African Journal of Emerging Issues
Peer reviewed | Double blind | Interdisciplinary

African Journal of Emerging Issues
(AJOEI)
Online ISSN: 2663 - 9335
Available at: https://ajoeijournals.org

PROJECT MANAGEMENT

RESOURCE BASED MOBILIZATIONS PRACTICES AND PERFORMANCE OF CONSERVANCY PROJECTS IN NORTHERN KENYA REGION

[1*]Kaparo Kudi Lparalen & [2]Dr. Yusuf Muchelule
[1]Postgraduate student, Jomo Kenyatta University of Agriculture and Technology, Kenya
[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

Publication Date: November 2025

ABSTRACT

Purpose of the Study: The study examined how resource-based mobilization practices influence the performance of conservancy projects in Northern Kenya. It specifically assessed the effect of resource identification, resource acquisition, resource allocation, and resource management on the effectiveness of conservancy operations across the region.

Methodology: The study adopted a descriptive research design, conducted a census of 40 conservancy projects and collected data from 120 respondents comprising conservancy managers, chairpersons, and wardens using structured questionnaires. Data was analyzed using SPSS Version 26, applying descriptive statistics, correlation analysis, and multiple regression.

Findings: The study found that resource identification, resource acquisition, resource allocation, and resource management all had a significant positive effect on conservancy project performance, with resource allocation and resource management emerging as the strongest predictors of performance.

Conclusion: The study concludes that resource-based mobilization practices are critical drivers of conservancy project performance in Northern Kenya, and strengthening these practices enhances efficiency, coordination, and sustainability.

Recommendations: The study recommends enhancing structured resource identification procedures, improving acquisition systems through transparent and timely processes, strengthening allocation mechanisms to ensure equitable and need-based distribution, and adopting robust resource management practices that support monitoring, accountability, and optimal utilization across conservancies.

Keywords: *Resource-based mobilization, conservancy projects, project performance, Northern Kenya.*

INTRODUCTION

Conservancies strengthen local land tenure over grazing areas, improve security through community scouts and communication systems, and enable communities to enter joint ventures with tourism investors, generating revenue and financial benefits for landowners (Fox, 2019; Kimario, Botha, Kisingo & Job, 2020). In northern Kenya, conservancies have improved both community livelihoods and environmental conditions by enhancing access to public services and infrastructure (Schetter, Mkutu & Müller-Koné, 2022). Conservation more broadly involves sustainable use, protection, rehabilitation, and restoration of ecosystems and species, supported by organisations that rescue, rehabilitate, translocate, and monitor wildlife while working with communities and advocating for protective policy frameworks (Singh, Chauhan & Singh, 2017; Rawat & Agarwal, 2015; Rees et al., 2016).

Successful projects depend on senior management support to mobilize resources toward project goals (Aga, 2016). Resource-based mobilization entails identifying financial, human, physical, and technical inputs and organising them for effective implementation (Densford, James & Ngugi, 2018). It emphasizes having the right resources at the right time and price, and using them efficiently to avoid waste and improve outcomes (Clough, Fang, Vissa & Wu, 2019). In Kenya, conservation efforts face policy contradictions, resource constraints, population pressure on biological resources, and weak integration of communities as custodians of these resources (Otieno, 2023).

Conservancy payments offer reliable income for pastoralists but introduce trade-offs for livestock-based livelihoods, restrict grazing access, and limit mobility, especially during drought (Bedelian, 2014; Bedelian & Ogutu, 2017). Income distribution based on land ownership can exclude marginalized groups, and conservation zones may displace pressure to non-conservancy areas, affecting broader livelihoods and landscapes (Mkutu, 2020). Globally, biodiversity continues to decline despite annual spending of billions of dollars on protected areas, prompting expansion of conservancies where communities and private owners set aside land for conservation (Betts et al., 2017; Van Dyke, Lamb, Van Dyke & Lamb, 2020; Kerr, 2020; Fitzgerald, 2015).

China's large-scale water conservancy projects, including dams, reservoirs, and transfer systems, have supported flood control, water security, clean energy, and economic development, while integrated irrigation and on-farm management measures have saved water and increased agricultural yields and incomes (Webber et al., 2021; Wang et al., 2020). In Africa, many people directly depend on natural resources, and natural capital forms a

significant share of wealth in low-income countries (Zhou, 2017; Levis et al., 2024). Protected areas remain central to biodiversity conservation, but are insufficient alone, so conservancies have emerged and spread over the last 30 years as key tools for safeguarding ecosystems and supporting livelihoods (Fitzgerald, 2015; Fayiah & Fayiah, 2022).

Across Africa, conservancies now play vital ecological, social, and economic roles within broader conservation landscapes that include national parks, community and private conservancies, forests, and wildlife corridors (Galvin, Beeton & Luizza, 2018; Western, Mose, Maitumo & Mburu, 2021). In Namibia and Zimbabwe, community and private conservancies occupy significant land areas and contribute to wildlife conservation and economic returns (Naidoo et al., 2016; Holechek & Valdez, 2018). Expanding conservation land through community inclusion and providing technical and financial support to new conservancies is seen as a major opportunity (Kalvelage et al., 2021). In Kenya, conservancies are embedded in Vision 2030 planning and classified as community, group, and private models that share benefits and often border major national parks (Kathambi, 2018; Oburah, Lenachuru & Odadi, 2021; Gichuhi, Keriko & Mukundi, 2023).

Kenya's historically protected areas cover about 10% of land, and biodiversity is framed as a national heritage that depends on free-ranging wildlife movement (Onditi et al., 2021; Bashir & Wanyonyi, 2024). Population growth, agricultural expansion into arid areas, and climate change have intensified competition for natural resources and pressured pastoral systems, prompting calls to expand conservation space and create incentives for communities (Ng'ang'a et al., 2020; Otianga-Owiti, Okori, Nyamasyo & Amwata, 2021). By 2023, Kenya had about 230 conservancies covering 9.04 million hectares, and the government views their expansion as central to achieving global conservation targets (Bashir & Wanyonyi, 2024; Otianga-Owiti, Okori, Nyamasyo & Amwata, 2021). Strengthening governance and financing, backed by national bodies, NGOs, and bilateral partners, remains essential to ensure that conservancies deliver lasting benefits to communities and landowners (KWCA, 2020; Bashir & Wanyonyi, 2024).

In northern Kenya, communities have established conservancies in partnership with the Northern Rangelands Trust to improve security against terrorism and cattle raiding, while ensuring that benefits match community and landowner needs (Schetter, Mkutu & Müller-Koné, 2022). These conservancies are attractive because most wildlife lives outside national parks and rare species such as Grevy's zebra and the white giraffe need wider rangeland protection (Western, Waithaka & Kamanga, 2015). Wildlife tourism contributes significantly

to national GDP and, alongside security and governance gains, motivates both national and county governments to support conservancy expansion (Mkutu, 2020). Conservancies also help communities assert land claims and employ armed rangers who provide both wildlife and community security (Greiner, 2012; Greiner, 2013; Mkutu, 2020).

Community conservancies in northern Kenya generally implement natural resource management plans that zone land for conservation, grazing, and settlement, integrate planned grazing, and undertake rangeland restoration (Mureithi, Verdoodt, Njoka, Olesarioyo & Van Ranst, 2019; Kimiti, Hodge, Herrick, Beh & Abbott, 2017). Pastoralists sometimes adjust traditional practices to accommodate wildlife-based tourism and conservation, accepting reduced grazing areas and restricted access to former forage zones (Bersaglio & Cleaver, 2018; Bedelian & Ogutu, 2017). These shifts are linked to heightened human–wildlife conflict, including livestock depredation, injuries, crop raiding, competition for water and pasture, and spread of zoonotic diseases (Oburah, Lenachuru & Odadi, 2021).

This study is justified since it might be beneficial to several groups including the managemnet of conservancies, policy makers and scholars.The findings of this study might shed light on how resource mbased mobilization influences project performance in conserancy projects. In particular, the study might guide management of community conservancies in making decisions on how to ensure that the goals and expectations of conservancy projects are realized. Policy makers, especiaally the national and county governments might be able to streamline policies relating to conservancy projects, which is likely to enhance their performance. The study might also improve the body of knowledge regarding the resource based mobilization and performance of conservancy projects. This might make it possible for later researchers to build their research in a related field using concepts from this study.

STATEMENT OF THE PROBLEM

Through the formation and implementation of conservancy projects in northern Kenya, the NRT in cooperation with local and national governments and international donors, aimed to integrate conservation and development while bringing security to the area (Schetter, Mkutu & Müller-Koné, 2022). These new approaches to the governance of land and natural resources would also reduce the communities' dependency on seasonal livestock migration by improving the quality and quantity of pasture within the community conservancy areas (Fox, 2019; Kimario, Botha, Kisingo & Job, 2020).

The above goals have however not been realized. Challenges surrounding the achievement of conservancy project goals have been the lack of funding to manage conservancies, the difficulty of ensuring benefits to land- owners that are comparable to other land uses, and low management capacity (Otieno, 2023). Conservation efforts in the Nothern Region in Kenya face numerous challenges. These challenges include poaching, habitat loss, human-wildlife conflicts, inadequate funding, corruption, and climate change. Mismanagement of conservation projects, lack of prior knowledge, politics, conflicts over natural resources have been a hindrance towards full achievement of conservation goals. Resource mobilization stands at the core of project success underpinning the ability to turn project plans into reality. As such, it is important to invetigate the influence of resource based mobilizations practices on performance of conservancy projects in northern Kenya region (Bedelian & Ogutu, 2017).

Various studies were conducted to determine the effect of resource mobilization on project performance. Densford, James and Ngugi (2018) conducted a study on the effect of project resource mobilization on performance of road infrastructure projects constructed by local firms in Kenya. Mpozenzi and Mutuku (2023) investigated the relationship between resource mobilization and performance of women repatriate association in Burundi. Further, Ngiri and Njagi (2022) assessed the influence of strategic resource mobilization on the performance of building construction companies in Nairobi Kenya. There has however been any study that has been focused on influence of resource based mobilizations practices on performance of conservancy projects hence the aim of this study which sought to investigate the influence of resource based mobilizations practices on performance of conservancy projects in northern Kenya region.

OBJECTIVES OF THE STUDY

i. To determine the influence of resource identification on performance of conservancy projects in northern Kenya region.

ii. To establish influence of resource acquisition on performance of conservancy projects in northern Kenya region.

iii. To determine effect of resource allocation on performance of conservancy projects in northern Kenya region.

iv. To determine effect of resource management on performance of conservancy projects in northern Kenya region.

LITERATURE REVIEW

This chapter presented a review of literature the influence of resource based mobilizations practices on performance of conservancy projects in northern Kenya region. The chapter began with a theoretical review, followed by a conceptual framework, empirical review, critique of existing literature and research gap.

Theoretical Review

This study was achored on the follow theories: resource based view theory, resource mobilization theory and the resource dependency theory.

Resource Based View Theory

The Resource Based View Theory, advanced by Wernerfelt (1984), posits that organizations gain sustained advantage by possessing valuable, rare, inimitable, and non-substitutable resources. These resources may be tangible, such as equipment, or intangible, such as skills and intellectual property, and they collectively shape a firm's long-term performance potential. Scholars emphasize that effective utilization of such resources enables project managers to improve output, reduce delays, and minimize cost overruns (Kozlenkovu, Samaha & Palmatier, 2014; Gimeno, 2011). Within conservancy projects, the theory is relevant because managers must identify, acquire, allocate, and manage diverse resources to deliver project goals efficiently. Ensuring that the right mix of resources is mobilized strengthens implementation processes and enhances overall project performance.

Resource Mobilization Theory

Resource Mobilization Theory, articulated by Buechler (2009), explains how groups secure and deploy resources to achieve collective goals. It argues that successful action depends less on grievances and more on an organization's ability to obtain funding, recruit supporters, build alliances, and structure its operations effectively. Jenkins (2011) identifies participation as a rational process where individuals weigh costs and benefits, while Klandermans (2014) highlights the centrality of internal and external resource flows in sustaining action. Applied to conservancy projects, the theory demonstrates how mobilizing financial, human, and technical inputs from both communities and partners improves project performance. By strengthening the capacity to gather and coordinate resources, conservancies enhance their ability to implement activities that support conservation and local development.

Resource Dependency Theory

Resource Dependency Theory, developed by Pfeffer and Salancik (1978), argues that organizations are shaped by their dependence on external resources, many of which they cannot control. This dependence creates vulnerabilities because external actors influence access to critical inputs and, consequently, organizational behavior. To manage these pressures, organizations seek to reduce their dependence or increase others' dependence on them, thereby improving stability and performance (Ulrich & Barney, 2014). The theory is relevant to conservancy projects because their success relies on acquiring financial, human, and technical resources from governments, NGOs, and community structures. Effective resource identification, acquisition, allocation, and management enable conservancies to navigate external constraints, maintain operational continuity, and enhance project outcomes.

Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Mugenda & Mugenda, 2011). In this study, the independent variables included resource identification, resource acquisition, resource alocation and resource managemet. The dependent variable was performance. Figure 1 showed the conceptual framework.

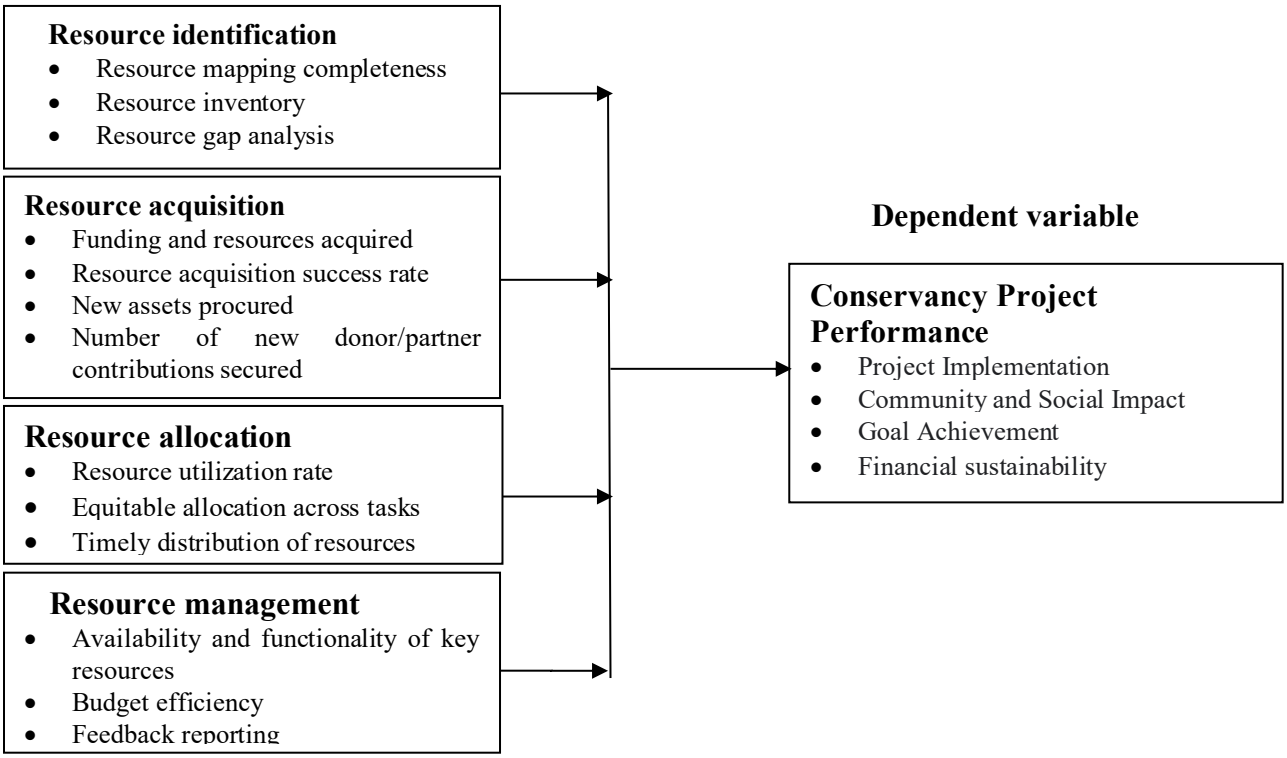

Figure 1: Conceptual Framework

Empirical Review

Studies on resource identification consistently show its strong influence on project performance. Gasana and Njenga (2024) found that effective identification of material, human, and stakeholder-related inputs enhanced successful delivery of the Sustainable Agricultural Intensification and Food Security Project in Rwanda. Their results indicated that clearly identifying and planning for required resources improved beneficiary satisfaction. Similarly, Bichii and Waruguru (2023) established that aligning identified resources with organizational needs significantly enhanced firm performance among listed energy and petroleum companies in Kenya. In conservation settings, Awuor and Daniel (2020) demonstrated that identifying resources needed for elephant conservation in Tsavo National Park had a statistically significant effect on conservation outcomes, confirming that proper resource identification enhances project performance.

Research on resource acquisition further supports its positive contribution to project outcomes. Traboulsy (2023) established that acquiring financial, human, and material inputs had direct and indirect effects on sustainable competitive performance among SMEs in Lebanon. Ako (2023) showed that universities in Cameroon relied on structured procurement systems and fee-based financing to acquire essential project inputs, emphasizing the role of formal systems in supporting performance. Additionally, Uwase and Irechukwu (2023) found that acquisition of competent project teams significantly enhanced the performance of Skills Development Fund projects in Rwanda, improving timely completion, quality standards, and cost control. These studies illustrate that effective acquisition mechanisms strengthen the capacity of projects to deliver intended outcomes.

Evidence on resource allocation shows a consistently positive effect on project results. Irakoze and Wabala (2024) reported that resource estimation, allocation, and monitoring significantly improved the performance of Kigali Infrastructure Projects. Waititu (2022) similarly found that proper allocation of human, financial, technological, and material resources enhanced the effectiveness of monitoring and evaluation systems in World Vision Kenya's child protection programs. Makokha and Ngugi (2022) added that effective allocation ensured Busia County's health projects had adequate personnel, equipment, and funds, which enabled managers to avoid bottlenecks and adapt to operational changes. Across these studies, structured allocation emerges as a key driver of successful project implementation.

Studies addressing resource management demonstrate its central role in strengthening project performance. Nyakarengo and Wanjiku (2023) established that managing human, financial,

and physical resources significantly enhanced the performance of the SAIP agricultural project in Rwanda. Makori (2021) reported similar results in Nairobi's commercial housing projects, showing that structured management of all resource categories positively influenced project outcomes. In Wajir County, Abdi (2020) confirmed that managing resource planning, scheduling, allocation, and monitoring boosted road project implementation success. Likewise, Ndayisaba and Mulyungi (2018) found that human, time, and financial resource management practices were strong predictors of project success in rural Rwanda livelihoods programs. These findings show that effective resource management consistently contributes to improved project performance.

Collectively, empirical evidence across regions demonstrates that the four dimensions of resource-based mobilization-identification, acquisition, allocation, and management-substantially enhance project performance. Whether applied in conservation, infrastructure, agriculture, housing, or social development contexts, studies consistently show that well-structured mobilization processes improve efficiency, quality, timeliness, and beneficiary satisfaction. These cumulative findings support the argument that strengthening resource-based mobilization practices is essential for improving performance of conservancy projects in Northern Kenya.

RESEARCH METHODOLOGY

The study adopted a descriptive research design, which provides a systematic plan for obtaining responses and understanding phenomena at a specific point in time (Singh & Walwyn, 2017). The design was suitable because it enabled the researcher to measure views, attitudes, and behaviors relevant to the influence of resource-based mobilization practices on conservancy project performance in Northern Kenya. The target population comprised 40 conservancy projects and 120 respondents, including managers, chairpersons, and wardens (Mugenda & Mugenda, 2011). A census approach was used, consistent with Kothari's (2004) recommendation that census studies reduce bias and enhance reliability. Primary data were collected using structured questionnaires, supported by secondary data from published sources. Data collection followed approval from the University and NACOSTI, and questionnaires were self-administered. Data were coded and analyzed using SPSS version 26, applying descriptive statistics-means, standard deviations, frequencies, and percentages-and inferential statistics including correlation and regression analysis. Correlation was interpreted based on Levin and Rubin's (2008) classification, while regression tested relationships between variables at a 5% significance level, where $p \leq 0.05$ indicated statistically significant effects.

RESULTS AND DISCUSSIONS

This chapter discusses the interpretation and presentation of the findings. The purpose of the study was to analyze influence of resource based mobilizations practices on performance of conservancy projects in northern Kenya region. The researcher made use of frequency tables and figures to present data.

Response Rate

A total of 120 questionnaires were administered. In total 99 questionnaires, were filled and returned and the overall response rate was 82.5%. This response rate was sufficient for the study. This agrees with Babbie (2004) who asserted that return rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good. Based on these assertions 82.5% response rate was very good for the study.

Table 1: Response Rate

Response	Frequency	Percentage
Returned	99	82.5%
Unreturned	21	17.5%
Total	**120**	**100%**

Descriptive Statistics

Descriptive Statistics for both the dependent and the independent variables are presented.

Resource Identification

Results showed that majority of the respondents who were 81.8% agreed with the statement that when identifying the resources needed for the conservancy projects, they consider the goals and objectives of the projects (mean=4.13, std.dev=1.16). This denotes that when identifying resources for conservancy projects, it's crucial to first define the project's goals and objectives. Results also showed that majority of the respondents who were 60.6% agreed with the statement that they usually determine what resources they needed to achieve project goals and objectives (mean=3.49, std.dev=1.32). This infers that project managers assess what resources are available and needed, ensuring that the project team has what it needs to meet the defined objectives.

Further results showed that majority of the respondents who were 62.7% agreed with the statement that during resource identification phase, they determine what resources are already available (mean=3.52, std.dev=1.17). This infers that project managers play a crucial role in

determining and managing what resources are available for their projects. In addition, results showed that majority of the respondents who were 67.6% agreed with the statement that determining the available resources helped them know what resources were need to acquire (mean=3.68, std.dev=1.15). Further results showed that majority of the respondents who were 57.6% agreed with the statement that resource plan was usually developed that helped determine what resources they needed to acquire (mean=3.33, std.dev=1.34). This denotes that project managers utilize a resource plan to determine what resources, like personnel, equipment, materials, and budget, are needed to complete a project successfully. In addition, results showed that majority of the respondents who were 57.6% agreed with the statement that resource plan developed in resource identification phase was used in planning how to acquire needed resources (mean=3.25, std.dev=1.25). The resource plan developed during the resource identification phase in project management is indeed a crucial component in planning how to acquire needed resources.

Table 2: Resource Identification

statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	std. dev
When identifying the resources needed for the conservancy projects, we consider the goals and objectives of the projects	4.00%	11.10%	3.00%	31.30%	50.50%	4.13	1.16
We usually determine what resources are needed to achieve project goals and objectives	10.10%	17.20%	12.10%	34.30%	26.30%	3.49	1.32
During resource identification phase, we determine what resources are already available	12.10%	3.00%	22.20%	46.50%	16.20%	3.52	1.17
Determining the available resources helps us know what resources were need to acquire	8.10%	7.10%	1 7.20%	44.40%	23.20%	3.68	1.15
Resource plan is usually developed that helps determine what resources we need to acquire	17.20%	8.10%	17.20%	39.40%	18.20%	3.33	1.34
A resource plan developed in resource identification phase is used in planning how to acquire needed resources	17.20%	7.10%	18.20%	48.50%	9.10%	3.25	1.25

Resource Acquisition

Results showed that majority of the respondents who were 65.7% agreed with the statement that attitude of the human resource with respect to the project objectives is a factor considered when acquiring the personnel (mean=3.72, std.dev=1.15). This denotes that understanding project objectives helps project managers allocate human resources appropriately, ensuring that

the right individuals are assigned to the right tasks at the right time. Further results showed that majority of the respondents who were 58.6% agreed with the statement that skills and experience relevant to the assignment are considered when acquiring the project personnel (mean=3.34, std.dev=1.29). This infers that a project manager's skills and experience are crucial when acquiring project personnel. In addition, results showed that majority of the respondents who were 63.6% agreed with the statement that the cost of equipment and materials considered against the project budget during resource acquisition (mean=3.62, std.dev=1.14). This denotes project managers absolutely consider the cost of equipment and materials against the project budget during resource acquisition.

Further results showed that majority of the respondents who were 67.7% agreed with the statement that the availability at the required time of the project plan was ensured when doing resource acquisition (mean=3.60, std.dev=1.28). This denotes that ensuring project manager availability at the right time during resource acquisition is crucial for successful project planning and execution. In addition, results showed that majority of the respondents who were 74.8% agreed with the statement that the budget for the project was updated to reflect the expected costs for the resources each time we acquire resources (mean=3.89, std.dev=1.23). This denotes that updating the project budget to reflect the expected costs of newly acquired resources is a standard practice in project management. In addition, results showed that majority of the respondents who were 74.8% agreed with the statement that the adequate financial resources were acquired to ensure the budget remains accurate (mean=3.74, std.dev=1.21). This infers that project managers ensuring adequate financial resources are available and utilized correctly is crucial for maintaining budget accuracy.

Table 3: Resource Acquisition

statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	std. dev
The attitude of the human resource with respect to the project objectives is a factor considered when acquiring the personnel	5.10%	12.10%	17.20%	37.40%	28.30%	3.72	1.15
Skills and experience relevant to the assignment are considered when acquiring the project personnel	11.10%	20.20%	10.10%	40.40%	18.20%	3.34	1.29
The cost of equipment and materials considered against the project budget during resource acquisition	4.00%	17.20%	15.20%	40.40%	23.20%	3.62	1.14
The availability at the required time of the project plan is ensured when doing resource acquisition	10.10%	13.10%	9.10%	42.40%	25.30%	3.60	1.28
The budget for the project is updated to reflect the expected costs for the resources each time we acquire resources	5.10%	15.20%	5.10%	35.40%	39.40%	3.89	1.23
Adequate financial resources are acquired to ensure the budget remains accurate	9.10%	9.10%	7.10%	48.50%	26.30%	3.74	1.21

Resource Allocation

Results showed that majority of the respondents who were 65.7% agreed with the statement that the attitude of the human resource with respect to the project objectives is a factor considered when acquiring the personnel (mean=3.72, std.dev=1.15). This infers that project manager's attitude and understanding of the human resources involved, especially in relation to the project's objectives, are crucial factors in personnel acquisition and project success. Further results showed that majority of the respondents who were 58.6% agreed with the statement that the skills and experience relevant to the assignment are considered when acquiring the project personnel (mean=3.34, std.dev=1.20). This denotes that a project manager's skills and experience are crucial when acquiring project personnel.

Further results showed that majority of the respondents who were 63.6% agreed with the statement that the cost of equipment and materials considered against the project budget during resource acquisition (mean=3.62, std.dev=1.14). This denotes that project managers absolutely consider the cost of equipment and materials against the project budget during resource acquisition. In addition, results showed that majority of the respondents who were 67.7% agreed with the statement that the availability at the required time of the project plan is ensured

when doing resource acquisition (mean=3.60, std.dev=1.28). This denotes that ensuring project manager availability is a key aspect of resource acquisition in project management.

Further results showed that majority of the respondents who were 74.8% agreed with the statement that the budget for the project is updated to reflect the expected costs for the resources each time we acquire resources (mean=3.89, std.dev=1.23). This denotes that project managers should update their project budget to reflect the expected costs of acquired resources. In addition, results showed that majority of the respondents who were 74.8% agreed with the statement that the adequate financial resources are acquired to ensure the budget remains accurate (mean=3.74, std.dev=1.21). This denotes that project managers should ensure adequate financial resources are available to maintain budget accuracy.

Table 4: Resource Allocation

statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	std. dev
The attitude of the human resource with respect to the project objectives is a factor considered when acquiring the personnel	5.10%	12.10%	17.20%	37.40%	28.30%	3.72	1.15
Skills and experience relevant to the assignment are considered when acquiring the project personnel	11.10%	20.20%	10.10%	40.40%	18.20%	3.34	1.29
The cost of equipment and materials considered against the project budget during resource acquisition	4.00%	17.20%	15.20%	40.40%	23.20%	3.62	1.14
The availability at the required time of the project plan is ensured when doing resource acquisition	10.10%	13.10%	9.10%	42.40%	25.30%	3.60	1.28
The budget for the project is updated to reflect the expected costs for the resources each time we acquire resources	5.10%	15.20%	5.10%	35.40%	39.40%	3.89	1.23
Adequate financial resources are acquired to ensure the budget remains accurate	9.10%	9.10%	7.10%	48.50%	26.30%	3.74	1.21

Resource Management

Results showed that majority of the respondents who were 78.8% agreed with the statement that proper estimation of financial resources required was usually done (mean=4.09, std.dev=1.31). By effectively managing the project's finances, project financial managers play a crucial role in ensuring that the project is completed within budget, on time, and to the required quality standards. Further results showed that majority of the respondents who were 78.8% agreed with the statement that skills and experience relevant to the assignment are

considered when acquiring the project personnel (mean=3.99, std.dev=1.13). In addition, results revealed that majority of the respondents who were 69.7% agreed with the statement that proper coordination of human capital is done in a way that the project goals are realized (mean=3.64, std.dev=1.31). This denotes that project financial managers play a crucial role in coordinating human capital to ensure project goals are achieved.

Further results showed that majority of the respondents who were 70.8% agreed with the statement that they usually ensure human resource safety during the project execution (mean=3.62, std.dev=1.32). In addition, results revealed that majority of the respondents who were 73.8% agreed with the statement that they always use an integrated approach to planning, organizing, controlling of the flow of materials as per the demands (mean=3.74, std.dev=1.26). This denotes that developing comprehensive plans that consider both internal and external factors, such as production schedules, supplier lead times, and customer demands In addition, results revealed that majority of the respondents who were 72.7% agreed with the statement that proper material demand forecasting, determining the materials needed, and developing a plan to acquire those materials is usually done (mean=3.79, std.dev=1.20). This denotes that effective resource management is crucial for project success, ensuring efficient utilization of resources like personnel, budget, and time.

Table 5: Resource Management

statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. dev
Proper estimation of financial resources required is usually done	7.10%	12.10%	2.00%	22.20%	56.60%	4.09	1.31
Managing financial resources helps us manage the costs of the project	4.00%	11.10%	6.10%	39.40%	39.40%	3.99	1.13
Proper coordination of human capital is done in a way that the project goals are realized	16.20%	3.00%	11.10%	40.40%	29.30%	3.64	1.37
We usually ensure human resource safety during the project execution	15.20%	4.00%	10.10%	45.50%	25.30%	3.62	1.32
We always use an integrated approach to planning, organizing, controlling of the flow of materials as per the demands	12.10%	4.00%	10.10%	45.50%	28.30%	3.74	1.26
Proper material demand forecasting, determining the materials needed, and developing a plan to acquire those materials is usually done	10.10%	3.00%	14.10%	43.40%	29.30%	3.79	1.20

Performance

The results showed that majority of the respondents who were 67.7% agreed with the statement that their conservancy project has been successful in protecting wildlife and their habitat (mean=3.72, std.dev=1.05). This infers that conservancy projects demonstrate the effectiveness of community-led conservation in preserving species and sustaining local communities.

In addition, majority of the respondents who were 68.7% agreed with the statement that their conservancy project has helped in diversifying tourism products (mean=3.66, std.dev=1.27). This denotes that conservancy projects have demonstrably helped diversify tourism products, moving beyond traditional wildlife viewing to include a range of experiences. Further results showed that majority of the respondents who were 67.7% agreed with the statement that the conservancy projects that have undertaken have been successful in driving financial benefits to landowners (mean=3.67, std.dev=1.24).

Therefore, conservancy projects can be very successful in driving financial benefits to landowners. By offering financial incentives and promoting sustainable land use practices, conservancies can provide a viable alternative to traditional resource extraction, benefiting both the environment and local communities.

In addition, majority of the respondents who were 60.6% agreed with the statement that their conservation projects have enhanced livelihoods of the Northern communities (mean=3.41, std.dev=1.45). This denotes that conservation projects have demonstrably enhanced the livelihoods of Northern communities in several ways, primarily by integrating conservation efforts with community development and sustainable resource management. Further results showed that majority of the respondents who were 59.6% agreed with the statement that their conservancy projects have led to increased tax revenue (mean=3.53, std.dev=1.03). This denotes that conservancy projects in Kenya have demonstrably led to increased tax revenue.

By attracting tourism, supporting local businesses, and providing employment opportunities, conservancies contribute to the overall economy, which in turn boosts tax collection. In addition, majority of the respondents who were 79.6% agreed with the statement that their conservancy project has led to decreased local government expenditures through the natural provision of ecosystem services (mean=3.60, std.dev=1.12). Conservancy projects can lead to decreased local government expenditures through the natural provision of ecosystem services. By protecting and restoring natural ecosystems, these projects can reduce the need for costly government interventions in areas like water purification, flood control, and soil erosion management.

Table 6: Performance

statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	std. dev
Our conservancy project has been successful in protecting wildlife and their habitat	6.10%	5.10%	21.20%	46.50%	21.20%	3.72	1.05
Our conservancy project has helped in diversifying tourism products	7.10%	18.20%	6.10%	39.40%	29.30%	3.66	1.27
The conservancy projects we have undertaken have been successful in driving financial benefits to landowners	5.10%	20.20%	7.10%	38.40%	29.30%	3.67	1.24
Our conservation projects have enhanced livelihoods of the Northern communities	18.20%	10.10%	11.10%	33.30%	27.30%	3.41	1.45
Our conservancy projects have led to increased tax revenue	4.00%	13.10%	24.20%	43.40%	15.20%	3.53	1.03
Our conservancy project has led to decreased local government expenditures through the natural provision of ecosystem services	11.10%	7.10%	2.00%	70.70%	9.10%	3.60	1.12

Inferential Analysis

Both correlation and regression were conducted.

Correlation Analysis

Correlation analysis seems to establish the strength of the relationship between influence of resource-based mobilizations practices on performance of conservancy projects in northern Kenya region The results were clear that resource identification had a positive and significant association with performance of conservancy projects ($r=0.812$, $p=0.000$). This infers that there is a strong correlation between resource identification and performance of conservancy projects. The study findings agreed with Bichii and Waruguru (2023) who found that resource alignment had a significant effect on organizational performance. In addition, results were clear that resource acquisition had a positive and significant association with performance of conservancy projects ($r=0.614$, $p=0.000$). This infers that there is a moderately strong correlation between resource acquisition and performance of conservancy projects. The study findings agreed with Traboulsy (2023) who found that resource acquisition has positive direct and indirect effects on sustainable competitive performance.

Further results were clear that resource allocation had a positive and significant association with performance of conservancy projects ($r=0.711$, $p=0.000$). This infers that there is a strong correlation between resource allocation and performance of conservancy projects. The study

findings agreed with Waititu (2022) who established that material resource allocation; financial resource allocation, technological resource allocation and human resource allocation were all practiced at World Vision Kenya and they significantly contributed towards performance of the M&E system of the child protection projects. Further results were clear that resource management had a positive and significant association with performance of conservancy projects (r=0.734, p=0.000). This infers that there is a strong correlation between resource management and performance of conservancy projects. The study findings agreed with Makori (2021) who found that managing of all resources has a positive impact on performance of commercial housing projects.

Table 7: Correlation Analysis

		Performance	Resource identification	resource acquisition	resource allocation	resource management
Performance	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Resource identification	Pearson Correlation	.812**	1.000			
	Sig. (2-tailed)	0.000				
resource acquisition	Pearson Correlation	.614**	.526**	1.000		
	Sig. (2-tailed)	0.000	0.000			
resource allocation	Pearson Correlation	.711**	.666**	.439**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
resource management	Pearson Correlation	.734**	.693**	.551**	.480**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

Regression Analysis

Regression is used to test the relationship between the dependent and the independent variable. Results showed that the R was 0.883. This implies that resource based mobilizations practices had a strong correlation on performance of conservancy projects. In addition, the R square was 0.779. This infers that resource-based mobilizations practices explain 77.9% of the variations in the dependent variable which was performance of conservancy projects.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883a	0.779	0.77	0.29384

Table 9 indicated that resource-based mobilizations practices were a good predictor of performance of conservancy projects as represented by an F statistic of 82.987and the reported p value of 0.000, which was less than the conventional probability of 0.05 significance level. This implies that the resource-based mobilizations practices have statistically significant effect on performance of conservancy projects at a 95% confidence level.

Table 9: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	28.661	4	7.165	82.987	.000b
Residual	8.116	94	0.086		
Total	36.778	98			

Regression of coefficients showed that resource identification had a positive and significant effect on performance of conservancy projects (β=0.372, p=0.000). This meant that for every unit invested in resource identification would result in improvement in performance of conservancy projects. The study findings agreed with Bichii and Waruguru (2023) who found that resource alignment had a significant effect on organizational performance. The study findings also agreed with Irakoze and Wabala (2024) who found that resource identification, had a positive and significant effect on project performance.

Further results showed that resource acquisition had a positive and significant effect on performance of conservancy projects (β=0.166, p=0.011). This meant that for every unit invested in resource acquisition would result in improvement in performance of conservancy projects. The study findings agreed with Uwase and Irechukwu (2023) who found that project team acquisition has a significant positive effect on the performance of SDF projects in Rwanda. The study findings agreed with Uwase and Irechukwu (2023) who revealed a strong relationship between project team acquisition and timely completion, completion with required quality, and completion within budgeted cost.

In addition, results showed that resource allocation had a positive and significant effect on performance of conservancy projects (β=0.339, p=0.000). This meant that for every unit invested in resource allocation would result in improvement in performance of conservancy projects. The study findings agreed with Makokha and Ngugi (2022) who found that resource allocation had a positive and significant influence on projects implementation by Busia County government, Kenya. Further results showed that resource management had a positive and significant effect on performance of conservancy projects (β=0.221, p=0.000). This meant that for every unit invested in resource management would result in improvement in performance

of conservancy projects. The study findings agreed with Nyakarengo and Wanjiku (2023) who revealed a significant positive effect of human resources, financial resources and physical resources on SAIP project performance.

Table 10: Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.288	0.24		-1.198	0.234
Resource identification	0.372	0.081	0.365	4.577	0.000
resource acquisition	0.166	0.064	0.157	2.606	0.011
resource allocation	0.339	0.082	0.272	4.145	0.000
resource management	0.221	0.059	0.263	3.724	0.000

Optimal model

$Y= -0.288+ 0.372X_1+ 0.166 X_2+ 0.339X_3+ 0.221X_4$

Where: Y = Performance; X_1 = Resource identification; X_2 = Resource acquisition; X_3 = Resource allocation; X_4 = Resource management

CONCLUSION OF THE STUDY

The study concluded that resource identification had a positive and significant effect on performance of conservancy projects. Effective resource identification significantly impact project performance, particularly in terms of efficiency, cost control, and overall success. By accurately identifying resources, project managers can ensure tasks are completed on time and within budget, leading to better project outcomes. In addition, identifying and aligning resources with project objectives ensures that resources are used effectively to achieve desired results.

The study concluded that resource acquisition had a positive and significant effect on performance of conservancy projects. In conclusion, effective resource acquisition significantly impacts project performance, leading to both positive and negative outcomes depending on the strategy employed. Properly acquiring and managing resources can enhance project success by ensuring timely completion, staying within budget, and improving overall quality. However, inadequate resource acquisition can lead to delays, cost overruns, and ultimately, project failure.

The study concluded that resource allocation had a positive and significant effect on performance of conservancy projects. Efficient resource allocation allows project managers to prepare to allocate resources to the task and effectively manage them. Effective resource allocation encompassing financial, human, and time resources plays a vital role in determining project outcomes and organizational sustainability. In addition, organizations that strategically allocate resources tend to experience higher project success rates, improved stakeholder satisfaction, and enhanced community impact. Moreover, incorporating participatory resource allocation strategies fosters greater stakeholder engagement, leading to projects that are more aligned with community needs and expectations.

The study concluded that resource management had a positive and significant effect on performance of conservancy projects. Effective resource management significantly impacts project performance, leading to timely completion, reduced costs, and increased stakeholder satisfaction. Conversely, poor resource management can result in project delays, budget overruns, and reduced quality. In addition, reporting requires daily tracking of key elements of project performance in terms of inputs, actions and outcomes. Good evaluation helps to know whether the expected goals are being accomplished as anticipated, which steps are needed to achieve the intended results during the implementation of the project, and whether these measures have a positive impact on the execution of the project.

RECOMMENDATIONS OF THE STUDY

Project managers should prioritize meticulous resource identification as it's crucial for project performance. This includes defining project scope, identifying all necessary resources (human, material resources), and creating a detailed resource schedule. Effective resource management minimizes risks, prevents scope creep, and ensures projects stay on track and within budget. Conservancy project funders should prioritize robust resource identification strategies for their projects, as this directly impacts project success and sustainability. Funders should require project proposals to include detailed resource identification, including both financial and human resources, as well as an analysis of how these resources will be utilized and managed.

Project managers should prioritize effective resource acquisition as it directly impacts project performance. The project stakeholders need to develop a detailed resource plan, utilizing project management tools like Gantt charts, and continuously monitoring resource allocation and utilization. Furthermore, fostering a culture of communication and collaboration within the team, as well as establishing success metrics and providing rewards, can further enhance project. To project funders, a key recommendation is that successful resource acquisition is

crucial for project performance. This involves allocating resources effectively, ensuring access to the necessary people, materials, and funding. Clear planning, robust resource allocation, and a proactive approach to resource acquisition are essential to avoid delays, cost overruns, and ultimately, project failure. Project managers can significantly improve project performance by focusing on efficient and strategic resource acquisition. This includes planning resource needs accurately, utilizing project management tools for scheduling and allocation, and monitoring resource utilization throughout the project lifecycle.

Project managers should prioritize efficient resource allocation by aligning resources with project needs and continuously monitoring resource utilization. This includes understanding project scope, avoiding over or under-staffing, and managing equipment and technology effectively. Policymakers and non-profit leaders should advocate for participatory resource allocation strategies that involve stakeholders in decision-making processes. Engaging community members and beneficiaries can improve project relevance, enhance ownership, and lead to better sustainability outcomes. Policies that support stakeholder engagement initiatives and incentivize participatory practices can strengthen the connection between resource allocation and project success, ultimately benefiting the communities served.

To enhance project performance, project funders should strongly prioritize effective resource management, ensuring projects are adequately staffed, funded, and equipped with the necessary tools and materials. This includes robust planning, forecasting future needs, and implementing monitoring and control mechanisms throughout the project lifecycle. The project stakeholders should also focus on proactive prioritization, clear communication, collaborative planning, and consistent monitoring and evaluation so as to enhance project performance. This includes understanding resource needs, expectations, and utilizing diverse communication channels to foster engagement

REFERENCES

Abdi, A. (2020). Resource Management Practices and the Performance of Road Infrastructure Projects in Wajir County, Kenya. *Unpublished Master's Thesis, Kenyatta University*.

Aga, D. A. (2016). Factors affecting the success of development projects: A behavioral perspective.

Ako, E. (2023). The Acquisition of Projects Resources in the University of Bamenda. *Frontiers in Management Science*, *2*(3), 1-9.

Awuor, A. E., & Daniel, W. (2020). Influence of Project Resource Planning on Performance of Elephant Conservation at TSAVO National Park, Kenya.

Bashir, M. A., & Wanyonyi, E. (2024). Winning space for conservation: the growth of wildlife conservancies in Kenya. *Frontiers in Conservation Science*, *5*, 1385959.

Bedelian, C. E. (2014). *Conservation, tourism and pastoral livelihoods: wildlife conservancies in the Maasai Mara, Kenya* (Doctoral dissertation, UCL (University College London)).

Bedelian, C., & Ogutu, J. O. (2017). Trade-offs for climate-resilient pastoral livelihoods in wildlife conservancies in the Mara ecosystem, Kenya. *Pastoralism*, *7*(1), 1-22.

Bersaglio, B., & Cleaver, F. (2018). Green grab by bricolage–the institutional workings of community conservancies in Kenya. *Conservation and Society*, *16*(4), 467-480.

Betts, M. G., Wolf, C., Ripple, W. J., Phalan, B., Millers, K. A., Duarte, A., ... & Levi, T. (2017). Global forest loss disproportionately erodes biodiversity in intact landscapes. *Nature*, *547*(7664), 441-444.

Bichii, M. C., & Waruguru, M. (2023). Effect of Resource Alignment on Organizational Performance of Listed Energy and Petroleum Companies in Kenya. *The International Journal of Business Management and Technology*, *4*(5), 175-181.

Clough, D. R., Fang, T. P., Vissa, B., & Wu, A. (2019). Turning lead into gold: How do entrepreneurs mobilize resources to exploit opportunities?. *Academy of Management Annals*, *13*(1), 240-271.

Densford, M. O., James, R., & Ngugi, L. (2018). Effect of project resource mobilization on performance of road infrastructure projects constructed by local firms in Kenya. *International Journal of Economics, Business and Management Research*, *2*(1), 99-109.

Fayiah, M., & Fayiah, M. S. (2022). Challenges of biodiversity conservation in Africa: a case study of Sierra Leone. In *Biodiversity In Africa: Potentials, Threats And Conservation* (pp. 601-622). Singapore: Springer Nature Singapore.

Fitzgerald, K. H. (2015). The silent killer: Habitat loss and the role of African protected areas to conserve biodiversity. *Protecting the wild: Parks and wilderness, the foundation for conservation*, 170-188.

Fox, G. (2019). Images, uncertainties, and success stories: the politics of conservation in Laikipia North, Kenya.

Galvin, K. A., Beeton, T. A., & Luizza, M. W. (2018). African community-based conservation. *Ecology and Society*, *23*(3).

Gasana, E., & Njenga, G. (2024). Effects of Project Planning Practices for Project Performance: A Case of Sustainable Agricultural Intensification and Food Security Project in Rwanda. *Journal of Entrepreneurship & Project Management*, *8*(1), 124–154.

Gichuhi, M. W., Keriko, J. M., & Mukundi, J. B. N. (2023). Assessment of conservation Management of State Parks, community and private conservancies in Kenya. *Open Access Library Journal*, *10*(6), 1-18.

Holechek, J., & Valdez, R. (2018). Wildlife conservation on the rangelands of eastern and southern Africa: Past, present, and future. *Rangeland Ecology & Management*, *71*(2), 240-258.

Irakoze, C., & Wabala, S. (2024). Influence of Resource Allocation on Performance of Kigali Infrastructure Project . *Journal of Entrepreneurship & Project Management*, *8*(5), 46–62.

Kalvelage, L., Bollig, M., Grawert, E., Hulke, C., Meyer, M., Mkutu, K., ... & Diez, J. R. (2021). Territorialising conservation: Community-based approaches in Kenya and Namibia. *Conservation and Society*, *19*(4), 282-293.

Kathambi, B. E. (2018). *Adoption of the green concept in Nairobi for biodiversity conservation, environmental management and sustainable development goals implementation* (Doctoral dissertation).

Kerr, J. T. (2020). Racing against change: understanding dispersal and persistence to improve species' conservation prospects. *Proceedings of the Royal Society B*, *287*(1939), 20202061.

Kimario, F. F., Botha, N., Kisingo, A., & Job, H. (2020). Theory and practice of conservancies: evidence from wildlife management areas in Tanzania. *Erdkunde*, *74*(2), 117-141.

Kimiti, D. W., Hodge, A. M. C., Herrick, J. E., Beh, A. W., & Abbott, L. E. (2017). Rehabilitation of community-owned, mixed-use rangelands: lessons from the Ewaso ecosystem in Kenya. *Plant ecology*, *218*, 23-37.

Levis, C., Flores, B. M., Campos-Silva, J. V., Peroni, N., Staal, A., Padgurschi, M. C., ... & Clement, C. R. (2024). Contributions of human cultures to biodiversity and ecosystem conservation. *Nature Ecology & Evolution*, *8*(5), 866-879.

Makokha, T., & Ngugi, L. (2022). Influence of resource allocation on project implementation by Busia County Government, Kenya. *International Journal of Management and Commerce Innovations*, *10*(2), 55-60.

Makori, W. (2021). *Resource Management Practices And Performance Of Commercial Housing Projects In Nairobi City County, Kenya* (Doctoral Dissertation, Kenyatta University).

Mkutu, K. (2020). Security dynamics in concervancies in Kenya: the case of Isiolo County.

Moindi, B. N. (2023). *Project Management Practices and the Implementation of Maternal and Child Health Projects of Safaricom PLC in Siakago Sub-county, Embu County, Kenya* (Doctoral dissertation, University of Nairobi).

Mpozenzi, A., & Mutuku, M. (2023). Resource mobilization and performance of women repatriate association in Burundi. *The Strategic Journal of Business & Change Management*, *10*(2), 125-140.

Mureithi, S. M., Verdoodt, A., Njoka, J. T., Olesarioyo, J. S., & Van Ranst, E. (2019). Community-based conservation: An emerging land use at the livestock-wildlife interface in Northern Kenya. *Wildlife Management-Failures, Successes and Prospects*, 61-79.

Naidoo, R., Weaver, L. C., Diggle, R. W., Matongo, G., Stuart-Hill, G., & Thouless, C. (2016). Complementary benefits of tourism and hunting to communal conservancies in Namibia. *Conservation Biology*, *30*(3), 628-638.

Ndayisaba, O., & Mulyungi, P. (2018). Effect of Resources Management on Project Success Implementation. A Case of Strengthening Livelihoods in Rural Rwanda Project. *International Journal of Research in Management, Economics and Commerce*, *8*(5), 32-41.

Ng'ang'a, T. W., Coulibaly, J. Y., Crane, T. A., Gachene, C. K., & Kironchi, G. (2020). Propensity to adapt to climate change: Insights from pastoralist and agro-pastoralist households of Laikipia County, Kenya. *Climatic change*, *161*, 393-413.

Ngiri, G., & Njagi, E. (2022). Influence of Strategic Resource Mobilization on the Performance of Building Construction Companies in Nairobi Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, *4*(2), 69-78.

Nyakarengo, J., & Wanjiku, C. (2023). Influence of Project Resources Management and Performance of Sustainable Agricultural Intensification and Food Security Project (SAIP) Rwanda. *Journal of Entrepreneurship & Project Management*, *7*(4), 115–138.

Oburah, K. O., Lenachuru, C., & Odadi, W. O. (2021). Does the community conservancy model work for pastoralists? Insights from Naibunga conservancy in northern Kenya. *Sustainability*, *13*(14), 7772.

Onditi, K. O., Li, X., Song, W., Li, Q., Musila, S., Mathenge, J., ... & Jiang, X. (2021). The management effectiveness of protected areas in Kenya. *Biodiversity and Conservation*, *30*, 3813-3836.

Otianga-Owiti, G. E., Okori, J. J. L., Nyamasyo, S., & Amwata, D. A. (2021). Governance and challenges of wildlife conservation and management in kenya. *Wildlife Biodiversity Conservation: Multidisciplinary and Forensic Approaches*, 67-99.

Otieno, J. O. (2023). Challenges and Current Strategies in Biodiversity Conservation in Kenya: A Review. *Open Access Library Journal*, *10*(12), 1-17.

Rawat, U., & Agarwal, N. K. (2015). Biodiversity: Concept, threats and conservation. *Environment Conservation Journal*, *16*(3), 19-28.

Rees, A. F., Alfaro-Shigueto, J., Barata, P. C. R., Bjorndal, K. A., Bolten, A. B., Bourjea, J., ... & Godley, B. J. (2016). Are we working towards global research priorities for management and conservation of sea turtles?. *Endangered Species Research*, *31*, 337-382.

Schetter, C., Mkutu, K., & Müller-Koné, M. (2022). Frontier NGOs: Conservancies, control, and violence in northern Kenya. *World Development*, *151*, 105735.

Singh, P. K., Chauhan, R. S., & Singh, P. (2017). Biodiversity and its conservation. *Principles and Applications of Environmental Biotechnology for a Sustainable Future*, 315-340.

Traboulsy, O. R. (2023). The Role of Resource Acquisition in Achieving Sustainable Competitive Performance for SMEs in an Emerging Market: A Moderated Mediation Analysis. *Sustainability*, *15*(16), 12302.

Uwase, S., & Irechukwu, E. N. (2023). Resources Management Practices and Project Performance in Rwanda: A Case of Skills Development Fund Project. *Journal of Entrepreneurship & Project Management*, *7*(7), 114–130

Van Dyke, F., Lamb, R. L., Van Dyke, F., & Lamb, R. L. (2020). Conservation economics and sustainable development. *Conservation Biology: Foundations, Concepts, Applications*, 449-487.

Waititu, B. E. N. S. O. N. (2022). Resource Allocation and Performance of Monitoring and Evaluation System of Child Protection Projects: A Case of World Vision, Kenya. *Research Project, Kenyatta University, Kenya*.

Wang, J., Zhu, Y., Sun, T., Huang, J., Zhang, L., Guan, B., & Huang, Q. (2020). Forty years of irrigation development and reform in China. *Australian Journal of Agricultural and Resource Economics*, *64*(1), 126-149.

Webber, M., Han, X., Rogers, S., Wang, M., Jiang, H., Zhang, W., ... & Zhen, N. (2021). Inside-out: Chinese academic assessments of large-scale water infrastructure. *Wiley Interdisciplinary Reviews: Water*, *8*(6), e1556.

Western, D., Mose, V. N., Maitumo, D., & Mburu, C. (2021). Long-term changes in the plant ecology of an African savanna landscape and the implications for ecosystem theory and conservation management. *Ecological Processes*, *10*, 1-12.

Yu, Y., Umashankar, N., & Rao, V. R. (2016). Choosing the right target: Relative preferences for resource similarity and complementarity in acquisition choice. *Strategic management journal*, *37*(8), 1808-1825.

Zhou, T. M. (2017). Poverty, natural resources "curse" and underdevelopment in Africa. *Underdevelopment, development and the future of Africa*, 279-346.