of wildlife conservation projects within the area? Kindly explain

.....  
.....

8. Are you satisfied with wildlife conservation projects within the area? Kindly explain

.....  
.....

9. Do you think the wildlife conservation project in the area of good quality?

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.....

**THANK YOU**

**APPENDIX VI: INTERVIEW GUIDE FOR NEMA OFFICIALS**

1. What is your gender?

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2. What is your highest level of education?

.....  
.....

3. How long has your organization been in existence?

.....  
.....

4. What role does your organization play in enhancing performance of wildlife conservation projects?

.....  
.....

5. Do you require that wildlife conservation projects to involve the community in project identification before approval?

.....  
.....

6. Do you require that wildlife conservation projects to involve the community in project design before approval?

.....  
.....  
7. Does your organization require that wildlife conservation projects to involve the community in project implementation before approval?

.....  
.....  
8. Do you have specific requirements that wildlife conservation projects involve the community in monitoring and evaluation before approval?

9. How do you ensure that the community is satisfied with the wildlife conservation projects that you approve?

.....  
.....  
10. How do you ensure that the wildlife conservation projects are of good quality before approval?

**THANK YOU**