

**MONITORING AND EVALUATION INTERVENTIONS AND  
SUSTAINABILITY OF COMMUNITY-BASED CONSERVANCIES IN  
KENYA: A CASE OF MARA NORTH CONSERVANCY**

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## DECLARATION

I declare that this document and the research that they describe are my original work and that they have not been presented in any other university for academic work.

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## **DEDICATION**

I would like to dedicate this project to my family; my parents Jasper and Grace Nyauma, my younger sisters Sharon Nyauma and Angel Bianca Nyauma and to thank them for their continued support throughout this whole period.

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I would like to thank my Parents and siblings Sharon and Angel for their support throughout my project writing. Also, I would like to thank my supervisors Dr. Wanjiru and Dr. Sirma for their unwavering support and dedication throughout all this process. They had faith in me and were able to guide me through the writing of this project through constant encouragement and mentoring. Finally, I would like to thank Africa Nazarene University faculty as a whole for equipping me with the necessary knowledge and skills needed to undertake this project. The school of Monitoring and Evaluation department was a key factor in equipping me with the necessary knowledge and preparing me for the writing of this project. Lastly, I would like to appreciate my fellow classmates who also played a big role by encouraging me and challenging me to be the best I could be and without them I would not have gotten to this point.

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## ABSTRACT

Significant number of resources has been deployed in the development and maintenance of community-based conservancies but not much has been done to ascertain the sustainability aspect. This research focused on M&E while demonstrating how Monitoring and Evaluation interventions such as Human Capacity for M&E, M&E Partnerships and M&E Planning are key in molding conservancies in addressing the sustainability aspect. The statement of the problem outlined that there was a need to examine how monitoring and evaluation procedures help realize sustainable Community-based conservancies. The theories used in this study were resource-based view theory and Participatory theory which pertain to having effective M&E interventions. The study focused on three main factors for a successful M&E intervention that is Human capacity for M&E, M&E partnerships and M&E planning. The study used descriptive survey research design and administered questionnaires to the selected respondents from Mara North Conservancy to try and understand how sustainable the conservation model can be if proper M&E interventions are in place. The population for this study was 920 with a sample size of 233 respondents. They were selected in accordance with them being residents of Mara North Conservancy, the sample size included Landowners, Landowner Committee Members, Conservancy Chair, Conservancy Staff and Conservancy rangers. Data was collected through questionnaires and interviewing of respondents. The study indicated that the three variables were statistically significant on sustainability of community-based conservancies in Mara North Conservancy. Majority of the respondent indicated that human capacity affects the sustainability of community-based conservancies. The respondents indicated that adequate human capital was necessary in ensuring the conservancy-maintained sustainability. The regression analysis was conducted to determine whether there existed positive relationship between the dependent variable and independent variable. The p-value was 0.000 which was  $<0.05$ , for human capacity, M&E partnership and M&E planning and therefore the null hypothesis was rejected, which indicates that human capacity, M&E partnership and M&E planning were significant on sustainability of community-based conservancies in Mara North Conservancy. The study recommendations were as follows; adequate resource should be allocated to ensure the sustainability of community-based conservancies. The organization should formulate their budget and allocate finance to run the conservancies. The conservancy should involve various group as their partner and should select those who capable of completing their project on time. The conservancy should involve the local community who are familiar with community-based conservancies. A well detailed plan should be formulated to ensure community-based conservancies are maintained. M&E plan should be developed which should contain each task of project development. M&E planning should consist of the policies, procedures and programs necessary for the Mara North conservancy to achieve their goals. The study indicated that further research should be conducted in other conservancy not only in Kenya but other countries in Africa. Different variables should be adopted when carrying out the study which should include community involvement, technological factors and capacity building.

## DEFINITION OF TERMS

**Community-based conservancy** is a community-based organization created to support the management of community-owned land for the benefit of livelihoods

**Conservancy** is described as an area for organization designed to protect or conserve natural resources.

**Evaluation** according to UNEG is an assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability.

**Human capacity for M&E** can be defined as the provision of adequate skilled human resources present at all the levels of the M&E system in order to accomplish all tasks defined in the work plan.

**Intervention** is a plan based on what needs to happen using a measurement system that can decide who requires that specific assistance and addressing the issues and challenges that need to be solved.

**M&E Framework** is an outline that describes the inputs, outputs, outcomes of the intended project, indicators, data collection procedures, and the roles and responsibilities necessary for the successful implementation of an M&E system.

**M&E Partnerships** are relationships between various stakeholders involved in the planning, management and implementation of an M&E system.

**M&E planning** is all the indicators including the tools and processes that will be used to ensure that a program is able to achieve its set objectives and target to accomplish the desired results.

**Monitoring and Evaluation** is described as the continuous, systematic collection of data and information with the aim of improving performance and achieving results

**Monitoring** is the systematic, continuous and ongoing collection of data

**Sustainability** is the ability to be self-sufficient even without aid long after an intervention has been completed

## **ABBREVIATIONS AND ACRONYMS**

CBC – Community-Based Conservancies

KNBS - Kenya national Bureau of Statistics

LOC – Landowner Committee

M&E – Monitoring and Evaluation

MNC –Mara North Conservancy

RBV – Resource-based View

SDGs - Sustainable Development Goals

TP – Tourism Partner

UN – United Nations

UNEG – United Nations Evaluation Group

## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND**

#### **1.1 Introduction**

This study investigated the effect of monitoring and evaluation interventions and sustainability of community-based conservancies in Kenya: M&E interventions that is depicted as the independent variable is explained in terms of, Human Capacity for M&E, M&E Partnerships and M&E Planning. This chapter embodies the Background of the study, Statement of the Problem, Objectives of the study which entails both the general and specific objectives, Research Hypothesis, Significance of the study, Scope of the study, Limitations and Delimitations of the study and lastly the Conceptual Framework.

#### **1.2 Background of the Study**

Community-based conservancies are a form of sustainable land use where locals aid in protecting the ecological and cultural resources. Such resources in different locations grant locals economic opportunities and similarly travellers with great environmental awareness. Such strategies require effective monitoring and evaluation since the various stakeholders are in one entity (Maynard, Jacobson & Kamanga, 2020). Community-based Conservation (CBC) is a practice in Kenya that ensures that tourism activities in a locality empower the residents to participate in decisions that shape processes in the tourist area. The organization aims to allow locals to have a stake in the tourism resources by promoting sustainable land use practices and other natural resources (Murungi, 2020). Monitoring and evaluation on the other hand, entails procedures that enable program managers and policymakers to evaluate the community-based conservancies programs' effectiveness and the evolution of an intervention over time (Kabonga, 2018).

Sustainability is a concept that concerns the maintenance of well-being over a definite time. In sustainability, the present needs of the current generation are met while preserving the capability of future generations in meeting their own needs (Moore, Mascarenhas, Bain & Straus, 2017). Sustainability is based upon three pillars: economic, social, and environmental (Purvis et al., 2019). The economic pillar of sustainability concerns practices for the economy's long-term growth without negatively impacting society. The social aspect of sustainability entails identifying and managing an activity's positive and negative effects on individuals. The environmental pillar of sustainability regards policy, regulations, and laws relating to environmental issues. The sustainability of community-based conservancies in Kenya ensures that they cater to both present and future generation needs.

Kabeyi (2019) and George (2020) understand that local community participation in development monitoring and evaluation (M&E), and by extension, M&E of community-based conservancies, is critical to improving project outcomes.

The worldwide shift to deploy community-based conservation is significant in creating a harmonious relationship between protected areas, local communities, and the natural world. In Kenya, half of the wildlife habitats are within community-based conservancies and thus there are interactions among wildlife, livestock and people (Mureithi, Verdoodt, Njoka, Olesarioyo & Van Ranst, 2019). There is ownership and stewardship for the local people on nearby natural resources in global and regional settings. The community-based conservation system also ensures equity in prioritizing goals of environmental conservation and human development. Since the locals form a significant part of stakeholders for conservancies within their area, the initiative provides opportunities that ensure they benefit from the biodiversity.

### **1.2.1 Sustainability of Community Based conservancies**

Community-based conservation is considered a transformative arrangement that sustains biodiversity and improves social well-being through conservation initiatives (Galvin, Beeton & Luizza, 2018). Community-based conservancies are thus a form of environmentally sustainable development informed by the global sustainable development goals. The sustainability of community-based conservancies aims to reconcile evolution and conservation objectives while at the same time considering the interests of the local population who benefit from the conservancies (Akama, Maingi & Camargo, 2011). The sustainability of community-based conservancies is categorized into socio-economic sustainability and ecological sustainability. Socio-economic sustainability of conservancies entails the sustainable use of the resources in the conservancies for economic gain, enhancing living conditions. Environmental sustainability of the community-based concerns maintenance and restoration of ecosystems to improve their productive capacity (Blackburn, Hopcraft, Ogotu, Matthiopoulos & Frank 2016). The sustainability of community-based conservancies is thus beneficial in socio-economic and ecological terms since it enhances livelihoods while protecting natural resources.

### **1.2.2 Monitoring and Evaluation Interventions**

Monitoring and Evaluation intervention is a process that entails the incorporation of practices geared towards the attainment of sustainability in community-based conservancies in Kenya (Kabonga, 2018). Monitoring and evaluation practices for sustainability comprise: setting objectives and goals of the program, collection of data, analysis, disseminating, and utilizing the study findings (Tubey, 2020). Incorporation of monitoring and evaluation practices in the community-based conservancies ensures program effectiveness. Monitoring and evaluation is vital for programmes since it



ensures the most efficient utilization of resources. Monitoring and evaluation interventions thus ensure that the conservancy programs can adequately cater to both the needs of the present and future generations.

Monitoring and evaluation (M&E) of projects enhances overall project planning, management, and implementation efficiency, and as a result, a variety of projects are launched with the express purpose of improving the sociopolitical and economic status of residents in a specific region (Estrella, 2017). Monitoring is the project-long process of ensuring that the plan has been followed, that any deviations have been identified, and that remedial action has been performed in a timely manner (ADRA, 2017). As the project progresses, the information is gathered in an orderly and sequential manner. An ongoing or completed project, program, or policy, as well as its design, implementation, and outcomes, is evaluated in a systematic and objective manner. It is a systematic and objective evaluation of a current or completed policy, program, or initiative, including its conception, implementation, and outcomes. The goal is to provide timely assessments of intervention relevance, efficiency, effectiveness, impact, and sustainability, as well as overall progress toward original goals. Monitoring and evaluation, according to Ballard (2017), is a process that uses objective evidence to assist program implementers in making educated decisions about program operations, service delivery, and program effectiveness.

The purpose of monitoring and evaluation is to enhance present and future management of outputs, outcomes, and impact (United Nations Development Programme, 2015). Williams (2014) says that monitoring informs management and other key stakeholders about the extent to which an intervention is progressing and achieving intended results, as well as progress with regard to the utilization of allotted funds. Monitoring contributes critical inputs to evaluation and so is included in the overall evaluation

approach. Evaluation is a systematic and objective examination of an ongoing or completed policy, program, or project, as well as its conception, implementation, and results. The objective is to give timely assessments of the intervention's relevance, efficiency, effectiveness, impact, and sustainability, as well as overall progress toward the intervention's original objectives. Ballard (2013) defines monitoring and evaluation as a process that uses objective evidence to assist program implementers in making educated decisions about program operations, service delivery, and program effectiveness.

Additionally, project planners must incorporate M&E responsibilities into each step of planning, including employees to schedule activities, optimize budgets, conduct research, assess, and utilize findings successfully (Reddy et al., 2015). The formalization of the M&E process results in the establishment of systems that incorporate rules, legal requirements, and multilevel planning in order to generate M&E findings for use by stakeholders in making decisions. According to the findings of Reddy et al., institutionalized monitoring and evaluation has historically been critical to successfully establishing the program cycle and strengthening accountability. As a result, it provides a mechanism for exchanging organizational ideas, coordinating efforts, and budgeting methods and decisions that support ongoing projects. According to Olivia & Christopher, M&E feedback is information supplied to a group of individuals about a project's sustainability prior conduct in order to alter its present behavior in order to reach the long-term planned goals (2015).

With recent advances in monitoring and evaluation, key planners recognize that M&E implementation and development are iterative and durable, emphasizing the "course" of execution as a virtual device for establishing "assessment traditions" or "customs outcomes" across the entire system and organization (Olivia & Christopher, 2015). As

a result of this variability, M&E training and development are necessary to ensure project sustainability (Rao, 2017). M&E training and development arm project planners with the skills and experience necessary to manage the project effectively and efficiently. According to Olivia and Christopher, the acquired information can be communicated to junior staff members involved in the project's implementation. Additionally, enticement can be used to aid in the pursuit of high-quality and acceptable outputs.

Monitoring and evaluation (M&E) has become a top focus for many development and humanitarian organizations, according to Crawford and Bryce (2015). In order to adequately and effectively evaluate progress and program impact on development issues, advances in measuring methodologies, indicators and targets, performance monitoring, and managing for results (impact) have been developed in recent years. According to Rogers (2015), monitoring offers management and the primary stakeholders of a development intervention with indicators of progress and accomplishment of intended results, as well as progress with regard to the utilization of allotted funds. Monitoring provides critical inputs for evaluation and so is a part of the overall process.

The goal of PM&E is to enhance capacity development, increase efficiency and effectiveness, promote transparency and accountability, coordinate data collecting and supervision, establish new partnerships, and promote sustainability. PM&E is critical in a company because it enables beneficiaries to participate in evaluation, which boosts its reliability and provides an opportunity to gather relevant feedback and suggestions for remedial actions. PM&E enables stakeholders to take ownership of the successful outcomes of planned projects, enhances their incentive to give ideas for corrective

actions, and contributes to the learning of all staff members involved (Gakure, Mukuria & Kithae, 2013).

### **1.2.2.1 Human Capacity**

Human capacity contributes to the productive development potential of the economy, and it should thus be valued and sustained (Osisioma, 2013). It entails the ability of human resources to perform tasks sustainably, efficiently, and effectively in organizations, systems, and individual capacity. Human resources are the core of capacity development in organizations and systems. The people are development drivers since they formulate a nation's wealth (Kusek, 2010). Sustaining human capacity is vital for a country. It can be attained by employing the following measures: employment creation, environmental protection, poverty reduction, and the protection of interests of disadvantaged societal groups.

Regardless of the level of experience of individual members, once a team has been identified to undertake a project, training and capacity building for M&E reporting is critical. This, it has been discovered, improves comprehension of project deliverables, reporting requirements, and team cohesiveness (Wysocki&McGary, 2013). In general, everyone participating in the implementation of a project, including partners, is also involved in the implementation of M&E and should get training (Acharya et al, 2016). M&E implementation training is purposefully interactive to ensure that individuals responsible for adopting and utilizing the system understand its design, intent, focus, and how to use the M&E tools.

Human capacity influences states and organizations' monitoring and evaluation programs (Murei, Kidombo & Gakuu, C., 2018). It is the center of success in implementing monitoring and evaluation systems of governmental and non-governmental organizations. Institutions' monitoring and evaluation systems require

skilled individuals who can perform their monitoring and evaluation tasks responsibly (Kusek, 2010). Comprehension of individuals' necessary skills and capacity in the monitoring and evaluation system and addressing capacity gaps is vital for the monitoring and evaluation programs. Human capacity development for monitoring and evaluation is essential in ensuring improvement in the quality of monitoring and evaluation systems of institutions.

#### **1.2.2.2 Monitoring and Evaluation Partnerships**

Monitoring and evaluation partnerships entail organizations working in liaison with other organizations for capacity development. The monitoring and evaluation partnerships are categorized into the program and institutional affiliations (Ondeko, 2020). In monitoring and evaluation partnerships, individuals involved in designing and implementing programs associate with benefactors and the general public in monitoring and evaluating program progress. Monitoring and evaluation partnerships are characterized by collaboration, collective action, mutual respect, and inclusion (Muli, Ndunge & Ondeko, 2020). The monitoring and evaluation process aids in ensuring that principles of the organizational partnerships are observed in their interactions. The process also aids in assessing whether the project has attained its objectives. Monitoring and evaluation partnerships also assist in obtaining information for long-term planning (Pfisterer & Van Tulder, 2021). The associations are vital for accountability and risk mitigation approaches geared towards enhancing the impact of implemented programs. The outcome of monitoring and evaluation partnerships is geared towards goal-based and principle-based development programs.

#### **1.2.2.3 Monitoring and Evaluation Planning**

Monitoring and evaluation planning is vital for the assessment of a program's output after its implementation. Monitoring and evaluation planning entails the processes

required to implement a monitoring and evaluation system for planning, implementing, and evaluating programs (Reynold & Sutherland, 2013). Monitoring and evaluation planning is deployed by managers, specialists, and decision-makers tasked with program management and funding. Vital monitoring and evaluation planning components comprise a logical framework, indicator matrix, data collection plan, and an analysis framework (Chaplowe, 2008). Monitoring and evaluation planning is built on a thorough comprehension of the goals and objectives a program or project plans to attain. Planning for monitoring and evaluation enables the formulation of a comprehensive monitoring and evaluation system for developmental programs. Monitoring and evaluation planning can significantly help identify weaknesses or gaps in program implementation that ought to be addressed. Monitoring and evaluation planning thus aids in addressing loopholes in project implementation while making recommendations for plans.

According to Rao (2017), sustainability benchmarks and barometers for monitoring and evaluation are equally crucial in describing and documenting the bionomical, financial, and social aspects and assessing progress 4 towards vision and effecting strategies and policies (PMI, 2017). The PMI describes monitoring ton be the continual action involved in gathering and investigating data that notifies the management personnel of the probability of achieving project objectives. Comparatively, evaluation is well-informed judgment and assessment that examines the project's lifelong implications on stakeholders and provides updates on decisions and future developments (PMI, 2017). Personnel involved in developing monitoring and evaluation plans consider the vital elements, including funding criteria, communication channels, and time allocation, because monitoring and evaluation are continuous exercises with specific deliverables. More so, M & M&E exercise requires planning a documented process that assists

managers in keeping account of performance and analyzing the impacts of strategies implemented at each stage (PMI, 2017).

### **1.2.3 Mara North Conservancy**

The Mara North Conservancy is a community-based conservancy located in the Northern side of Maasai Mara in Kenya. The conservancy is the largest in the Maasai Mara Ecosystem and occupies 69,160 acres. The conservancy was founded in 2009 through the collaborative efforts of twelve members (Chakrabarti, 2021). The conserve is also home to over 800 local Maasai who owns the land and receive lease fee payments at the end of every month. Habitats within the conservancy safeguard wildebeests, zebras, elephants, gazelles, impalas, the big five animals, and other endangered species. The study focused on monitoring and evaluation intervention and sustainability of the Mara North Community based Conservancy.

### **1.3 Statement of the problem**

Community-based conservancies are established to provide enterprise development while making a pathway for sustainability through environmental, social, and economic aspects. Kenya has had a strategy of increasing tourism revenue, utilizing different approaches to help realize these objectives. The report from the tourism sector however, only records the income trends in the tourism sector through the 2013 to 2018 strategy while overshadowing measures or the achievement made on ensuring sustainability of the community-based conservancies. Sustainability of conservancies through the community-based programs' approach in diverse areas seems unsuccessful with success only focusing on the monetary value equated to the income generated from the tourism sector.

Galvin et al. (2018) conducted a study with an objective of evaluating the sociological and ecological outcomes of African community-based conservation. The research methodology deployed was systematic review of exiting literature on the subject. The findings of the study established that the economic actions of communities' community-based conservancies are sociologically and ecologically unsustainable. Similarly, Mureithi et al. (2019) conducted as study with an objective of assessing community-based conservation in Northern Kenya. The study method employed was review analysis of existing literature and field observation. The findings of the study revealed that community-based conservancies' financial practices negatively impact the conservancies' sustainability.

The research gaps, especially in the private-owned savings, bring conflict between management and the immediate community necessitating suitable approaches to mitigate the tussles. In the full realization of community conservation, there is a need to protect biodiversity, mitigate community-wildlife conflict, land use planning, and local community empowerment. The laydown of such projects depends on several procedures, with monitoring and evaluation being key to realizing all the strategies. Therefore, there was a need to examine how monitoring and evaluation procedures help realize sustainable Community-based conservancies. The present study addressed this research gap by evaluating how monitoring and evaluation interventions aid in in ensuring the sustainability of community-based conservancies.

#### **1.4 Purpose of the Study**

The purpose of the study was to establish the impact of monitoring and evaluation intervention in creating sustainable community-based conservancies. The study intended to accomplish this by assessing the effect of human capacity on M&E, M&E



partnership, and M&E planning on the sustainability of the Mara community-based conservancies.

### **1.5 Objectives of the Study**

The general objective of this study was to assess the impact of monitoring and evaluation interventions in creating sustainable Community-based conservancies.

Specific objectives were;

- (i) To examine the effect of the human capacity for M&E on sustainability of community-based conservancies.
- (ii) To establish the effect of M&E partnerships on the sustainability of community-based conservancies
- (iii) To assess the effect of M&E planning on the sustainability of community-based conservancies

### **1.6 Research Hypothesis**

The following hypotheses was used to test relationships:

**H<sub>01</sub>:** There is no significant relationship between human capacity and sustainability of community-based conservancies

**H<sub>02</sub>:** There is no significant relationship between M&E partnership and sustainability of community-based conservancies.

**H<sub>03</sub>:** There is no significant relationship between M&E planning and sustainability of community-based conservancies.

### **1.7 Significance of the Study**

The study focused on the effect that monitoring and evaluation intervention exerts on community-based conservancies' sustainability. The study's findings contribute to the body of knowledge that benefits researchers and policymakers. The policymakers will

be able to establish policies to address further the sustainability challenge experienced in the conservancies because of the economic activities conducted in the area. The study also establishes a research base that provides an avenue for further research to be performed by researchers who will want to venture into a similar research area. The study will also benefit the community who benefit from utilizing natural resources in the Mara North Conservancy. It will ensure they continually benefit from the resources when sustainability is achieved. The community will also be educated on sustainability practices that will aid in conserving natural resources. The research also enables developing a thesis report, publication of research papers and policy briefs, further contributing to knowledge.

### **1.8 Scope of the Study**

The study was based in the Mara North Conservancy. It only focused on the community and institutions concerned with conserving the natural resources in the conservancy. The research focused on the Mara North Conservancy in Kenya because it is one of the largest community-based conservancies in Kenya where the communities benefit economically from natural resources. The aspect of sustainability is also profound in the conservancy since it also integrates social and economic aspects of the community's activities in the conservancy.

### **1.9 Delimitation(s) of the Study**

The study was delimited to the Mara-based conservancy's sustainability by mainly focusing on the social, economic, and environmental aspects. Conservation of the Mara-based preservation is a broad topic that also entails policies and regulations, but the study only focused on the community's activities in conserving the natural resources. The study was also only limited to the implementation of the five-year management plan that exists for the conservancy (2019-2023).

### **1.10 Limitations of the Study**

Study limitations entail the shortcomings resulting from factors beyond the study's control and may affect the generalizability and reliability of results obtained. The ongoing coronavirus pandemic limited traveling to critical institutions concerned with the Mara-based conservancy matters to conduct face-to-face interviews. The interviews were conducted online. The people at the Mara North conservancy are not proficient in the official languages of Kenya. An interpreter was contacted to aid in the interpretation of study questions.

### **1.11 Assumptions of the Study**

The study was guided by the following assumptions that monitoring and evaluation programs have been established to assess the sustainability of the activities of community-based conservancies; individuals in the Mara-based conservancy are proficient in English and Swahili for data collection purposes and that the respondents will be transparent and answer the questions truthfully.

### **1.12 Theoretical Framework**

The study was informed by two theories which include Resource-Based View Theory and Participatory Theory.

#### **1.12.1 Resource-Based View Theory**

The resource-based theory was formulated through Berger, Wernerfelt, Grant, Spender, Prahad, and Hamel in the 1980s and 1990s. The theory stipulates that valuable resources that are difficult to imitate and rare place a firm position of attaining long-term success (Ardaneswari et al., 2020). The theory is relevant to the study since it suggests that a firm's enhanced performance and success are attained when it employs uniqueness to achieve long-term success in the market. The competitive advantage of firms can be

achieved when the firms use valuable resources in their production process since unique products and services are attained. Competitive advantage acquired from the firms translates into enhanced performance and success.

Resources and capabilities can be employed interchangeably based on RBV theory. The tangible and intangible assets can represent them in organizations used to create and implement strategic objectives. However, to define these two aspects more distinctively, resources refer to purchases under the organization's ownership. In contrast, capabilities refer to an organization's capacity to deploy resources to achieve the set objectives through the organizational process. Tangible resources in an organization range from components such as manufacturing plants, raw materials, logistics networks, and technology, while intangible resources and capabilities range from proprietary knowledge, relationships, customer loyalty, corporate culture and philosophies, and supply chain competencies (Burvill, Jones-Evans & Rowlands, 2018).

The resource-based view theory has been critiqued due to its limitations that comprise: limited applicability of the idea and the theory lacks managerial implications, resource value cannot be determined, the theory suggest infinite regress and inability of attaining sustained competitive advantage (Freeman, Dmytriyev, & Phillips, 2021). To cater to the limitations of the theory, the theory has been modified to enhance its effectiveness. Otolá et al. (2020) has integrated the concept of strategic management into the theory. Strategic management in the resource-based view entails three concepts: dynamic processes of creation, renewal, integration, relations through alliances, agreements, and partnership, and the third are financial, physical, and human resources.

### **1.12.2 Participatory Theory**

The participatory theory developed by Arnstein (1969) as he developed participation explains the concept of community participation. The theory elaborates such community participation to include association in planning processes and municipal ideals where people are interested in the same undertaking seen significant by the majority. The theory elaborates that the dynamic inclusion of residents in a community contributes to common objectives and expands community harmony. The approach is effective in explaining standard variables in the Sustainability of Community based sustainability.

The theory informs this study in explaining key concepts involving different stakeholders in creating a sustainable environment for community-based conservation. When people are allowed to participate in important decision-making events, they contribute significantly to the growth of non-profit organizations while having a sense of belonging. By involving all parties in main projects, the conservancies will support all their actions, especially in development projects. There is ownership and stewardship for the local people on nearby natural resources in global and regional settings. The approach also ensures equity in prioritizing goals of environmental conservation and human development. Since the locals form a significant part of stakeholders for conservancies within their area, the initiative provides opportunities that benefit from biodiversity.

### **1.13 Conceptual Framework**

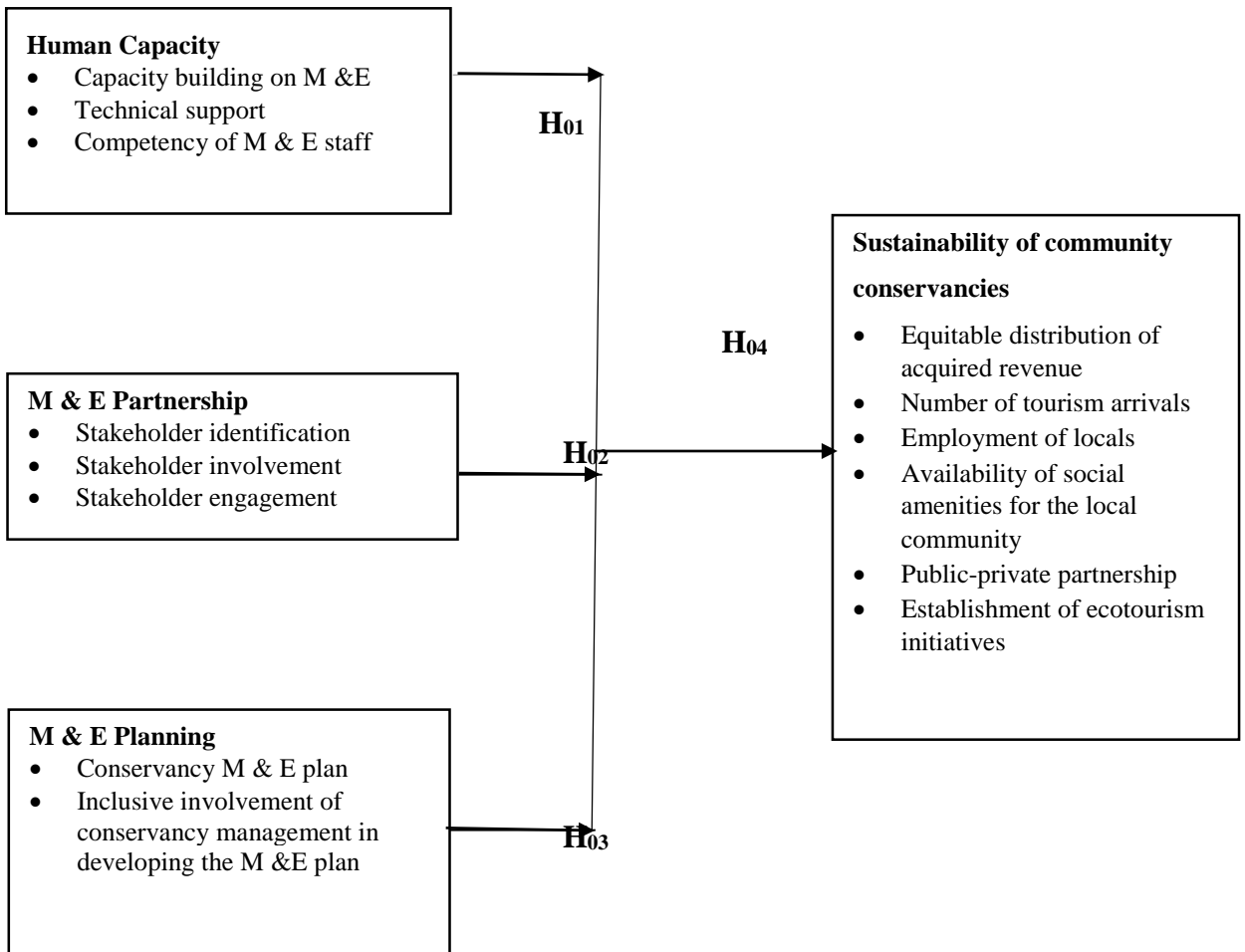
The conceptual framework is an analytical research tool representing a researcher's synthesis of literature, principles, and rules on which a study is grounded (Regoniel, 2017). According to Obwatho (2014), the conceptual framework demonstrates the

relationship that exists between the independent variable and dependent variables of the researcher's puzzle. The conceptual framework contains two study variables: the independent variables and dependent variables. The independent variables (Human Capacity, M&E Planning and M&E Partnerships) represent what is being manipulated in the study. Dependent variables (Sustainability of Community based conservation interventions) in the study are the outcome of the independent variables.

## Independent Variables

## Dependent Variable

### M & E Interventions



**Figure 1: Conceptual Framework**

Source: (Researcher, 2021)

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The research aimed to establish the impact of monitoring and evaluation interventions in creating sustainable community-based conservancies. The research variables comprise human capacity, monitoring and evaluation partnership, monitoring and evaluation planning, and sustainability of community conservancies. The section will cover the following areas: literature review, a summary of literature review, and research gaps.

#### **2.2 Review of Literature**

##### **2.2.1 Sustainability of Community-Based Conservancies**

Gomez (2017) conducted a study to evaluate community-based ecotourism as a nature conservancy tool among the Kiulu Communities in Malaysia. The target population for the survey was members of Kiulu Communities who engaged in community-based conservation, from whom a sample size of 5.704 was obtained. The study deployed the permaculture model on communities. The study's findings revealed that sustainable practices of community-based conservation contributed to improved human life and nature while at the same time enhancing environmental awareness. However, the study did not reveal how sustainability of community-based conservancies could be improved by incorporating monitoring and evaluation.

Dowling (2021) conducted a study to assess whether community-based tourism was a sustainable solution to local impacts in the Tsiseb Conservancy of Namibia. The target population was members of the Tsiseb Conservancy who participated in community-based tourism. A sample of 16 was drawn from the target population. The study was



conducted for two years, between 2005 and 2007. The study's findings revealed that sustainability of the community-based conservancies was attained when the communities were able to obtain a livelihood from the savings while not undermining nature's resources. However, the study did not indicate how the community-based conservancies could be effectively sustained through employing monitoring and evaluation.

Murungi et al. (2020) conducted a study to establish the determinants of sustainability of community-based ecotourism development in Rangeland Trust Conservancy in Meru County. The target population for the study comprised 144 project staff of the Rangeland Trust Conservancy, from whom a sample of 105 respondents was obtained. The survey in data analysis deployed the multiple regression model. The study's findings revealed that community participation, networking with expertise in tourism, local ecotourism innovation, and transparent management of finances influenced sustainability in projects of community-based ecotourism. However, the study did not establish how community-based ecotourism could be enhanced by deploying monitoring and evaluation techniques.

According to a study conducted in Kenya by White (2013) on monitoring and evaluation best practices in development, institutions face a number of challenges when implementing or managing M&E activities, one of which is insufficient M&E capacity, as M&E staff are typically assigned to more than one project at a time and have a large portfolio of regional or sectoral assignments. Additionally, taking on the M&E work of too many individual projects strains limited M&E capacity and results in rapid burnout of M&E employees, making recruitment of skilled M&E workers difficult, as well as limiting the organizational knowledge available to support M&E development (Ramesh, 2002). Mibey (2011) advises that capacity building be incorporated as a

major component of the project across the country (Kenya), implying increased investment in training and human resource development in the critical technical area of monitoring and evaluation.

M&E experience can be gained through on-going training, working in the same position for a longer period of time, or working for other organizations. Odhiambo (2013), for example, suggests that employees' capacity for M&E should be regularly improved through training and other capacity building programs to ensure that they stay current on developing trends. Additionally, Stetson (2011) notes that even workers with substantial experience in M&E should be trained on the unique objectives, tools, and processes associated with each M&E activity to ensure consistency and quality. According to Ngatia's (2015) study, program officers working in agricultural NGOs in Murang'a County have acquired appropriate M&E training either formally or through in-service training, in addition to having several years of experience working with M&E systems.

The sustainability of a project is demonstrated by the system's continued operation and maintenance (O&M). The O&M embraces the project's diversity and the inclusion of all sectors necessary to sustain it. According to Besel, Charlotte, and Klak (2011), project sustainability is frequently hampered by the paucity of financial resources required to conduct the project. Budgetary constraints make it difficult to build and resource project structures and associated institutions necessary for effective implementation and goal achievement, unless over the long term. However, the situation can be alleviated through strong and effective national capacities for managing and coordinating project financing, as well as project implementation and administration.

The emphasis on community involvement in tourism has so expanded the scope and practice of ecotourism, resulting in the notion of Community Based Ecotourism (CBET). CBET, one may argue, embodies the social dimension of ecotourism in its term (Duffy, 2013). It harmonizes tourism with the social climate, ensuring that residents gain from tourists rather than become victims. For example, in Namibia, community-based ecotourism enterprise growth has been critical in generating cash, employment, and additional advantages for the community (Chaiyatorn, Kaoses & Titphat, 2010). CBET's emphasis on community involvement served as the foundation for this investigation. Local people are considered to be the primary beneficiaries of CBET outcomes due to their status as primary stakeholders. This was the niche examined in this study, with an emphasis on the implications of household livelihoods and environmental management.

Cooperation between the organization and the community is necessary for community development. The majority of communities in which community-based projects operate have societal difficulties such as poverty, unemployment, and other social ills. Due to the presence of socioeconomic difficulties and geophysical qualities, the residents of these localities have few development alternatives. As a result, these people remain behind, and the majority of people who live in these backward pockets suffer social and physical consequences. As a result, their conduct has been shaped to fit the prevailing conditions (Armstrong, 2012).

Local communities' participation in tourism in Kenya has been limited, primarily to the provision of goods and services, the sale of handicrafts, and entertainment provided by traditional dancers; where local residents face competition from entrepreneurs from other parts of the country who are better prepared to do business and have access to credit. The indigenous community lamented the current quo and emphasized the

importance of their participation in regional tourism operations (Claiborne, 2010). Galaski (2015) remarked that community participation in tourism resource management has the potential to increase revenue and employment, as well as to create skills and institutions for local people empowerment. Ecotourism is thus viewed as a driver of economic progress, a means of distributing resources fairly, and a means of reducing poverty. According to Hausler (2010), ecotourism should place a higher premium on socioeconomic objectives in general and poverty alleviation in particular. Morelli (2011) suggested that community participation is a necessary component of tourism in order to help communities expand their carrying capacity by mitigating negative consequences and promoting positive outcomes.

One of the fundamental tenets of project sustainability is the availability of resources necessary for community-based initiatives. This entails picking resources that will be available in the predicted future, hence lowering the likelihood of a project failing once it is up and running owing to a lack of critical materials. Often, this will entail locating secondary sources for those materials that can be put to use. Inadequate finance undermines a project's ability to be sustained International Academic Journal of Information Sciences and Project Management (Mmuriungi, Ngugi & Muturi, 2015). However, there are other ways in which funding might be tied to a project's sustainability. Waiganjo, Ng'ethe, and Mugambi (2012) advocate for the development of local resources to ensure long-term sustainability, emphasizing the critical nature of adequate local capacity to create cash if external financing is no longer available.

### **2.2.2 Monitoring and Evaluation Interventions**

There was urgent need on the necessity of Monitoring and evaluation interventions as a means of ensuring sustainability in the context of community-based conservation. Community-based conservation relies on tourism as a resource to provide unique

products to the wider market. There was need to ensure that this resource is utilized in a sustainable manner for the benefit of the communities involved. Monitoring and evaluation being part of the management processes will ensure that the conservancy is able to effectively track resources and manage them appropriately (Shaffey, 2014).

Community participation is integral in the long-term sustainability of any community-based conservancy. This is in line with involving the different stakeholders and actors in the decision-making process for issues that relate with the conservancy. This helps provide solutions that are people driven and are capable to contribute significantly to the growth of the conservancy. Also, there is equity in resource distribution and the community is all able to benefit from tourism as resource (Burvill, Jones-Evans & Rowlands, 2018).

Perhaps the biggest issue towards community-based conservation is the neglect towards the necessity of Monitoring and evaluation in the management cycle. Initially, the local people owned land communally but with land subdivision each individual would rather have their own piece of land hence changing the management structures. Tourism has also over the years become a huge resource and the related communities in-turn have seen the need to benefit from tourism. Finally, there was need for a clear definition of the roles of the different stakeholders in the conservancy to ensure that communities benefit and sustainability is guaranteed. To start with, conservancies should be aware that monitoring and evaluation is integral for the success of any organization as a performance measuring and tracking tool (Sithole, Giampiccoli & Jugmohan, 2020).

#### **2.2.2.1 Human Capacity and Sustainability of Community Based Conservancies**

Brooks et al. (2013) conducted a study with an objective of evaluating the economic, behavioural, ecological and attitudinal outcomes of community-based conservation projects in the United States of America. The study design employed was systematic

review where 62 projects out of 136 community-based conservancy projects were sampled for analysis to draw conclusions. Logistic regression models were deployed in multivariate data analysis. The findings of the study revealed that, human capacity building for the local communities in features such as supportive cultural beliefs and tenure regimes in community-based conservancies was vital in ensuring the ecological, attitudinal, behavioural and economic success of the community-based conservancy programmes. The study however did not establish how human capacity building contributed to ensuring sustainability of the community-based conservancies in USA.

Riehl et al. (2015) conducted a study with an objective of evaluating the effects of community-based natural resource management on household welfare in Namibia. The target population for the study was 6932 households from which a sample of 1010 was obtained for data collection. The regression model was deployed in data analysis. The study was conducted for duration of 7 years between 2000 and 2007. The findings revealed that human capacity building and empowerment was a factor that contributed to the success of the community-based conservation programmes in terms of socio-economic and development goals. The study however did not indicate how human capacity building contributed to the sustainability of the community-based conservation programmes in Namibia.

Gaitho (2014) conducted a study with an objective of assessing the impact of community-based ecotourism on household livelihoods and environmental management in Laikipia County, Kenya. The target populations were households in Ngwesi and Lekurruki from which a sample of 181 respondents was obtained for collection of data. The chi-square model was deployed for data analysis. The findings of the study established that, human capacity building of the local populations through

employment and improved community livelihoods and developing of skills for empowerment enhanced the successful management of community-based ecotourism programmes. The study however, did not reveal how human capacity building of the local populations who managed the community-based ecotourism contributed to the sustainability of the programmes.

#### **2.2.2.2 Monitoring and Evaluation Partnerships and Sustainability of Community Based Conservancies**

Liu (2013) conducted a study with an objective of assessing community-based conservation in Yunnan, China. The study which was a survey was conducted for a one-month period in 2012 through questionnaire administration to target respondents. The target population for the study was 72,000 individuals who resided in the Yunnan region and from which respondents were drawn for data collection. The study deployed a conceptual model of responses to disturbance by wildlife. Monitoring and evaluation were conducted through partnership of local community members, local government institutions and private Chinese partners. The partnership greatly aided in improved management of community-based conservancies. The study however, did not reveal the role that monitoring and evaluation partnership played in ensuring sustainability of the community-based conservancies.

In Latin America, organizations regularly conduct partnership monitoring and evaluation activities to focus on project inputs, resources, and activities, such as evidence gathering through systematic observations, routine bookkeeping, or planned qualitative studies, and outputs such as staff training, printed materials, or any ongoing construction (Franks, 2012). In Canada, quarterly evaluations of projects, programs, sector performance, and institutions have acted as a guiding and troubleshooting forum

with top-level political commitment. Institutionalized PM&E has acted as an integrated element of the development policy or programme cycle, boosting performance accountability and facilitating efficient response, hence enhancing planning, budgeting, and policy formulation, all of which have contributed to increased growth effectiveness. After several years of implementing the PM&E, significant improvements in the delivery of government projects to the populace have been made in Ghana (Trseth, Aas, Breivik, Fjraa, Fiebig, Hjellbrekke, & Yttri, 2012).

M&E is becoming increasingly important in determining project performance and, as a result, their long-term viability. Waithera and Wanyoike (2015) agree, stating that economic, social, and environmental sustainability criteria are critical in defining M&E indicators, tracking economic and social trends, and monitoring progress toward project goals. Essentially, M&E's efforts to improve openness and accountability instill greater confidence in organizations, which increases the likelihood of obtaining funding and ensures the long-term economic viability of their projects (Waithera and Wanyoike, 2015).

The increased expenditures associated with institutionalizing M&E, according to Umugwaneza and Kule (2016), generate economic sustainability issues because the vast majority of organizations in developing countries experience financing limits, notably due to the ever-shrinking donor funding pool. These findings are similar to those of Koehn and Uitto (2014), who point out the economic challenges posed by comprehensive evaluations in development projects, particularly the high costs of detailed quantitative analyses of data due to the need to establish correlations across large longitudinal studies in order to ensure the evaluations' integrity.



According to Dos Santos, Svensson, and Padin (2014), the long-term implementation of M&E necessitates the use of best business practices, which are ensured by the establishment of a number of critical performance indicators, such as training and skills development, which includes activities such as registering employees for apprenticeships; implementing a well-articulated learning academy framework to ensure better management and delivery of employee skills; and implementing a well-articulated learning academy framework to ensure better management.

Galvin et al. (2018) conducted a study with an objective of assessing social and ecological outcomes of African Community based conservation in the Democratic Republic of Congo. The methodology employed in the study was systematic review where the findings of other studies on community-based conservations in the state were analysed to draw findings and conclusions. A community-based conservation conceptual model was deployed in the study. The findings of the study revealed that, monitoring and evaluation partnerships of institutions and the local ensured the success of the implemented community-based conservancy projects. The study however, did not reveal how the monitoring and evaluation partnerships contributed to the sustainability of the community-based conservation programmes.

Tubey (2020) conducted a study with an objective of evaluating monitoring and evaluation practices and the sustainability of community-based tourism projects in Kenya. The target population for the study was 861 individuals from whom a sample of 266 respondents was drawn. The multiple regression model was deployed for data analysis in the study. The findings of the study established that, monitoring and evaluation partnership was between public institutions and private landowners. The monitoring and evaluation practices contributed greatly to improved management of

resources in the community-based conservancies. The study however did not illustrate how monitoring and evaluation partnership played a role in ensuring the sustainability of the community-based conservancies.

According to Bowman (2011), inclusivity and active involvement of all stakeholders foster a strong sense of pride and ownership of the joint venture, as opposed to the one-man-show. Active engagement ensures the venture's viability for future generations (Okorley & Nkrumah, 2012). The one-man-show method saps the venture's vitality as individuals get burdened by their responsibilities. The resource assistance offered by local community groups, particularly in terms of technical efficiency and financial support, is critical to the sustainability of community ventures. Additionally, community involvement in project sustainability is critical in areas such as customer choice, effectiveness in design, building, and maintenance of project facilities and equipment. Additionally, the involvement of multiple community groups and staff training on the efficient use and administration of project assets, as well as the enhanced skills and incomes of beneficiaries and the local community, will be sufficient to retain their interest in the project (Okorley & Nkrumah, 2012).

Gunderson (2011) stressed the need of gender-sensitive stakeholder participation and the inclusion of women throughout the project's lifecycle. Women should receive special attention since they are crucial to economic progress. By allowing stakeholders to determine the vision and prioritize objectives, they can ensure that the greatest ideas are generated during planning and that the results continue to be relevant to them. As a result, they must be involved in identifying the data that will be required throughout deployment. Inadequate stakeholder engagement impedes beneficiaries' participation and diminishes their ability to influence project outcomes, resulting in substandard

performance. Stakeholder involvement in project inception, planning, implementation, monitoring, and assessment is crucial for improved project performance (Bray, 2010). Maina (2013) conducted a study in Nakuru and discovered a positive correlation between stakeholder participation in project identification and selection, project planning, project implementation, and project monitoring and evaluation and the success of Economic Stimulus Programs. Participation was examined holistically without regard for levels. Golicha (2010) conducted a study in Garissa and discovered that stakeholder participation was insufficient during the most critical stages of project formulation, design, and implementation. However, the study did not evaluate the outcome of the low stakeholder participation on the project. Kituu (2015) conducted a study in Turkana and discovered that stakeholders actively participated in risk management activities associated with a monetary value. The study establishes a relationship between participation and civic responsibility, which contributes to the project's durability. Nonetheless, the study did not adequately address the various levels of participation and their impact on project sustainability. M'ikiugu (2014) conducted a study in Meru and discovered that participation of head teachers, teachers, parents, and students is critical to academic success in public primary schools. The participation rates and the sustainability of the school's performance were not disclosed. Plan International conducted an examination in 2014 and discovered that community programs are rarely sustainable beyond six months after funding ends. The study attributes the study's findings to low stakeholder participation. The evaluation took a qualitative approach and did not demonstrate a link between varying levels of participation and project viability. There is no other study on stakeholder participation and sustainability of community development projects in Homa Bay Town Subcounty that the researcher is aware of.

Project management teams must exert influence over everyone they interact with in order to ensure the project's sustainability, they must exhibit not only sound management skills but also strong leadership abilities. Project management teams must interact with a variety of stakeholders; they must manage not only internal project operations, their peers and superiors, but also with clients, requiring a variety of abilities that are largely non-technical in nature and may be difficult to replicate. These include, but are not limited to, organizational knowledge, implicit knowledge about how to manage people within an organizational framework, leadership and management skills, and customer service skills (Kerine, 2015).

Within project teams, as employees go from technical to more managerial responsibilities, these skills become relevant and aid in the effective administration of projects. Karanja and Karuti (2014) place an emphasis on implicit skills that are acquired via experience rather than classroom instruction. They categorize these abilities as self-, interpersonal-, and career-management. They discover that differences in these abilities between novices and experts have a significant impact on career performance in professional and managerial careers. Kerine (2015) emphasizes the importance of both hard and soft abilities in successful project management. Hard skills include technological proficiency, domain understanding, experience, and project management abilities such as planning, monitoring, risk management, and scheduling.

### **2.2.2.3 Monitoring and Evaluation Planning and Sustainability of Community Based Conservancies**

De Araujo Lima Constantino et al. (2012) conducted a study with an objective of assessing empowerment local people through community-based conservancy resource monitoring in Brazil. The study employed systematic review of four monitoring and evaluation systems of community-based conservancies. The findings of the study

revealed that community-based conservancy monitoring and evaluation systems required careful planning while taking advantage of facilitation conditions and with respect to community positions. Monitoring and evaluation on planning was also deployed as a tool of ensuring that communities in the community-based conservancies effectively engaged in the management of natural resources. The study however did not illustrate how monitoring and evaluation planning contributed to the sustainability of community-based conservancies in Brazil.

Dodds et al. (2018) conducted a study with an objective of determining key elements for pitfalls and success in developing community-based tourism. The method employed by the study was systematic review and drawing conclusions from the findings of other researchers who had ventured into a similar research area. The model that was deployed by the study was the community-based tourism evaluation model. The findings of the study revealed that planning in monitoring and evaluation played a significant role in ensuring the effective management of the community-based tourism projects. The findings of the study however did not reveal the role that monitoring and evaluation planning played in promoting the sustainability of the community-based tourism projects.

Huqa (2017) conducted a study with an objective of assessing the sustainable management of community-based tourism in community-based tourism projects of Isiolo, Kenya. The target population for the study was 60 individuals who comprised local people, trustees, management and members of the community-based tourism who also comprised the sample for study. The findings of the study revealed that participatory planning in monitoring and evaluation enhanced the management of the community-based tourism through training of individuals who were involved in

monitoring and evaluation. The study however did not illustrate how monitoring and evaluation planning contributed to the sustainability of community-based ecotourism in Isiolo.

Waiganjo et al. (2012) argue that early planning for future funding is critical and should be maintained throughout the life of the project, while Tomno (2013) addresses the importance of longer initial funding periods to provide time for sustainability to be nourished. As a result, projects are continually reinvented in order to re-qualify for start-up funding. Certain projects become locked in this cycle; this is not only inefficient, but also impairs the project's natural development. This is where growing money through trade may be able to assist some community projects in breaking free from this cycle of financing dependency.

### **2.3 Summary of Review of Literature and Research Gap**

The study, however, identified knowledge gaps in the literature review. The knowledge gap in the literature review on the human capacity for monitoring and evaluation was determined to be its failure to assess how human capacity for monitoring and evaluation contributed to sustainability of community-based conservancies. The knowledge gap in the literature review for monitoring and evaluation partnerships was its failure to illustrate how they contributed to sustainability of community-based conservancies. The literature review on monitoring and evaluation planning did not indicate how monitoring and evaluation planning contributed to sustainability of community-based conservancies and tourism projects. A research gap was also noted in the literature review for sustainability of community-based conservancies. It did not indicate how monitoring and evaluation contributed to the enhanced sustainability of conservancies. The study will address this research gap by conducting a study on monitoring and evaluation interventions and sustainability of community-based conservancies in Mara

North Conservancy of Kenya. The study focused on Mara North conservancy being one of the Oldest CBC in Narok county with an already gazetted management plan being implemented.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter contains the following sections: research design, research site, target population, study sample, sampling procedure, study sample, data collection, data processing and analysis, legal and ethical considerations.

#### **3.2 Research Design**

Research design provides an appropriate framework for study and establishes how vital study information will be obtained (Siyelew, 2019). An essential factor to consider in the research design process is the decision concerning the research approach because it determines how vital information will be gained. It specifies methods and procedures to collect data, measurement, and analysis (Myers et al., 2013). The design employed for the study is a descriptive survey design. This entails administering questionnaires and interview schedules to a group of respondents that have been sampled from an entire population (Kombo and Tromp, 2006). Descriptive research design is helpful as it displays the actual profile and relevant aspects of the situation of interest from an institution-oriented perspective (Siyelew, 2019). The choice of the research design for the study was informed by its ability to enable the researcher to obtain critical information concerning the monitoring and evaluation intervention and sustainability of the community-based Mara North Conservancy without any bias.

#### **3.3 Research Site**

The study site was Mara North Conservancy, located in the North of Maasai Mara in Kenya. The conservancy is the largest in the Maasai Mara Ecosystem and occupies 69 160 acres. The protection also protects over 60,000 acres of natural wildlife. The



conservancy was founded in 2009 through the collaborative efforts of twelve members (Bedelian, 2012). The conservancy is also home to 800 local Maasai who own the land and receive lease fee payments at the end of every month. Habitats within the conservancy safeguard wildebeests, zebras, elephants, gazelles, impalas, the big five animals, and other endangered species. The Mara-based conservancy is thus a community-based tourism initiative that balances conservation goals while meeting the needs of humans.

### 3.4 Target Population

The target population is defined as persons of interest who focus on a study's research and from a sample will be drawn (Allen, 2017). The study targeted 920 respondents that were derived from the conservancy, that is 1 conservancy manager, 800 landowners, 15 LOC Members, 13 Tourism Partners, 50 Conservancy Staff and 42 Conservancy rangers as shown in Table 1 below. The target population represents the members from whom the sample that will include the actual respondents will be drawn for data collection purposes.

**Table 3-1 Population Table**

<b>Category</b>	<b>Population size</b>
Landowners	800
Land Owner Committee	15
Tourism Partner	13
Conservancy chair	1
Conservancy staff	50
Conservancy Rangers	42
<b>Total</b>	<b>920</b>

Source: Researcher (2022)

### 3.5 Sampling

#### 3.5.1 Study Sample Size

A sample is a collection of items, objects, or people drawn from a larger population for measurement and represents the total population (Burgette et al., 2019). The sample size is an essential attribute of an empirical study whose purpose is to conclude the target population from the derived sample (Taherdoost, 2017). The sample size for this study was drawn from the following groups: rangers, landowners, conservancy manager, and conservancy staff and landowner committee. The staff at the conservancy are 50 in total, the landowners who are members of the local community are 800, the rangers are 42, conservancy staff are 50 and the landowner committee comprises 15 members. The sample size will be determined using the Krejcie and Morgan (1970) formula for sample size determination. The sample size was calculated using proportionate formula.

$$\text{Proportionate formula} = \frac{y}{N} * S$$

Where:

**y** = Intended number of respondents under the given category from the population distribution table

**N** = Total sum of distributed population

**S** = sample size for the total population as per the Krejcie and Morgan table

$$= \frac{800}{920} * 260 = 226$$

**Table 3-2 Sampling Table**

<b>Category</b>	<b>Population size</b>	<b>Sample size using Proportionate Formula</b>
Landowners	800	226
Land Owner Committee	15	1
Tourism Partner	13	1
Conservancy chair	1	1
Conservancy staff	50	2
Conservancy Rangers	42	2
<b>Total</b>	<b>920</b>	<b>233</b>

Source: Researcher (2022)

### **3.5.2 Sampling Procedure**

The sampling technique is a procedure of drawing out individuals or a subset of a population to make statistical conclusions from them and therefore estimate features of the whole population (Taherdoost, 2017). The study adopted a stratified random sampling procedure to select sample size from the target population. Stratified random sampling is a data collection procedure that concerns dividing the target population into sub-groups from which representative members will be randomly selected (Etikan & Bala, 2017). The choice of the stratified random sampling technique is informed by its lack of bias, thus ensuring adequate representativeness.

## **3.6 Data Collection**

### **3.6.1 Data Collection Instruments**

Data collection instruments are tools that are employed in data acquisition for a study. Questionnaires and interview schedules were utilized for data collection in this study. They are handy tools to enable large populations to be tested easily while providing answers. Questionnaires were administered to the sampled individuals, including the landowners, rangers, conservancy staff, Tourism partners, Landowner Committee

Members and conservancy managers. The questionnaire comprised of ten questions that are closed-ended. All the different cadre of respondents will use the same questionnaire as the questions cut across regardless of position.

### **3.6.2 Pilot Testing of Research Instruments**

A pilot study refers to a small-scale preliminary test of the study procedures and methods to modify and plan the primary research (Fraser et al., 2018). A pilot study entails engaging a small group of respondents who may be the target respondents or volunteer individuals similar to the target respondents. The study conducted the pilot test on 10% of the respondents as advocated for by Baker (1994) by administering the initial questionnaires that formed part of the final respondents. It was conducted one month before the actual data collection process of the study. The pilot study was important to obtain feedback regarding the clarity of questions, time taken to respond to each question and range of responses received. The analysis aided in improving the data collection instruments.

### **3.6.3 Instrument Reliability**

Reliability is a measure of the extent to which data collection instruments generate consistent results after multiple trials (Mugenda & Mugenda, 2012). It is the degree to which a given measuring instrument produces the same effects each time used (Zohrabi, 2013). A pilot test was conducted one month before the actual study to enhance the instrument's reliability to establish the reliability of the data collection instruments. The pilot test enabled the researcher to improve on the internal validity of the research instruments and identify inconsistencies and clarify the questionnaire. The pilot study identified the need have the study questions translated to both Swahili and Maasai due to the study population. Also, there was need to adjust the timeframe in which the study was to be conducted because of the length of time required per respondent.

#### **3.6.4 Instrument Validity**

Validity determines whether the research instrument truly measures what was intended to be measured and the truthfulness of the research output (Zohrabi, 2013). The study conceptualized the variables based on the literature review and theories studied by a number of researchers thus being able to validate them, ensuring that construct validity was achieved. Content validity was adhered to by ensuring that the variables considered in the study are the ones indicated in the literature review. Also, the study sought expert opinions from conservation specialists and research supervisors to review the appropriate indicators of the study and verify consistencies of the research instruments within the content area. To determine predictive validity, the study carried out correlation analysis between measures.

#### **3.6.5 Data Collection Procedures**

The data collection procedure is determined to a great extent by objectives and research questions. Through these, respondents can give written or oral responses vital for research purposes and are essential for learning since they contribute to knowledge (Canals, 2017). The study employed questionnaires for the collection of data from the respondents. The questionnaires were administered online to the sampled respondents using phone interviews. The discussions adopted flexible time schedules to enable top management of the conservancy to participate easily. The collected data was analyzed to draw inferences.

#### **3.7 Data Processing and Analysis**

Data processing entails the verification, organization, transformation, integration, and extraction of data collected from the respondents in the appropriate form for use. On the other hand, data analysis entails the cleaning, transforming, organizing, and modeling of collected research data (Hardy & Bryman, 2009). Data obtained from

questionnaires was arranged, coded, and analyzed using the Statistical Package for Social Sciences software to draw inferences. Pearson's correlation coefficient was deployed to establish the correlation between the dependent and independent variables. The multiple linear regression model was also deployed in analyzing the relationship between the independent and dependent variables.

### **3.8 Ethical Considerations**

Ethical considerations in research aim to promote good practice, prevent misconduct, enhance scientific quality, financial probity, protect vulnerable individuals, and minimize poor performance (Shaw et al., 2005). Research approvals and permits were obtained from the Ministry of Education National Council for Science Technology and Innovation (NACOSTI) in Nairobi and the County Administration Offices to enable the researcher to conduct the study.

The research was dependent upon information from people, and therefore ethical considerations were put in place. The researcher obtained consent from the respondents and maintained the confidentiality of the respondents' details, such as names and anonymity for respondents who might not be comfortable sharing their personal information. The process was also voluntary; the respondents were not coerced to give out information. The study's findings are to be posted online in publications and thesis where relevant users can access them.

## CHAPTER FOUR

### RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

#### 4.1 Introduction

The chapter presents the findings of the study on impacts of monitoring and evaluation interventions and sustainability of community-based conservancies. Analysis and interpretation through descriptive and inferential statistics is also contained in the chapter.

#### 4.2 Response Rate

Out of the 233 questionnaires issued, some 203 questionnaires were returned representing 87% response rate. The response rate was high since the interviews were conducted through use of mobile phones and using the local language. Also the respondents were aware of topic of discussion. The questionnaire return rate results are shown in Table 4-1.

**Table 4-1 Response Rate**

	<b>Questionnaires issued</b>	<b>Questionnaires received</b>	<b>Percentage response</b>
<b>Total</b>	233	203	87%

Source: Research data (2022)

This rate was acceptable to make conclusions for the study as it was considered representative. According to Mugenda and Mugenda (1999), a rate of response of 50% is sufficient for analysis and reporting; a rate of 60% is good and a rate of response of 70% and over is exceptional. Based on this assertion, the response rate was outstanding.

##### 4.2.1 Reliability Test

The study used Cronbach Alpha to determine the reliability of the research instruments. According to Cronbach (1951), Cronbach Alpha value of 0.7 is the acceptable threshold

for determining reliability. The results from table 4.2 reveal that the study variables met the minimum threshold of 0.7 hence they were deemed reliable as shown below;

**Table 4-2 Reliability Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Number of Questions</b>
Mentoring & Evaluation	0.8574	5
Human Capacity	0.7933	5
M&E Partnership	0.7801	5
M&E Planning	0.8125	5
Sustainable community conservancies	0.7619	5

Source: Research data (2022)

### **4.3 Presentation of Research Analysis and Findings**

#### **Demographic Characteristics**

The analysis of respondent's characteristics was carried out in relation to number of years in conservancy, age bracket and length of service. The findings were as follows

#### **Number of Years the respondents have Known Mara North Conservancy**

The study intended to determine how the respondents were familiar with Mara North Conservancy. The response is shown in table 4-3



**Table 4-3 Number of Years the respondents have Known Mara North Conservancy**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
11 - 15 Years	89	43.8	43.8	43.8
16 - 20 Years	78	38.4	38.4	82.3
5 - 10 Years	15	7.4	7.4	89.7
Above 21 years	21	10.3	10.3	100.0
Total	203	100.0	100.0	

Source: Research data (2022)

From the findings analysis majority of the respondents had known Mara North Conservancy for a period of 11-15 years which was represented by 43.8%, followed by 16-20 years which was represented by 38.4%, 5-10 years was represented by 7.4% which above 21 years was represented by 10.3%. The study indicated that most of the respondent had known Mara North Conservancy for a long time and thus information collected was deemed reliable.

**Age bracket**

The study established the age bracket of the respondents and the findings were as follows;

**Table 4-4 Age Bracket**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
31-40 years	52	25.6	25.6	25.6
41-50 years	86	42.4	42.4	68.0
51 years and above	50	24.6	24.6	92.6
Under 30 years	15	7.4	7.4	100.0
Total	203	100.0	100.0	

Source: Research data (2022)

It was established that majority of the respondents age bracket was 41-50 years which was represented by 42.4% followed by 31-40 years represented by 25.6%, 51 years and above was represented by 24.6% while under 30 years was represented by 7.4%. From the analysis the researcher was able to collect data in a short time since majority of the respondents were familiar with the conservancy and were involved in managing the day today activities of the conservancy.

### **Gender**

The study established the gender of the respondents and the findings were as follows;

**Table 4-5 Gender**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Female	32	15.8	15.8	15.8
Male	171	84.2	84.2	100.0
Total	203	100.0	100.0	

Source: Research data (2022)

From the findings, it was established that 84.2 percent of the respondents were male while 15.8 percent were female. The low number of females was attributed by the fact that majority of them considered the work to be risk and involving which made them to stay out of the job.

### 4.3.1 Effect of Human Capacity on the sustainability of community-based conservancies

The study intended to determine whether human capital affects sustainability of community-based conservancies. The responses are shown in table 4.6

**Table 4-6 Effect of Human Capacity on the sustainability of community-based conservancies**

Category	Frequency	Percent	Valid Percent	Cumulative Percent
No	5	2.5	2.5	2.5
Yes	198	97.5	97.5	100.0
Total	203	100.0	100.0	

Source: Research data (2022)

Majority of the respondent represented by 97.5 percent stated that human capacity affects the sustainability of community-based conservancies which 2.5 percent stated that it had no influence. Majority of the respondents stated that adequate human capital was necessary in ensuring the conservancy-maintained sustainability. The statement concurs with the findings of Riehl et al. (2015) who stated that human capacity building and empowerment was a factor that contributed to the success of the community-based conservation programmes in terms of socio-economic and development goals

### **Human Capacity sustainability of community-based conservancies**

The study sought to rate the human capacity on how they affect sustainability of community-based conservancies Mara North Conservancy. The findings were as follows as shown in table 4-7

**Table 4-7 Human Capacity and sustainability of Community-based conservancies**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>SD</b>
The conservancy conducts targeted training on M&E	(6)3	23(11.3)	24(11.8)	110(54.2)	40(19.7)	3.76	0.992
There is technical support provided to perform M&E Functions	7(3.4)	17(8.4)	35(17.2)	78(38.4)	66(32.5)	3.88	1.065
Conservancy has M&E staff	3(1.5)	9(4.4)	46(22.7)	75(36.9)	70(34.5)	3.99	0.941
Human capacity affects equitable distribution of acquired revenue	6(3)	14(6.9)	11(5.4)	100(49.3)	72(35.5)	4.07	0.975
Human capacity affects number of tourism arrivals	7(3.4)	22(10.8)	30(14.8)	84(41.4)	60(29.6)	3.83	1.079
Human capacity affects employment of locals	5(2.5)	15(7.4)	8(3.9)	106(52.2)	69(34.)	4.08	0.946
Human capacity affects availability of social amenities for the local community	0(0)	13(6.4)	18(8.9)	102(50.2)	70(34.5)	4.13	0.823
Human capacity affects public private partnerships	2(1)	12(5.9)	32(15.8)	102(50.2)	55(27.1)	3.97	0.870
Human capacity affects establishment of ecotourism initiatives	2(1)	7(3.4)	28(13.8)	90(44.3)	76(37.4)	4.14	0.851
<b>Composite mean and Standard deviation</b>						<b>3.983</b>	<b>0.9491</b>

Source: Research data (2022)

Statements were developed to measure the extent to which human capacity influence sustainability of community-based conservancies, out of 203 participants who participated in the study, 110 (54.2%) agreed the conservancy conducts targeted training on M&E, 40(19.7%) strongly agreed, 24(11.8%) were neutral, 23 (11.3%) disagreed while 6 (3%) strongly disagreed with the statement. The statement had a mean of 3.76 with a standard deviation of 0.9491 which is lower than the composite mean of 3.983 and standard deviation of 0.9491 which implies that the statement does not positively influence sustainability of community-based conservancies. This statement disagreed with the findings of Gaitho (2014) who stated that developing of skills for empowerment enhanced the successful management of community-based ecotourism programmes. The study supports the knowledge gaps on sustainability of community-based conservancies.

On whether there is technical support provided to perform M&E Functions, 78(38.4%) agreed with the statement, 66(32.5%) strongly agreed with the statement, 35(17.2%) were neutral, 17(8.4%) disagreed with statement while 7(3.4%). The statement had a mean of 3.88 and standard deviation of 1.065 which lower than the composite mean of 3.983 and standard deviation of 0.9491 which implies that the statement does not positively influence sustainability of community-based conservancies. The respondents indicated that through provision of adequate resources M&E Functions were deemed to be successful. This statement is in agreement with Kusek, (2010) who stated that human resources are the core of capacity development in organizations and systems.

On whether Conservancy has M&E staff influence sustainability of community-based conservancies, 75(36.9%) agreed with the statement, 70(34.5%) strongly agreed, 46(22.7%) represented neutral, 9(4.4%) disagreed while 3(1.5%) strongly disagreed

with the statement. The statement had a mean 3.99 and standard deviation of 0.941 which is lower than composite mean of 3.983 and standard deviation of 0.9491 which implies that the statement does not positively influence sustainability of community-based conservancies. The statement is in line with Gaitho (2014) who stated that for community-based projects to be successful organizations should have staff with competent skills to perform their duties.

On whether human capacity influence equitable distribution of acquired revenue, majority of the respondents, agreed statement which was represented by 100(49.3%), 72(35.5%) strongly agreed, 14(6.9%) disagreed, 11(5.4%) were neutral while strongly disagreed were represented by 6(3%). The statement had a mean of 4.07 and standard deviation of 0.975 which is higher than composite mean of 3.983 and standard deviation of 0.9491 which implies that the statement positively influences sustainability of community-based conservancies. The statement agreed with Kusek, (2010) who indicated that human resource is core to capacity development in organizations systems.

The study indicated that human capacity affects number of tourism arrivals, 84(41.4%),60(29.6%) strongly agreed, 30(14.8%) were neutral, 22(10.8%) disagreed while 7(3.4%) strongly disagreed with the statement. The statement had a mean of 3.83 and standard deviation of 1.079 which is lower than composite of 3.983 and standard deviation of 0.9491 which implies that the statement does not positively influences sustainability of community-based conservancies. The respondents indicated that conservancy lacked adequate human capacity to attract tourism. This statement concurs with Osioma, (2013) who stated that human capacity contributes to the productive development potential of the economy, and it should thus be valued and sustained.

Human capacity affects employment of locals as indicated, 102 (52.2%) agreed with the statement, 69(34.0%) represented strongly agreed, 8(3.9%) were neutral, (15)7.4% disagreed while 5(2.5%) strongly disagreed with the statement. The statement a had a mean of 4.08 and standard deviation of 0.946 which is higher than a composite means of 3.983 and standard deviation of 0.9491 which implies that the statement positively influences sustainability of community-based conservancies. The respondents were of the opinion that resources in the conservancy were not fully utilized and therefore no employment opportunities for the locals. The statement agreed with the findings of Riehl et al. (2015) who stated human capacity building and empowerment was a factor that contributed to the success of the community-based conservation programmes in terms of socio-economic and development goals.

The study indicated that human capacity affects availability of social amenities for the local community, 102(50.2%) agreed with the statement, 70(34.5%) strongly agreed, 18(8.9%) were neutral, 13 (6.4%) disagreed with the statement while strongly disagreed was represented by zero. The statement a had a mean of 4.13 and standard deviation of 0.823 which is higher than a composite means of 3.983 and standard deviation of 0.9491 which implies that the statement positively influences sustainability of community-based conservancies. The respondents were of the opinion that lack of adequate human capacity was crucial for the survival of social amenities. This finding concurs with Kusek, (2010) who indicated that sustaining human capacity is vital for a country which can be attained by employing the following measures, employment creation, environmental protection, poverty reduction, and the protection of interests of disadvantaged societal groups.

Human capacity affects public private partnerships as indicated by 102(50.2%) who agreed, 55(27.1%) strongly agreed with the statement,32(15.8%) were neutral,

12(5.9%) disagreed while 2(1.0%) strongly disagreed with the statement. The respondents stated for partnership to happen conservancy should have adequate resources. The statement had a mean of 3.97 and standard deviation of 0.870 which is lower than the composite mean of 3.983 and standard deviation of 0.9491 which implies that the statement does not positively influences sustainability of community-based conservancies. The statement agreed with Murei, Kidombo & Gakuu, C., (2018) who indicated that human capacity influences states and organizations' monitoring and evaluation programs which is a center of success in implementing monitoring and evaluation systems of governmental and non-governmental organizations.

Human capacity affects establishment of ecotourism initiatives, 90(44.3%) agreed with the statement, 76(37.4%) strongly agreed, 28(13.8%) were neutral,7(3.4%) disagreed while 2(1.0%) strongly disagreed. The statement had a mean of 4.14 and standard deviation of 0.851 which is higher than composite mean of 3.983 and standard deviation of 0.9491 which implies that the statement positively influences sustainability of community-based conservancies. This statement agreed with the Gaitho (2014) who stated that adequate human capacity building of the local populations improves community livelihoods and developing of skills for empowerment and enhance successful management of community-based ecotourism programmes.

#### **4.7.1 Hypothesis Testing**

##### **Inferential Statistics Testing Correlation between human capacity and sustainability of community-based conservancies**

Correlation analysis between human capacity and sustainability of community-based conservancies was carried to determine the relationship. The results of correlation analysis are as shown in table 4-8



**Table 4-8 Inferential statistics testing Correlation between human capacity and sustainability of community-based conservancies**

		<b>Sustainability of community-based conservancies</b>
Human Capacity	Pearson Correlation	.357**
	Sig. (2-tailed)	.000
	N	203

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Research data (2022)

As indicated in table 4.8 the relationship between human capital and sustainability of community-based conservancies in Mara North conservancy is positively significant=0.357 while p value is 0.00 which is less than 0.05. The Pearson correlation was positive at 0.357. Based on the p-value the null hypothesis was rejected, which indicates that there exists significant relationship between human capacity and sustainability of community-based conservancies in Mara North Conservancy. The result indicates that increase in human capital would result in increase in sustainability of community-based conservancies in Mara North conservancy. The analysis indicated that human capital should be properly monitored at all levels in order to accomplish the task.

#### **4.7.2 Inferential Statistics Testing Regression Analysis between Human Capacity and sustainability of community-based conservancies**

The study carried out regression analysis on human capacity and sustainability of community-based conservancies to determine whether there is significant relationship.

The results of correlation analysis are as shown in table 4-9

**Table 4-9 Inferential Statistics Testing Regression Analysis between Human Capacity and sustainability of community-based conservancies**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.077	.207		10.037	.000
Human capacity	.522	.052	.577	10.024	.000

Source: Research data (2022)

From the analysis on linear regression it was revealed that holding human capacity constant at zero sustainability of community-based conservancies would be 2.077. The findings also showed that a unit increase in human capacity would lead to increase sustainability of community-based conservancies by 0.522. Rejecting or accepting the null hypothesis was determined p whether the p -value was greater or less than 0.05. Based on the study the p-value was 0.000 which was <0.05 and therefore the null hypothesis was rejected, which indicates that human capacity is significant on sustainability of community-based conservancies in Mara North Conservancy.

#### **4.3.2 Effects of M&E Planning on Sustainability of Community-Based Conservancies**

The study sought to find out whether M&E Planning on affect sustainability of community-based conservancies at Mara North Conservancy. The findings were as follows as shown in table 4-10

**Table 4-10 Whether M&E Planning Affects Sustainability of Community-Based Conservancies**

Category	Frequency	Percent	Valid Percent	Cumulative Percent
No	6	3.0	3.0	3.0
Yes	197	97.0	97.0	100.0
Total	203	100.0	100.0	

Source: Research data (2022)

On whether M&E Planning Affects Sustainability of Community-Based Conservancies, majority of the respondents represented by 97.0% were of yes while 3% represented no. The response indicated that the conservancy had not initiated adequate M&E planning and thus took too long to achieve their strategic goals. The statement is in agreement with De Araujo Lima Constantino et al. (2012), that community-based conservancy monitoring and evaluation systems require careful planning while taking advantage of facilitation conditions and with respect to community positions.

#### **M&E Planning and Sustainability of Community-Based Conservancies**

The study sought to rate the M&E Planning on how they affect sustainability of community-based conservancies Mara North Conservancy. The findings were as follows as shown in table 4-11

**Table 4-11 M&E Planning and Sustainability of Community-Based Conservancies**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>SD</b>
Is the conservancy management involved in developing the M & E plan	3(1.5)	6(3)	27(13.3)	66(32.5)	101(49.8)	4.26	.904
M&E Planning affects equitable distribution of acquired revenue	3(1.5)	11 (5.4)	21(10.3)	88(43.3)	80(39.4)	4.14	.912
M&E Planning affects number of tourism arrivals	10(4.9)	23(11.3)	35(17.2)	77(37.9)	58(28.6)	3.74	1.137
M&E Planning affects employment of locals	3(1.5)	15(7.4)	24(11.8)	85(41.9)	76(37.4)	4.06	.960
M&E Planning affects availability of social amenities for the local community	3(1.5)	13(6.4)	19(9.4)	94(46.3)	74(36.5)	4.10	.917
M&E Planning affects public private partnerships	2(1)	18(8.9)	40(19.7)	84(41.4)	59(29.1)	3.89	.961
M&E Planning affects establishment of ecotourism initiatives	2(1)	12(5.9)	29(14.3)	89(43.8)	71(35)	4.06	.905
<b>Composite mean and Standard deviation</b>						<b>4.035</b>	<b>0.956</b>

Source: Research data (2022)

The study indicated that the conservancy management is involved in developing the M&E plan, 101(49.8%) strongly agreed with the statement, 66(32.5%) agreed, 27(13.3%) was neutral, 6(3.0%) disagreed with the statement while 3(1.5%) strongly disagreed with the statement. The statement had a mean of 4.26 and standard deviation of 0.904 which is higher than the composite means of 4.035 and standard deviation of 0.956 which implies that the statement positively affects community-based conservancies. This statement agreed with Maynard, Jacobson & Kamanga (2020) who stated that management must be involved in strategies formulation for effective monitoring and evaluation programmes to be successful.

M&E Planning affects equitable distribution of acquired revenue, 88(43.3%) agreed with the statement, 80(39.4%) strongly agreed with the statement, 21(11.3%) were neutral, 11(5.4%) disagreed while 3(1.5%) strongly disagreed with the statement. The statement had a mean of 4.14 and standard deviation of 0.912 which is higher than composite mean of 4.035 and standard deviation of 0.956 which implies that the statement positively affects community-based conservancies. The respondents stated that monitoring and evaluation was not properly followed when creating sustainability of community-based conservancies. The statement agrees with Tubey, (2020) who indicated that monitoring and evaluation is vital for programmes since it ensures the most efficient utilization of resources.

Majority of the respondents, agreed that M&E Planning affects number of tourism arrivals which was represented by 43.8%, 35.0% strongly agreed, 14.3% were neutral, 5.9% disagreed while 1.0% strongly disagreed with the statement. The statement had a mean of 3.74 and standard deviation of 1.13 which is lower than the composite means of 4.035 and standard deviation of 0.956 which implies that the statement does not positively influence creating sustainability community-based

conservancies. The statement disagreed with Liu (2013) who state that adequate partnership greatly aids in management of community-based conservancies.

M&E Partnerships affects employment of locals as indicated by 85(41.9%) who represented agreed, 37.4% strongly agreed, 11.8% were neutral,7.4% disagreed while strongly disagreed was represented by 1.5%. The statement had a mean of 4.06 and standard deviation of 0.960 which is higher than the composite mean of 4.035 and standard deviation of 0.956 which implies that the statement positively influences sustainability of community-based conservancies. The statement agreed with Pfisterer & Van Tulder, (2021) who stated monitoring and evaluation partnerships assist in obtaining information for long-term planning of sustainable community-based projects.

M&E Planning affects availability of social amenities for the local community, 46.3% agreed with the statement,36.5% strongly agreed, 9.4% were neutral, 6.4% disagreed while 1.5% strongly disagreed. The statement had a mean of 4.10 and standard deviation of 0.917 which is higher than the composite mean of 4.035 and standard deviation of 0.956 and thus implies that the statement positively influences sustainability of community-based conservancies. The statement agreed with Pfisterer & Van Tulder, (2021) monitoring and evaluation partnerships assist in obtaining information for long-term planning.

M&E Planning affects public private partnerships as indicated, 41.4% agreed with the statement, 29.1% strongly agreed, 19.7% were neutral, 8.9% disagreed while 1.0% strongly disagreed. The statement had a mean of 3.89 and standard deviation of 0.961 which is lower than the composite mean of 4.035 and standard deviation of 0.956 which implies that the statement does not positively affect sustainability of community-based conservancies. This statement disagreed with De Araujo Lima Constantino et al. (2012)

who stated that community-based conservancy monitoring and evaluation systems require careful planning while taking advantage of facilitation conditions and with respect to community positions.

M&E Planning affects establishment of ecotourism initiatives, 89(43.8%) agreed with the statement, 71(35%) strongly agreed, 29(14.3) were neutral,12(5.9%) disagreed while 2(1%) strongly disagreed with the statement. The statement had a mean of 4.06 and standard deviation of 0.905 which is higher than the composite means of 4.035 and standard deviation of 0.956 and thus implies that the statement positively influences sustainable of community-based conservancies. The statement concurs with Huqa (2017) who revealed that participatory planning in monitoring and evaluation enhanced the management of the community-based tourism through training of individuals who were involved in monitoring and evaluation.

#### **4.11.1 Hypothesis testing**

##### **Inferential Statistics Testing Correlation between M&E Planning and sustainability of community-based conservancies**

Correlation analysis between M&E Planning and sustainability of community-based conservancies was carried to determine whether there is significant relationship. The results of correlation analysis are as shown in table 4-12

**Table 4-12 Inferential Statistics Testing Correlation between M&E Planning and sustainability of community-based conservancies**

		<b>Sustainability of community-based conservancies</b>
M&E partnership	Pearson Correlation	.419**
	Sig. (2-tailed)	.000
	N	203

\*\* . Correlation is significant at the 0.01 level (2-tailed)

Source: Research data (2022)

The correlation analysis indicates there is a strong positive relationship between M&E partnership and sustainability of community-based conservancies as indicated by  $r=0.419$  and  $p =0.000$  which is less than 0.05. The result implied that as M&E partnership increases, sustainability of community-based conservancies. The study indicated that the Mara North Conservancy should ensure M&E partnerships are properly regulated. The Pearson correlation was positive at 0.419, therefore the researcher rejected the null hypothesis and indicated that there exists significant relationship between M&E Planning and sustainability of community-based conservancies in Mara North Conservancy

**4.11.2 Inferential Statistics Testing Regression between M&E Planning and sustainability of community-based conservancies**

The study carried out regression analysis on M&E Planning and sustainability of community-based conservancies to determine whether there is significant relationship.

The results of correlation analysis are as shown in table 4-13



**Table 4-13 Inferential Statistics Testing Regression Analysis between M&E Planning and sustainability of community-based conservancies**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.315	.284		8.138	.000
M&E Planning	.431	.068	.406	6.300	.000

Source: Research data (2022)

The study showed that there exists a strong significant relationship between M&E Planning and sustainability of community-based conservancies. The study showed that holding M&E Planning constant sustainability of community-based conservancies would be 2.315. The findings indicated that a unit increase in M&E planning would lead to increase in sustainability of community-based conservancies by 0.431. M&E partnership was considered to be significant as their value was less than ( $p < 0.05$ ). The basis of rejecting or accepting the null hypothesis was determined by p -value whether it was greater or less than 0.05. Based on the study the p-value was 0.000 which was  $< 0.05$  and therefore the null hypothesis was rejected, which indicates that M&E Planning is significant on sustainability of community-based conservancies in Mara North Conservancy.

#### **4.3.3 Effect of M&E Partnerships on Sustainability of Community-Based Conservancies**

The study sought to find out whether M&E Partnerships on affect sustainability of community-based conservancies at Mara North Conservancy. The findings were as follows as shown in table 4-14

**Table 4-14 Whether M&E Partnerships affect Sustainability of Community-Based Conservancies**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
No	13	6.4	6.4	6.4
Yes	190	93.6	93.6	100.0
Total	203	100.0	100.0	

Source: Research data (2022)

The study established that M&E Partnerships affect Sustainability of Community-Based Conservancies which was represented by 93.6% while 6.4% were of the opinion that M&E Partnerships does not affect Sustainability of Community-Based Conservancies. The respondents indicated that there were no clear M&E Partnerships in the conservancy which affected the Community-Based Conservancies. Galvin et al. (2018) indicated that adequate monitoring and evaluation partnerships of institutions and the local ensured the success of the implemented community-based conservancy projects.

#### **M&E Partnerships and Sustainability of Community-Based Conservancies**

The study sought to find out whether M&E Partnerships on affect sustainability of community-based conservancies at Mara North Conservancy. The findings were as follows as shown in table 4-15

**Table 4-15 M&E Partnerships and Sustainability of Community-Based Conservancies**

Statement	SD	D	N	A	SA	Mean	SD
Does the conservancy have all the relevant stakeholders for its operations?	0(0)	7(3.4)	23(11.3)	101(49.8)	72(35.5)	4.17	0.761
Does the conservancy involve stakeholders in their operations?	3(1.5)	16(7.9)	20(9.9)	107(52.7)	57(28.1)	3.98	0.912
Does the conservancy engage the stakeholders in decision making?	2(1)	26(12.8)	21(10.3)	76(37.4)	78(38.4)	4.00	1.046
M&E Partnerships affects equitable distribution of acquired revenue	4(2)	14(6.9)	20(9.9)	100(49.9)	65(32)	4.02	.936
M&E Partnerships affects number of tourism arrivals	6(3)	16(7.9)	45(22.2)	82(40.4)	54(26.6)	3.80	1.016
M&E Partnerships affects employment of locals	2(1.0)	14(6.9)	21 (10.3)	100(49.3)	66(32.5)	4.05	.891
M&E Partnerships affects availability of social amenities for the local community	2(1.0)	15(7.4)	26(12.8)	92(45.3)	68(33.5)	4.03	.922
M&E Partnerships affects public private partnerships	1(0.5)	13(6.4)	37(18.2)	89(43.8)	63(31)	3.99	.893
M&E Partnerships affects establishment of ecotourism initiatives	4(2)	8(3.9)	34(16.7)	87(42.9)	70(34.5)	4.04	.922
<b>Composite mean and Standard deviation</b>						<b>4.008</b>	<b>0.9221</b>

Source: Research data (2022)

Conservancy have all the relevant stakeholders for its operations, 101(49.8%) strongly agreed with the statement, 72(35.5%) strongly agreed, 23(11.3%) were neutral while 7(3.4%) disagreed with the statement while strongly disagree was 0(0%). The statement had a mean 4.17 and standard deviation of 0.761 which is higher than composite mean of 4.008 and standard deviation of 0.9221 which implies that the statement positively affects sustainability of community-based conservancies. The statement agreed with Liu (2013) who stated that stakeholders should be involved monitoring and evaluation of projects.

Conservancy involving stakeholders in their operations 107(52.7%) agreed with the statement, 57(28.1%) strongly agreed, 20(9.9%) were neutral, 16(7.9%) disagreed while 3(1.5%) strongly disagreed. The statement had a mean of 3.98 and standard deviation of 0.912 which is lower than the composite mean of 4.008 and standard deviation of 0.9221, implying that the statement does not positively influence sustainability of community-based conservancies. The statement disagreed with Liu (2013) who stated that partnership greatly aided in improved management of community-based conservancies.

Conservancy engage the stakeholders in decision making, 78(38.4%) strongly agreed with the statement, 76(37.4%) agreed, 21(10.3%) were neutral, 26(12.8%) disagreed while 2(1%) strongly disagreed. The statement had a composite mean of 4.00 and standard deviation of 1.046 which was lower than the composite of mean of 4.008 and standard deviation of 0.9221, implying that the statement does not positively influence sustainability of community-based conservancies. The statement disagreed with Ondeko, (2020) who stated in monitoring and evaluation partnerships, individuals involved in designing and implementing programs associate with benefactors and the general public in monitoring and evaluating program progress.

M&E Partnerships affects equitable distribution of acquired revenue 100 (49.9%), 65(32%) strongly agreed, 100(9.9%) were neutral,14(6.9%) disagreed while (4)2% strongly disagreed. The respondents indicated that M&E Partnerships was not strictly followed and thus affected community-based conservancy projects in Mara North Conservancy. The statement had a mean of 4.02 and standard deviation of 0.936 which is higher than composite of mean of 4.008 and standard deviation of 0.9221, implying that the statement positively influences sustainability of community-based conservancies. The statement agreed with De Araujo Lima Constantino et al. (2012) who stated that monitoring and evaluation on planning was also deployed as a tool of ensuring that communities in the community-based conservancies effectively engaged in the management of natural resources

M&E Partnerships affects number of tourism arrivals, 82(40.4%), agreed 54(26.6%) strongly agreed, 45(22.2%) were neutral,16(7.9%) disagreed while 6(3.0%) strongly disagreed. The statement had a mean of 3.80 and standard deviation of 1.016 which was lower than composite of mean of 4.008 and standard deviation of 0.9221, implying that the statement does not positively influences sustainability of community-based conservancies. This statement disagreed with Dodds et al. (2018) who stated planning in monitoring and evaluation played a significant role in ensuring the effective management of the community-based tourism projects

M& E Partnerships affects employment of locals 100(49.3%) agreed with the statement, 66(32.5%) strongly agreed, 21(10.3%) neutral, 14(6.9%) disagreed while 2(1%) strongly disagreed. The statement had a mean of 4.05 and standard deviation of 0.891 which is higher than composite of mean of 4.008 and standard deviation of 0.9221, implying that the statement positively influences sustainability of community-

based conservancies. The statement agreed with Liu (2013) who stated that partnership greatly aided in improved management of community-based conservancies.

M&E Partnerships affects availability of social amenities for the local community 92(45.3%) agreed, followed by 68(33.5%) who strongly agreed with the statement, 26(12.8%) were neutral, 15(7.4%) disagreed while strongly disagrees was 2(1%). The statement had a mean of 4.03 and standard deviation of 0.922 which lower than the composite of 4.008 and standard deviation of 0.9221, implying that the statement does not positively influences sustainability of community-based conservancies. The statement disagreed with Gomez (2017) who revealed that sustainable practices of community-based conservation contributed to improved human life and nature while at the same time enhancing environmental awareness.

M&E Partnerships affects public private partnerships, agreed were represented by 89(43.8%), 63(31%) strongly agreed, 37(18.2%) were neutral, 13(6.4%) disagreed while strongly disagreed was (1)0.5%. The statement had a mean of 3.99 and standard deviation of 0.922 which was lower than the composite means of 4.008 and standard deviation of 0.9221, implying that the statement does not positively influences sustainability of community-based conservancies. The statement disagreed with Liu (2013) who stated that partnership greatly aided in improved management of community-based conservancies

M&E Partnerships affects establishment of ecotourism initiatives, 87(42.9%) agreed with the statement, 70(34.5%) strongly agreed, 34(16.7%) were neutral, 8(3.9%) disagreed while strongly disagree was represented by 4(2%). The statement had a mean of 4.04 and standard deviation of 0.922 which was higher than composite of mean of 4.008 and standard deviation of 0.9221, implying that the statement positively influences sustainability of community-based conservancies. The statement disagreed

with Murungi et al. (2020) who indicated that community participation, networking with expertise in tourism, local ecotourism innovation, and transparent management of finances influenced sustainability in projects of community-based ecotourism.

#### 4.15.1 Hypothesis Testing

##### **Inferential Statistics Testing the Correlation between M&E Partnerships and sustainability of community-based conservancies**

Correlation analysis between M&E Partnerships and sustainability of community-based conservancies was carried to determine whether there is significant relationship. The results of correlation analysis are as shown in table 4-16

**Table 4-16 Inferential Statistics Testing Correlation between M&E partnership and sustainability of community-based conservancies**

		<b>Sustainability of community-based conservancies</b>
M&E partnership	Pearson Correlation	.419**
	Sig. (2-tailed)	.000
	N	203

\*\* . Correlation is significant at the 0.01 level (2-tailed)

Source: Research data (2022)

The correlation analysis indicates there is a strong positive relationship between M&E partnership and sustainability of community-based conservancies as indicated by  $r=0.419$  and  $p =0.000$  which is less than 0.05. The result implied that as M&E partnership increases, sustainability of community-based conservancies. The study indicated that the Mara North Conservancy should ensure M&E partnership are properly regulated. The Pearson correlation was positive and p-value of 0.000, the researcher rejected the null hypothesis and indicated that there existed a positive

correlation between M&E partnership and sustainability of community-based conservancies

#### 4.15.2 Inferential Statistics Testing the Regression between M&E Partnerships and sustainability of community-based conservancies

The study carried out regression analysis on M&E Planning and sustainability of community-based conservancies to determine whether there is significant relationship.

The results of correlation analysis are as shown in table 4-17

**Table 4-17 Regression Analysis between M&E Partnership and sustainability of community-based conservancies**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.311	.354		6.530	.000
M&E Partnership	.352	.085	.280	4.132	.000

Source: Research data (2022)

From the table 4.17 it was revealed that holding M&E partnership constant at zero sustainability of community-based conservancies would be 2.311. The findings also showed that a unit increase in M&E partnership would lead to increased sustainability of community-based conservancies by 0.352.

Accepting or rejecting the null hypothesis was determined by p -value whether it was greater or less than 0.05. From study the p-value was 0.000 which was <0.05, the null hypothesis was rejected, which indicates that M&E partnership was significant on sustainability of community-based conservancies in Mara North Conservancy. The study concurs with Cooperative for Assistance and Relief Everywhere (2015) who



indicated that collaborating with local organizations in the community helped the community draw competitive resources advantaged to the collaborating actors.

## CHAPTER FIVE

### DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The previous chapter presented results obtained from the quantitative data. This chapter presents the summary of key findings, conclusions and recommendations of the study

#### 5.2 Discussions

##### 5.2.1 Human Capacity and Sustainability of Community-Based Conservancies

The study indicated that there is significant relationship between human capacity and sustainability of community-based conservancies which was indicated p value of 0.000 which was than 0.05. Majority of the respondent represented by 97.5 percent stated that human capacity affects the sustainability of community-based conservancies. The respondents indicated that adequate human capital was necessary in ensuring the conservancy-maintained sustainability. The statement concurs with the findings of Riehl et al. (2015) who stated that human capacity building and empowerment was a factor that contributed to the success of the community-based conservation programmes in terms of socio-economic and development goal. Based on the extent to which human capacity influence sustainability of community-based conservancies majority of the respondents with a mean 3.76 and standard deviation of 0.9491 which disagreed with the statement and statement that human capacity does not positively influence sustainability of community-based conservancies. This statement disagreed with the findings of Gaitho (2014) who stated that developing of skills for empowerment enhanced the successful management of community-based ecotourism programmes. The study supported the knowledge gaps on sustainability of community-based conservancies.

It was established that human capacity had a significance influence on sustainability of community-based conservancies at 5% confidence, the p-value was 0.000 which was  $<0.05$ . The linear regression revealed that holding human capacity constant at zero sustainability of community-based conservancies would be 2.077. The findings also showed that a unit increase in human capacity would lead to increase sustainability of community-based conservancies by 0.522. Based on the study the p-value of 0.000 which was  $<0.05$  and therefore the null hypothesis was rejected and the alternate hypothesis accepted which indicated that human capacity is significant on sustainability of community-based conservancies in Mara North Conservancy

### **5.2.2 M&E Partnership and Sustainability of Community-Based Conservancies**

The findings also showed that there was a strong significance relationship between M&E partnership sustainability of community-based conservancies. Majority of the respondents represented by 93.6% indicate that M&E Partnerships affect Sustainability of Community while 6.4% were of the opinion that M&E Partnerships does not affect Sustainability of Community-Based Conservancies. The respondents indicated that there were no clear M&E Partnerships guidelines which created lack of under stability when monitoring and evaluating community-based Conservancies. The statement concurs with Galvin et al. (2018) who indicated that adequate monitoring and evaluation partnerships of institutions and the local ensured the success of the implemented community-based conservancy projects. M&E Partnerships affects public private partnerships, this was represented by a mean of 3.99 and standard deviation of 0.922 which was lower than the composite means of 4.008 and standard deviation of 0.9221 which indicated that the statement does not influence sustainability of community-based conservancies. The statement disagreed with Liu (2013) who stated

that partnership greatly aided in improved management of community-based conservancies

It was revealed that M&E partnership had a significance influence on sustainability of community-based conservancies at 5% confidence, the p-value was 0.000 which was  $<0.05$ . The linear regression revealed that holding M&E partnership constant at zero sustainability of community-based conservancies would be 2.311. The findings also showed that a unit increase in M&E partnership would lead to increase sustainability of community-based conservancies by 0.352. Based on the study the p-value of 0.000 which was  $<0.05$  and therefore the null hypothesis was rejected and the alternate hypothesis accepted which indicated that M&E partnership is significant on sustainability of community-based conservancies in Mara North Conservancy

### **5.2.3 M&E Planning and Sustainability of Community-Based Conservancies.**

The study indicated that there is a strong positive relationship between M&E planning and sustainability of community-based conservancies., majority of the respondents represented by 97.0% were of yes while 3% represented no. The response indicated that the conservancy had not initiated adequate M&E planning and thus took too long to achieve their strategic goals. The statement is in agreement with De Araujo Lima Constantino et al. (2012), that community-based conservancy monitoring and evaluation systems require careful planning while taking advantage of facilitation conditions and with respect to community positions.

On whether M&E Planning affects number of tourism arrivals, majority of the respondents represented by 43.8% agreed. 35.0% strongly agreed, 14.3% were neutral, 5.9% disagreed while 1.0% strongly disagreed with the statement. The statement had a mean of 3.74 and standard deviation of 1.13 which is lower than the composite means of 4.035 and standard deviation of 0.956 which implies that the

statement does not positively influence creating sustainability community-based conservancies. The respondents stated that they were rarely involved in management of projects and there and thus lacked adequate knowledge to perform their duties. The statement disagreed with Liu (2013) who state that adequate partnership greatly aids in management of community-based conservancies.

It was revealed that M&E Planning had a significance influence on sustainability of community-based conservancies at 5% confidence, the p-value was 0.000 which was  $<0.05$ . The linear regression revealed that holding M&E Planning constant at zero sustainability of community-based conservancies would be 2.315. The findings also showed that a unit increase in M&E Planning would lead to increase sustainability of community-based conservancies by 0.431. Based on the study the p-value of 0.000 which was  $<0.05$  and therefore the null hypothesis was rejected and the alternate hypothesis accepted which indicated that M&E Planning is significant on sustainability of community-based conservancies in Mara North Conservancy

### **5.3 Summary of Main Findings**

The study indicated that availability of human capacity was key in ensuring the sustainability of community-based conservancy are successful. Majority of the respondents were of the opinion that Mara North Conservancy should invest more on human resource capital which would improve sustainability of community-based conservancy.

Monitoring and evaluation partnership have been indicated to be crucial for sustainability of community-based conservancy in Mara North Conservancy. The respondents indicated that the conservancy should clearly monitor their partnership and

choose the one who abide with the rules and regulations. Monitoring and evaluation partnership also have the adequate skills to monitor the conservancy.

Monitoring and evaluation planning were indicated to influence sustainability of community-based conservancy in Mara North Conservancy. The respondents indicated that planning was crucial in ensuring sustainability of community-based projects are successful.

#### **5.4 Conclusions**

The study analysis has indicated that all the three variables, human capacity, monitoring and evaluation, monitoring and evaluation planning are all statistically significance for sustainability of community-based conservancies

The respondents were satisfied availability of human capacity was necessary for Mara North conservancy to sustain community-based conservancies. Strengthening of human resource and investing in training was proved to be more effective in sustaining of community-based conservancies.

Monitoring and evaluation partnership proved to be significance for sustainability of community-based conservancies. Ensuring there is proper agreement between the management and partnership was something which the respondents agreed was necessary for community-based conservancies to be successful.

Monitoring and evaluation planning should be observed throughout the conservancies as indicated from the study. Monitoring and evaluation planning should include all the necessary resources required for the sustainability of community-based conservancies.

## **5.5 Recommendations**

The following were the recommendation of the study;

Adequate resource should be allocated to ensure the sustainability of community-based conservancies. The organization should formulate their budget and allocate finance to run the conservancies. Budget should be clearly adhered to facilitate equitable distribution of resources.

The conservancy should involve various group as their partner and should selected those who capable of completing their project on time. The conservancy should involve the local community who are familiar with community-based conservancies.

A well detailed plan should be formulated to ensure community-based conservancies are maintained. M&E plan should be developed which should contain each task of project development. M&E planning should consist of the policies, procedures and programs necessary for the Mara North conservancy to achieve their goals. Any project adjustment should be clearly shown in the M&E plan.

## **5.6 Areas of Further Research**

The study sought to analyze monitoring and evaluation interventions and sustainability of community-based conservancies in Kenya with reference to Mara North Conservancy. There is need to carry out the study in other conservancy not only in Kenya but other countries in Africa. Different variables should be adopted when carrying out the study which include community involvement, technological factors and capacity building.

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## APPENDICES

### Appendix 1: Research Questionnaire

This questionnaire seeks to establish the role of monitoring and evaluation interventions and sustainability of community-based conservancies in Kenya using a case study of Mara North Conservancy. The information that will be collected will be exclusively for academic purposes and will be confidential. Your valued assistance in completing this questionnaire will be highly appreciated.

Please tick appropriately in the provided spaces.

#### SECTION A: BACKGROUND INFORMATION

1. Your Name (optional) .....
  
2. Please indicate here your job title.....  
.....
  
3. How many years have you known Mara North Conservancy ?  
.....
  
4. Age bracket

Under 30 years	<input type="checkbox"/>
31-40 years	<input type="checkbox"/>
41-50 years	<input type="checkbox"/>
51 years and above	<input type="checkbox"/>
  
5. What is your gender?

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

**SECTION B: TO ESTABLISH THE EFFECT OF HUMAN CAPACITY FOR M&E ON SUSTAINABILITY OF COMMUNITY-BASED CONSERVANCIES**

5. Does Human Capacity affect the sustainability of community-based conservancies?

Yes ()      No ()

6. To what extent does human capacity affect sustainability of community-based conservancies? Use a 5-point scale where 1= Strongly Disagree, 2=Disagree, 3=Neutral 4= Agree and 5= Strongly Agree.

<b>Statement</b>		<b>SD(1)</b>	<b>D(2)</b>	<b>N(3)</b>	<b>A(4)</b>	<b>SA(5)</b>
B1	The conservancy conducts targeted training on M&E					
B2	There is technical support provided to perform M&E Functions					
B3	Conservancy has M&E staff					
B4	Human capacity affects equitable distribution of acquired revenue					
B5	Human capacity affects number of tourism arrivals					
B6	Human capacity affects employment of locals					
B7	Human capacity affects availability of social amenities for the local community					
B8	Human capacity affects public private partnerships					
B9	Human capacity affects establishment of ecotourism initiatives					



**SECTION C: TO ESTABLISH THE EFFECT OF M&E PLANNING ON THE SUSTAINABILITY OF COMMUNITY-BASED CONSERVANCIES**

7. Does M&E planning affect the sustainability of community-based conservancies?

Yes ()                      No ()

8. To what extent does M&E planning affect sustainability of community-based conservancies? Please rate on a 5-point scale, where 1= Strongly Disagree, 2=Disagree, 3=Neutral 4= Agree and 5= Strongly Agree.

<b>Statement</b>		<b>SD(1)</b>	<b>D(2)</b>	<b>N(3)</b>	<b>A(4)</b>	<b>SA(5)</b>
C2	Is the conservancy management involved in developing the M &E plan					
C3	M&E Planning affects equitable distribution of acquired revenue					
C4	M&E Planning affects number of tourism arrivals					
C5	M&E Planning affects employment of locals					
C6	M&E Planning affects availability of social amenities for the local community					
C7	M&E Planning affects public private partnerships					
C8	M&E Planning affects establishment of ecotourism initiatives					

**SECTION D: TO ESTABLISH THE EFFECT OF M&E PARTNERSHIPS ON THE SUSTAINABILITY OF COMMUNITY-BASED CONSERVANCIES**

9. Do M&E Partnerships affect sustainability of community-based conservancies?

Yes ()      No ()

10. How do you rate the adoption of the Monitoring and Evaluation Partnership process? Please rate on a 5-point scale, where 1= Strongly Disagree, 2=Disagree, 3=Neutral 4= Agree and 5= Strongly Agree.

<b>M&amp;E Partnerships</b>		<b>SD(1)</b>	<b>D(2)</b>	<b>N(3)</b>	<b>A(4)</b>	<b>SA(5)</b>
D1	Does the conservancy have all the relevant stakeholders for its operations?					
D2	Does the conservancy involve stakeholders in their operations?					
D3	Does the conservancy engage the stakeholders in decision making?					
D4	M&E Partnerships affects equitable distribution of acquired revenue					
D5	M&E Partnerships affects number of tourism arrivals					
D6	M&E Partnerships affects employment of locals					
D7	M&E Partnerships affects availability of social amenities for the local community					
D8	M&E Partnerships affects public private partnerships					
D9	M&E Partnerships affects establishment of ecotourism initiatives					

## Appendix 2: Research Authorization Letter



Date 15<sup>th</sup> Nov, 2021

E-mail: [researchwriting.mba.anu@gmail.com](mailto:researchwriting.mba.anu@gmail.com),

[monitoringandevaluation@anu.ac.ke](mailto:monitoringandevaluation@anu.ac.ke)

Tel. 0202711213

Our Ref: 20J01DMME022

The Director,  
National Commission for Science,  
Technology and Innovation (NACOSTI),  
P. O. Box 30623, 00100  
Nairobi. Kenya

Dear Sir/Madam:

**RE: RESEARCH AUTHORIZATION FOR: VIRGINIA CATHERINE  
NYAUMA**



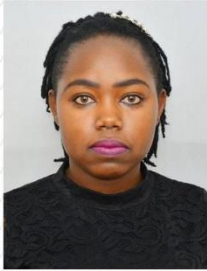


**Virginia Nyauma** is a postgraduate student of Africa Nazarene University in the Master of Arts in Monitoring and Evaluation (MME) Program; School of Business Studies. In order to complete his program, Virginia is conducting a research entitled: **“MONITORING AND EVALUATION INTERVENTIONS AND SUSTAINABILITY OF COMMUNITY-BASED CONSERVANCIES IN KENYA: A CASE OF MARA NORTH CONSERVANCY.** Any assistance offered to him will be highly appreciated.

Yours Faithfully,



**Dr. Wanjiru Nderitu**  
MME, Coordinator, School of Business,  
Africa Nazarene University.

### Appendix 3: Research Permit

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
Ref No: <b>991488</b>	Date of Issue: <b>29/November/2021</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Miss.. Virginia Nyauma of Africa Nazarene University, has been licensed to conduct research in Narok on the topic: MONITORING AND EVALUATION INTERVENTIONS AND SUSTAINABILITY OF COMMUNITY-BASED CONSERVANCIES IN KENYA: A CASE OF MARA NORTH CONSERVANCY for the period ending : 29/November/2022.</b>	
License No: <b>NACOSTI/P/21/14669</b>	
<b>991488</b> Applicant Identification Number	 Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
	Verification QR Code 
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### Appendix 4: Map of Study Site/Area

