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

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©2017

International Academic Journal of Information Sciences and Project Management (IAJISPM) | ISSN 2519-7711

Received: 16th July 2017

Accepted: 21st July 2017

Full Length Research

Available Online at:

http://www.iajournals.org/articles/iajispm_v2_i1_316_334.pdf

Citation: Miriti, A. K. & Keiyoro, P. (2017). Influence of devolution of government service delivery on provision of healthcare: A case of level five hospital in Meru County, Kenya. *International Academic Journal of Information Sciences and Project Management, 2*(1), 316-334

ABSTRACT

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

Key Words: *devolution, government service delivery, healthcare, level five hospital, Meru County, Kenya*

INTRODUCTION

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

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

In India, according to Hundal (2012), despite having most profuse natural gifts: verdant forests, water-stocked Himalayan ranges, rich coastal fish resources, productive estuaries, grassy pastures, and bountiful river systems. Abundant rain and fertile soils added to this plentitude. Years of lack of properly managed wild conservation, have degraded forests, wounded coastline, and poisoned aquifers with devastating results. Today, India contains 172 species (2.9% of the world's total number) of animals that are considered to be globally at risk. These include 53 species of mammals, 69 species of birds, 23 species of reptiles, and 3 species of amphibians. Extinction is somehow classified as 'biological reality' because no species has, as yet, existed for more than a few million years without evolving into something different or dying out completely. Extinction is threatening all species, but most of the time smaller animals, like bats and rodents, face this threat more than other animals.

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

Kenya has allowed private individuals to run wildlife conservancies. 75% of Kenya's spectacular wildlife is outside National Parks on private and community land. This is so because conservancies involve entire communities in preserving wildlife and thus the communities

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

STATEMENT OF THE PROBLEM

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

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

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

GENERAL OBJECTIVE

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

SPECIFIC OBJECTIVES

1. To establish how community participation influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.
2. To assess how monitoring and evaluation influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.
3. To evaluate how socio-cultural factors, influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.
4. To assess how project management competence influence performance of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya.

THEORETICAL REVIEW

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

Resource Dependence Theory (RDT)

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

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

The agency theory

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

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

Stakeholder Theories

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

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

Research Gaps

The need for community participation has been found to be increasingly important in the successful performance of a project. Indeed, Weisman (2011) found that the degree to which stakeholders are personally involved in the implementation process will cause great variation in their support for that project. Worldwide there has been a demand in the uptake of Monitoring and Evaluation as the need to improve inclusivity of beneficiaries in projects is being

emphasized by donors. According to Mulwa (2008), the use of Monitoring and Evaluation method has been on the rise though there is a need to shift to participatory Monitoring and Evaluation method, which improves inclusivity. Information systems play an important strategic role and support the performance of wildlife conservation projects which affect the speed and flexibility of decision-making and make it easier to adapt to environmental conditions. Information Technology (IT) has significant potential to contribute to improving access to care, lowering overall costs, and streamlining operational efficiencies (Makumi, 2013). This socio-cultural dimension has negatively affected Maasai women who have experienced high levels of marginalization for many years. Example of this can be seen in their low levels of education and forced marriages (Mutongu, 2013).

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

A number of studies, such as Tayo (2011) have established the factors influencing attitudes of individuals of local communities in the Tsavo East National Park, Kenya. Ombogo (2014) investigated the factors influencing performance contracting on delivery of conservation projects in Lamu county, Kenya. According to Chikati (2010), monitoring encourages continuous monitoring of projects by the community members with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan. Participatory Monitoring and Evaluation is aimed at drawing lessons that can be used in future projects. Monitoring and evaluation (PM&E) is a process of self-assessment, knowledge generation, and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data, and take action as a result of what they learn through this process (Rossman, 2012). Clearly, from the reviewed literature, none of these studies focuses on factors influencing performance of wildlife conservation projects: a case of Lion Rover Project, by Born Free Foundation, Meru National Park, Kenya. Therefore, this forms the gap that this study seeks to bridge.

RESEARCH METHODOLOGY

Research Design

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

Target Population

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

Sample Size

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

$$n = \frac{z^2.N.\partial_p^2}{(N-1)e^2 + z^2\partial_p^2}$$

Where: n = Size of the sample,

N = Size of the population and given as 144,

e = Acceptable error and given as 0.05,

∂p = The standard deviation of the population and given as 0.5 where not known,

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

Sampling Procedures

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

Data collection Instruments

Primary data was obtained using self-administered questionnaires while secondary data was obtained using data collection sheet. The questionnaire was made up of both open ended and closed ended questions covering issues associated to performance of wildlife conservation

projects. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Saunders, Lewis and Thornhill (2012), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they were in immediate usable form.

Pilot Testing

Pilot testing was conducted using the questionnaire to 10 respondents comprising management staff in Born Free Foundation, Meru National Park and Community leaders from Meru County, who are involved in the Lion Rover Project. The purpose of the pilot testing was to establish the validity and reliability of the research instrumentation and to enhance face validity. From the pilot results, reliability and validity was tested. Saharan and Boogie (2010) recommend that the questionnaire pre-tests were done by personal interviews in order to observe the respondent's reactions and attitudes. All aspects of the questionnaire were pre-tested including question content, wording, sequence, form and layout, question difficulty and instructions. The feedback obtained was used to revise the questionnaire before administering it to the study respondents.

Validity of Research Instruments

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

Reliability of Research Instruments

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

Data Collection Procedures

The researcher obtained an introduction letter from the university as well as a research permit from National Commission for Science, Technology and Innovation (NACOSTI), which was presented to each institutional head so as to be allowed to collect the necessary data from the respondents. The drop and pick method was preferred for questionnaire administration so as to

give respondents enough time to give well thought out responses. The researcher booked appointment with respondent organizations at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents. This enabled the researcher to establish rapport, explain the purpose of the study and the meaning of items that may not be clear as observed by Saharan and Boogie (2010).

Data Analysis Techniques

Data was analysed using Statistical Package for Social Sciences (SPSS Version 22.0) which is the most recent version. Descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables and information presented inform of tables. The qualitative data from the open-ended questions was analysed using conceptual content analysis and presented in prose. Inferential data analysis was done using regression and correlation analysis. The regression analysis was used to establish the relations between the independent and dependent variables. Regression was used because the procedure uses two or more independent variables to predict a dependent variable. Since there are four independent variables in this study the regression model generally will assumed the following equation;

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

Where:

Y= Performance of Lion Rover Project
β_0=constant $\beta_1, \beta_2, \beta_3$ andβ_4 = regression coefficients
X_1= Community Participation, X_2= Frequency of Monitoring and Evaluation
X_3= Social Cultural Factors, X_4= Project Management Team competence
ε=Error Term

RESEARCH FINDINGS

Inferential Data Analysis

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

Result of Correlation Tests between the Selected Variables

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

Table 1: Correlation Coefficients

		Performance of Lion Rover Project	Community Participation	Monitoring and Evaluation	Social Cultural Factors	Project Management Team competence
Performance of Lion Rover Project	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Community Participation	Pearson Correlation	.92	1			
	Sig. (2-tailed)	.020	.			
Monitoring and Evaluation	Pearson Correlation	.664	.422	1		
	Sig. (2-tailed)	.027	.034	.		
Social Cultural Factors	Pearson Correlation	.718	.516	.497	1	
	Sig. (2-tailed)	.025	.042	.000	.	
Project Management Team competence	Pearson Correlation	.529	.312	.420	.432	1
	Sig. (2-tailed, probability)	.017	.038	.000	.000	.

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

Regression Analyses

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

Table 2: Summary of the Regression Model

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

The results in table 2 indicate that 65.3% of the variation in the performance of Lion Rover Project could be attributed to the combined effect of the predictor variables (community participation, monitoring and evaluation, social cultural factors and experience of the project management team).

Table 3: Summary of One-Way ANOVA Results

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

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

Table 4: Multiple Regression Coefficient Analysis

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

Feeding the predictor variables generated from this study into the general model, ($Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + \beta 5X5 + \varepsilon$) the SPSS-generated values above, the predictive equation translates into the following model:

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

Table 4 postulates that taking all predictor factors into account (community participation, monitoring and evaluation, social cultural factors and project management team competence) constant at zero performance of lion rover project will be 1.241. The findings presented also show that taking all other independent variables at zero, a unit increase in the community participation would lead to a 0.882 increase in the scores of performance of Lion Rover Project and a unit increase in the scores of monitoring and evaluation would lead to a 0.601 increase in the scores of performance of lion rover project. Further, the findings show that a unit increase in the scores of social cultural factors would lead to a 0.689 increase in the scores of performance of lion rover project. The study also found that a unit increase in the scores of project management team competence would lead to a 0.563 increase in the scores of performance of lion rover project. Overall, All the variables were significant ($p<0.05$).

DISCUSSION

Community Participation

Community contributions were found to influence ownership of projects. This correlates with Mathbor (2014) whose emphasis is made on the following areas as crucial in a participatory service and resource management programs: Community Organization (CO), Community Management (CM), greater economic and social equality, better access to services for all, greater involvement in decision making, and deeper involvement in the organizing process resulting from the empowerment of people. All these are aimed at achieving sustainability and good permance in the development projects. The study also made it clear that community involvement in decision making influences performance of projects and that possession of land increases value addition of a project. This was similar to Ndagi (2013) who claimed that for the purpose of achieving success a project manager must create an environment of involvement in the running of the project. Involvement in projects management increased the ownership of the project. This concurs with Jobber (2009) who viewed stakeholder consultation as the first stage in a program to implement change. Further it was clear that community satisfaction influences performance of projects. This conformed to Knitzer and Adely (2012) who argue that over the past decade, considerable public and private attention has been focused on strengthening strategies for early childhood development and family support. Finally public dialogue was found not to increases the value of the project to stakeholders. This was Weisman (2011) who found that the degree to which stakeholders are personally involved in the implementation process will cause great variation in their support for that project.

Monitoring and Evaluation

The study postulated that M&E plan development forums influence performance of projects, that frequency of monitoring enhances sustainability of the project and that supervision events influence cost efficiency. These were similar to Chikati (2010) who argue that monitoring encourages continuous evaluation of projects by the community members with an aim of collecting, analyzing and communicating information in-order to put measures on where things

are not working as per the plan. The study further agreed on the statements that efficiency and effectiveness of project increases Customer satisfaction and that programs involving stakeholder integration enhances project ownership. This conforms to Naidoo (2010) who said that the system has improved service delivery to the people with various check points on loop holes that include impromptu visits on government ministries, service delivery points e.g. health facilities and police station; training of staff on M&E and also creation of a hotline by the president for the public to allow citizens to log their complaints and queries regarding service delivery. The study found that member's meetings/working group rarely enhances performance of project and that facilitated negotiations don't enhances customer satisfaction. Bayer and Bayer (2012) concurred with these findings by arguing that West Africa and Kenya reveal the importance of M&E in enhancing sustainability and project impact to the beneficiaries.

Social Cultural Factors

Under this it was made clear that community beliefs influence value addition of a project and that gender stereotype factors influence performance of projects. This was in line with Maanda (2008) who argue that the Maasai community is very patriarchal with minimal opportunities for women is challenge these circumstances, or community decisions, for these reason , Maasai women are among the poorest & most marginalized group in Tanzanian Society and their vulnerability is increasing in this unstable economy. It was also found that that discrimination in appointments deteriorates customer satisfaction and that traditional customs of local people has influence performance of projects. Bett (2014) concurred with these findings and concluded that cultural values, level of education, resources available and family responsibilities are key factors to be investigated in regard to women participation in development projects in Kenya.

Project Management Competences

On project management competence influence statements, the study found that knowledge on conservancy influence customer satisfaction and that experience has a great influence on performance of the project. These results were similar to Gareth (2012) who pinpoints that management skills are effective in achieving goals by performing four major functions; planning, which is involved in selecting missions and objectives, actions to achieve them, decision making and choosing future causes of actions from among alternatives. It was also clear that strategic agility influence cost efficiency of the project and that collaboration enhance networking through the project. Armstrong (2016) concurred with these findings by stating that employees want to hear about and to comment upon the matters that affect their interest. These will include changes in working methods and conditions, changes in the arrangements of overtime and shift working company plans, which may affect pay or security and changes in terms and conditions of employment hence good communication between the employees and management which greatly affects the staff and organizational performance. In addition, the study postulated that information sharing enhances project team competence and that commitment of the project team influence performance while leadership Style was found to rarely affect value addition of the

project. In relation to the same, Gibson (2013) suggested that the main objectives of reward programmes are; to attract qualified people to join the organization, keep employees coming to work and to motivate employees to achieve high levels of performance.

CONCLUSIONS

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

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

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

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

RECOMMENDATIONS

1. There is need for the local community to be involved when designing its activities to avoid misunderstanding when it comes to implementation. Again women should be given equal opportunities and men in all conservation activities to boost the positive attitude of the entire local population towards wildlife. Finally locally-base project implementers and effective and sustainable local institutions are crucial for project perfomance and

sustainability with a long-term commitment to the area should be encouraged because they are more likely to succeed.

2. Those working in the wildlife projects should work very closely with the public and open up so that they are not seen to serve a minority of the population. It is also critical that professional M&E officers should be engaged in order to entrench the practice, culture and management of strategy planning, strategy implementation and monitoring, evaluation and control of the strategy making process.

3. For the neighboring communities who are being the most affected in terms of crop raiding, the government to come up with a better policy for an alternative way of livelihood that suits those living near the National Park, especially programs like wildlife enterprises and creation for community conservancies that can assist them to accrue revenue.

4. Community education and awareness by those in management of the projects to be enhanced in the areas where people have been affected. This will assist in improving the competence of the management through increase in skills of their employees through these continuous professional development programs and holding training workshops for their management officials.

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