EFFECT OF CORPORATE GOVERNANCE ON THE DETERMINANTS OF FINANCIAL SUSTAINABILITY OF COMMUNITY CONSERVANCIES IN NORTHERN KENYA

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A THESIS SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENT OF AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN FINANCE OF KENYA METHODIST UNIVERSITY SCHOOL OF BUSINESS

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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ABSTRACT

Financial sustainability is critical to the survival and growth of organizations all around the world. Community conservancies in Kenya struggle to survive and grow financially. The main objective of the study was to investigate the effect of corporate governance on the determinants of financial sustainability of community conservancies in northern Kenya. The research was led by the following specific objectives: to determine the impact of management competency, staff capacity, community participation, and revenue diversification on community conservancies' financial sustainability. Furthermore, it was determined whether corporate governance has a moderating effect on the relationship between determinants and the financial viability of community conservancies. The resource dependency theory, agency theory, and dynamic capacities theory served as the study's pillars. An explanatory research design was used. The target respondents comprised of 199 respondents from 31 community conservancies in Northern Kenya. A census of the 199 respondents was conducted. A questionnaire that was semi-structured was used to gather primary data. To evaluate the instrument's reliability and validity, pilot testing was done. The findings indicated that jointly and when combined, management competency, staff capacity, community participation, and revenue diversification had a favorable and substantial influence on community conservancies' financial sustainability. Revenue diversification best explains financial sustainability, followed by management competence, followed by community participation, and lastly staff capacity. The R square increased from 63.3% to 66.6% when the R square with moderation was compared to the R square without moderation, indicating that corporate governance generally had a favorable moderating impact on the connection between the determinants and community conservancies' financial sustainability. The study concluded that management competency, staff capacity, community participation, and revenue diversification positively contribute to enhanced financial sustainability. The research recommended that community conservancies management should ensure proper delegation of duties aimed at empowering employees. The staff should go through proper induction on what is required in their job. There should be regular training of staff in line with emerging trends. There should be timely and effective knowledge sharing between management and staff. The community should be involved in the decision-making process. The number of community members working in the conservancies should be increased. There is a need to identify and adopt alternative revenue sources such as membership fees, dividends from shares, and stocks and assets. Board meetings should be held regularly to deliberate on the current state and emerging matters. Board structure should be properly stipulated and roles for each member clearly outlined. Board membership should facilitate efficiency, especially on matters of decision making and there should be sub-committees with clear roles. Future studies could focus on determinants of financial sustainability in other sectors such as agriculture, health among others. Future research could also take into account additional variables that affect financial sustainability. Additionally, future studies could focus on other moderating variables such as government regulations, organization size, and age. In the subject of finance, the research significantly advances theory, policy, and practice.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACFID:	Australian Council for International Development
AKI:	Association of Kenya Insurers
ANOVA:	Analysis of Variance
CBC:	Community-Based Conservation
LNGOS:	Local Nongovernmental Organizations
MFIs:	Micro Finance Institutions
NGO:	Non-Governmental Organization
PM&E:	Monitoring and Evaluation
SPSS:	Statistical Package for Social Sciences
USA:	United States of America
USAID:	United States Agency for International Development
VIF:	Variance Inflation Factor

CHAPTERONE

INTRODUCTION

1.1 The Study Background

The background part of this research is to present a roadmap for the formulation of the problem and thus provide the basis of the research. The first section includes an overview of financial sustainability. The second part describes community conservation. The third part gives the financial sustainability theme and community conservancies in Kenya. Financial sustainability emerges as the main objective of all organizations irrespective of their area of operation. Community conservancies are non-profit organizations founded by members of the community to assist in the management of community-owned property for the benefit of residents' livelihoods (Mitchell et al., 2019). Community conservancies in Kenya have not been left behind as they are also working towards the achievement of financial sustainability for them to cover all their administrative expenses and for the attainment of their vision and mission. Firms aim at attaining financial sustainability to meet their current and future financial commitments with ease (Howe & Jain, 2010).

Public conservation initiatives have gained popularity in the United States as a method for preserving biodiversity. They are founded on the idea that compensating for biodiversity loss must benefit locals in particular. There are numerous instances of initiatives that increase local attitudes toward conservation while also providing local communities with revenue, but the community's contribution to both conservation and local economic growth is modest. These government conservation initiatives are getting more expensive. Small area and few participants, minimal income, a tenuous link between biodiversity improvements and commercial success, the competitive and specialized nature of the tourism business, and other factors are all blamed for the conservation initiatives' poor financial sustainability (Humavindu & Stage, 2015).

India boasts the most abundant natural resources, including lush forests, the water-rich Himalayas, abundant fish stocks along the coast, fertile estuaries, grassy meadows, and productive river systems. This richness is brought on by plentiful soil and abundant rainfall. The lack of well-managed wildlife conservation over the years has resulted in degraded forests, damaged coastlines, and toxic aquifers with devastating consequences. There are currently 172 animal species in India which are considered critically endangered worldwide. This comprises 3 species of amphibians, 69 bird species, 23 reptile species, and 53 species of mammals. Since no species can last for more than a few million years without changing into another or going extinct entirely, this extinction is regarded as a biological reality. Although smaller creatures, like bats and rodents, are more vulnerable than larger ones, all species are in danger of going extinct (Ndege & Gichuki, 2016). However, the public conservation activities carried out did not go well. They are characterized by poor management resulting in the death of several wild animals, leading to a decrease in income (Kala & Bagri, 2018).

In the United Kingdom, many of the public conservation activities identified as successful result in minor changes to existing local resource and land use practices, contribute little to local livelihoods and provide little if not dependent support. without limitation (Blackburn et al., 2016). In Japan, public conservation organizations are working with the French government to increase their resilience. As a result, the government has invested some funds in cultural heritage buildings, which have facilitated staff training (Wang, 2020).

In Canada, since 1962, the Nature Conservancy of Canada (NCC) has protected nearly two million hectares (809,371 hectares) nationally in partnership with other conservation groups, First Nations, nonprofit organizations, and governments. NCC serves communities throughout

Canada and has offices in 10 provinces. The Government of Canada provided funding for NACP under 3 agreements: US$225 million in 2007, US$20 million in 2013 (as amended), and US$100 million in 2014 (to March 2019). The Program uses these funds and receives appropriate contributions the funds to provide land for long-term conservation, undertake protected land management activities, and build capacity within land trust communities. Funds are disbursed based on a science-based conservation planning process and application of appropriate environmental criteria resulting in a list of priority natural areas for land security and management (Kerry & Wilkinson, 2017). Performance evaluations in Conservation Communities Canada have demonstrated that Conservation Communities make a clear, verifiable, and unique contribution to providing important environmental value to private property, particularly in southern Canada.

In Namibia, protected areas cover about 14% of the country's total area and the development of urban environmental protection leads to active management of natural resources. By the end of 2003, community conservation groups covered 9% of Namibia and a further 5% of wildlife reserves. This resulted in up to 27% of the country's total protected land area (Nacso, 2016). As a result of conservation management, resources in the majority of rural regions are now better managed, and wildlife populations, habitats, biodiversity, and the environment as a whole have increased. Most of the protected places on community lists are close to national parks, forming buffer zones that act as vital animal migration routes between national parks (Skyer, 2015). The government of Namibia is encouraging integrated natural resource management, which includes community forest management projects whose institutional arrangements are aligned with the conservation paradigm, as a result of communities' effectiveness in managing animal resources (Skyer & Sarucher, 2015).

As one of the African countries that practice performance management in local government and NGOs, South Africa has adopted best practices from developed countries such as Canada, the UK, and the USA. The Government fully supports the Department of Monitoring and Evaluation in carrying out this task. Naidoo (2015) asserts that the system's checkpoint gaps, which include unexpected visits to government agencies and service delivery locations such public institutions, have enhanced service delivery to the general people. In addition to increasing employee training on M&E, the South African government has also set up a public hotline where residents may submit their concerns and questions regarding service performance. The team created a community protection scorecard and improvement plan after interviewing users and employees regarding their opinions on community protection during monitoring visits (World Bank, 2017). In this case, the monitoring and evaluation process is fully participatory, allowing all parties to think, analyze, plan, and agree on the need to take remedial action in future initiatives (Nuguti, 2009).

In Botswana, public conservation activities help promote conservation and sustainable empowerment and generate economic benefits for local communities. Community conservation has been successful in Botswana, in part due to the abundance and diversity of wildlife species found in this tropical semi-arid region, which belongs to the 'Big Five'. The top five animals are elephants, buffalo, white/black rhino, lion, and leopard and most tourists in South Africa come to see or hunt these animals. However, there are concerns that public conservation activities are more focused on exploiting resources for short-term financial gains rather than investing in sustainable conservation (Masunga & Thebe, 2015).

About 70% of the wildlife population in East Africa lives on common ground outside of protected zones. Breeders' lifestyles play a vital role in the evolution of wildlife. However, ranching that is more sedentary is gradually gaining ground in animal husbandry. The protection of habitat and migratory pathways on private and public holdings with competing land uses is essential for the area's animal population today. A strategy to decentralize wildlife management and reduce habitat and biodiversity loss within wildlife boundaries is community-based wildlife conservation. Moreover, protected areas are a way to restore degraded grazing lands and improve grazing livelihoods (Mureithi et al., 2020).

In Tanzania, 19 settlements with around 65,000 residents at GCA Gonabis, north of the reserve, and in one of SGR's tourist hunting lodges, have joined the management of a 750 km2 wildlife buffer zone as a shared wildlife management area. The city area is bordered to the south by the Selous Game Reserve, to the southwest by Mikumi National Park, and to the west and northwest by the Uluguru Mountains. This region is home to a variety of species, including wildebeest, buffalo, crocodiles, impalas, zebras, giraffes, wild boars, and water poppies. To administer their buffer zone, the villagers have established a group non-governmental organization called JUKUMU (Jumuiya ya Kusinya Mazingira Ukutu). This organization is responsible for owning firearms, regulating the sale of meat and transporting meat to markets, and signing contracts with hunters (Kajuni et al., 2017).

In order to establish ecotourism companies on their land, more rural communities in northern Tanzania are engaging into business contracts with private operators. An important new business opportunity is provided by this transaction. However, other nations who also desire to develop and exploit alternate types of wildlife tourism in community areas limit the capacity of local communities to profit from this. Conflicts and struggles that resulted from this competition serve as an example of some of the major difficulties communities in Tanzania confront when managing their natural resources and engaging in ecotourism (Kahle et al., 2015).

The establishment of a natural park in Kenya is the single most successful conservation initiative since the national park was founded in the 1940s. Conservation protects Kenya's wildlife lands and, more importantly, creates sanctuaries. In addition, conservation activities bring benefits in the form of direct payments and jobs for communities that share the land with wildlife (Mureithi et al., 2019). More than half of the wildlife habitats are dispersed throughout both private and public locales outside of protected zones, though. In this setting, animals, people, and other creatures coexist while vying for the same natural resources. Traditional pastoral animal care practices are thought to be appropriate and beneficial for the preservation of species. The increase in human population is associated with the spread of agriculture into regions that were traditionally used as public grazing grounds. Therefore, this area has been converted into a high-density rural settlement by small farmers who raise and herd livestock (Blackburn et al., 2016).

The increasing transformation of these fields into extensive floriculture and horticultural activities has resulted in additional exclusions from cattle and wild animal use. Open grasslands are experiencing extraordinary environmental degradation and rising pressure. Traditional livestock grazing methods must diversify their grazing and agriculture-based economies since grassland grazing is now too scarce. The grasslands of Africa are in general decline. There is a risk of wildlife-human conflict marked by predation and disease transmission as pressures on the land increase. These modifications have an impact on wildlife populations and their habitats. For instance, populations of some herbivores in the renowned Maasai Mara habitat are said to have decreased by approximately 60% over the past three decades (Cockerill & Hagerman, 2020).

1.1.1 Financial Sustainability

Financial sustainability is the capacity of non-governmental organizations (NGOs) to sustain financial performance over time (Bowman, 2011). Financial sustainability, according to Renz and David (2010), is the capacity of an NGO to create a variety of resources so that it can carry on when donors stop providing funding. Financial sustainability is said to be more crucial, especially for the survival of all NGOs as well as its effectiveness (Dresner, 2002). The most difficult task for these non-profits is to attain financial sustainability. An NGO's ability to collect financing, particularly from donor organizations, is critical to its financial survival (Guruprasad et al., 2013).

Some organizations can survive in the long run, but not in the short run when they run out of funding (Bowman, 2011). On the other side, an organization may be able to sustain itself in the short term but not in the long run. Such organizations may have adequate cash but the value of their assets may decrease as time goes by due to inflation. At the end of this, the quality and quantity of offered services decrease thus calling for periodic campaigns to add new assets.

Renz (2010) reported that 52 percent of firms in the USA underwent cuts in funding because of an economic downturn in a nation. Firms in a given country passed through financial woes as a result of cuts in the federal as well as the state funds to the three firms. According to Akingbola (2004), local firms in Canada experience financial challenges which resulted in some of them ceasing operation.

According to Okorley and Nkrumah's (2012) financial sustainability study, 26% of Ghanaian enterprises are less sustainable. The research makes it clear that the availability of funds, as well as high-quality material resources and supportive management, affects the sustainability of local businesses. The development of needs and needs-based programs and effective management also have the same effect. Lack of funds was found to be the main driver of corporate sustainability, as stated by 82% of respondents.

A survey of 19 sub-Saharan African countries, only 6.2 percent of African NGOs are financially sustainable. The study concludes that even though they are not financially sustainable, local non-governmental organizations perform well due to their over-reliance on foreign donors as their exclusive and main source of income. Abdelkarim (2012) states that only organizations can develop a solid and attractive financial system and even generate a stable income stream that allows them to survive.

In Kenya by Karanja and Karuti (2014) noted that most firms face challenges of financial sustainability owing to unreliable funding sources thus difficult for them to meet the tough set conditions before accessing the funds. Wachira (2016) discovered that diversification of income, donor relationship management, management competency, and financial management all have a good impact on local NGOs' financial sustainability. The author observed that local NGOs were financially unsustainable.

1.1.2 Management Competence

Management competence are the skills, habits, motivation, knowledge, and attitudes needed to lead people successfully (Ndege & Gichuki, 2017). Ansoff and McDonnell (2010) define the general orientation of managerial competence as an integral part of the organization. According to Lakshminarayanan et al. (2016), competence is a characteristic that allows a person to carry out his work. They are made up of diverse combinations and subsets of information, abilities, skills, reasons, and qualities. Managers might use their leadership abilities to carry out excellent and fruitful tasks (Bhatia, et al., 2019).

Bombiak (2018) shows that the main purpose of managerial competence is to provide irreplaceable competencies that are primarily about people, organizations and ultimately the whole society. Competence ensures a high quality of work and life, helps people to be highly efficient and competitive, and develops people's abilities to do professional work. Tyrańska (2016) explains that leadership competencies in companies aim to determine which ones are in demand as leaders and to prevent loss of competence.

Management competencies are currently the subject of research worldwide. This great interest can be traced back to the role of managerial competence in running organizations effectively. Several empirical studies have linked managerial skills and organizational performance (Jena & Sahoo 2014; Bamel et al., 2015; Lakshminarayanan et al., 2016). In the current study, management competence was measured in terms of recruitment programs, new technology, and regular training (Muriithi, 2014; Ndege & Gichuki, 2017).

The existing literature on management competence revealed mixed findings. According to Ndege and Gichuki (2017) research, managerial proficiency significantly and favorably impacts the success of conservation projects. The reverse was established by Isfahani et al. (2015) and Mehralian et al. (2020), who came to the conclusion that there was no relationship between management ability and organizational success. This research investigates the impact of management competency on the monetary sustainability of a municipal cannery in northern Kenya in an effort to resolve conflicting findings from earlier studies.

1.1.3 Staff Capacity

Staff capacity is the process by which organizations consistently match the available hours of their employees with the needs of their organization (Eisenhardt & Martin, 2010). According to Amit and Schoemaker (2012), it is only those firms that possess capabilities and resources with special characteristics like staff capacity that are in a position to gain competitive advantages and thereafter realize superior performance. To begin with, the worth, scarcity, durability, inimitableness, non-substitutability, and appropriability of produced rents determine a factor's distinctive character.

The company's dynamic capabilities are the basis for sustainable competition. It is the company's ability to reconfigure and adapt its capabilities and resources to explore opportunities, explore new assets, and respond quickly to environmental changes and even values that have been eroded due to competitor activities (Eisenhardt & Martin, 2010). According to Groot and Molen (2017), capacity building is the process of enhancing an individual's or group's knowledge, abilities, and attitudes in order to design, create, manage, and sustain important local institutional processes.

Human resource development, according to Anyanwu (2012), is the process of developing human resources to meet an organization's needs. He pointed out that investing in education as a community, in employee training as a business, and in personal development as an individual all contribute to the growth of human resources. According to Governor et al. (2016), boosting everyone's capacity to do tasks that are appropriate within the larger requirements of organizational performance is referred to as increasing human resource capacity. In the current study, staff capacity was operationalized through recruitment programs, new technology, and regular training (Eisenhardt & Martin, 2010; Wambui & Njuguna, 2017).

The existing literature on staff capacity revealed mixed findings. Mugo, et al. (2016) established that staff capacity contributed positively towards the financial sustainability of the industry. Similarly, the findings supported Wambui and Njuguna (2017) conclusion that human resource literacy and financial management are significantly related. However, Nnabuife and Gilbert (2015) established an insignificant relationship between the broadcasting skills training and organizational sustainability. The current study sought to address the conflicting results from past studies by examining the impact of staff capacity on financial sustainability of community conservancies in Northern Kenya.

1.1.4 Community Participation

Community participation is a procedure that entails particular people with shared needs living in certain regions actively participating in development efforts (Aga et al., 2017). Thanks to community involvement, beneficiaries can choose essential projects and local communities can influence these projects (Madajewicz et al., 2014). In reality, local engagement has been suggested as a way to accomplish a number of objectives, such as reducing poverty, enhancing services, improving livelihoods, and raising the bar for good governance (Mansuri & Rao, 2012).

The intended audience for community engagement is everyday people who assess needs and participate in environmental planning, budgeting, implementation, and monitoring. This enhances the administration of public funds and lessens corruption. According to Popoola (2018), community involvement is very important in community development. This is even more important in situations where there are physical outcomes of the project that need to be taken care of by the community. Stukas et al. (2016) add that this participation alone is not always sufficient but needs to be combined with elements of capacity building, along with the creation of a platform for stakeholder negotiations.

Community involvement can be understood as involving local residents in development initiatives to address their problems. Islam (2017) contends that while some communities are united and others are torn apart, some are homogeneous and others are heterogeneous. According to Patel (2021), there are three components of community: A community is a group structure that is both formally and informally organized, where its members collaborate on goals pertaining to issues of shared occupation and housing usage; community members share a common sense of identity with the area they occupy; and Certain local sovereignty and obligations apply to communities. In the current study, community involvement was measured through organizational decision-making processes, regular meetings, and staff (Li et al., 2020; Yusuf et al., 2020).

1.1.5 Revenue Diversification

Diversification, according to Mutisya (2017), is the range of products, services, and markets. Diversification is also described as the tools and strategies that enable firms to grow while reducing overall risk, such as Dhir and Dhir (2015). According to Bowen et al. (2015), diversification is the expansion of a company's line of business operations, whether or not such enterprises are related to one another. Revenue diversification ensures the financial stability of the organization, reduces business risk, and makes the company more marketable when selling (Mikołajczak, 2018).

Revenue diversification, according to Ebrahim and Hassan (2018), is the development of new revenue-generating financial services and products that are unrelated to conventional brokerage services. This will force organizations to diversify their interest income to maintain their business for the long term. Revenue diversification involves combining or generating income from different income-generating activities. The main focus is on transferring traditional brokerage activities' reliance on interest income to new activities that do not generate interest income (Onyango, 2018).

Hafidiyah and Trinugroho (2016) found that by diversifying into different incomes, products or markets, organizations can reduce the risk of bankruptcy due to different business activities with different levels of risk. Similarly, Brahmin (2018) shows that diversification helps organizations increase profits and reduce risk. Ngoc Nguyen (2019) argues that organizational risk is reduced through income diversification and increased productivity. However, some researchers do not support the diversification strategy. Sarkar (2016) states that the high cost of diversification increases risk and reduces returns when organizations engage in their amateur activities, or diversification adversely affects firm performance due to the management of many operational areas. In the current study, revenue diversification was operationalized through membership fees, dividends from shares and stocks, private partnerships, and public partnerships (Hung & Hager, 2019; Mikołajcza, 2018).

The existing literature on revenue diversification revealed mixed findings. According to Githaiga (2021), income diversification significantly and favorably affects a company's ability to maintain its financial stability. Achieng (2016) asserts that an organization's financial viability is determined by the diversity of its financing sources. On the other hand, Mulwa and Kosgei (2016) and Tran et al. (2020) found that earnings diversification and company performance had a negative association. This study makes an effort to resolve conflicting findings from earlier works that looked at the impact of diversification of revenue on the ability of community conservancies in northern Kenya to be financially viable.

1.1.6 Corporate Governance

Corporate governance is generally understood as a way of directing, regulating, and controlling a company (Bhatt & Bhatt, 2017). Corporate governance is a framework for competent firm management that is based on good corporate governance. The pillars of effective corporate governance are openness, responsibility, independence, and fairness (Bhagat & Bolton, 2019). Shareholders, investors, creditors, employees, and the government are just a few of the parties involved in the corporate governance system that have a big say in how corporate governance operations are carried out. Corporate governance must boost business performance.

To maximize wealth for shareholders and stakeholders over the long term, excellent corporate governance is primarily implemented (Buallay et al., 2017). Good corporate governance, according to Nkruma and Orkorli (2012), is crucial and considerably increases a company's sustainability since management can monitor the execution of its development plan. The board of directors, staff, and management all need to collaborate well at the same time. Competence indicates a wealth of information and skills that enable a person to perform well (Bennett & Savannah, 2011).

According to Butt (2020), corporate governance may be assessed using the following factors: CEO Duality, Board Ownership, Board Size, Board Structure, Board Independence, and Audit Committee Independence. In the current study, corporate governance was measured in terms of gender composition, board meetings, board structure, board size, and sub-committees (Prugsamatz, 2017; Tricker, & Tricker, 2015).

The existing literature on corporate governance indicated mixed findings. The success of an organization and corporate governance were found to be negatively correlated by Madanoglu and Karadag (2016). The connection between accounting principles and financial performance, on the other hand, is positively moderated by corporate governance, according to Iqbal and Javed (2017) research. By analyzing the moderating impact of corporate governance on the connection between the determinants and financial sustainability of the community conservancies in Northern Kenya, the current study aimed to address the contradictory findings from other studies.

1.1.7 Community Conservancies

Community conservation, more especially in third world countries, continue to face many financial crises that are a result of declining financial assistance from their non-modern funders. Community protection, which has identified successful local fundraising strategies, is no longer self-sustaining due to stringent requirements to protect biodiversity (Australian Council for International Development [ACFID], 2015). Research conducted by the ACFID (2015) revealed that out of the 31 Community conservancies interviewed, about 18 percent were fairly sustainable but on the other hand, 82 percent were in a survival mode or nearing a crisis, showing that sustainability for most of the Community conservancies is taken as an issue of priority. Meanwhile, as the twenty-first century progresses, linked Kenyan organizations confront numerous issues that necessitate increased financial resources, recognizing political and socio-economic trends that have left some elements of society in poverty, as well as drought and HIV/AIDS.

Bayne-Smith et al., (2008) observed that community conservations depend more on funding from outside countries to sustain themselves. This dependence has reduced community maintenance more or less to ecumenical beggar status. Church visits across the continent have seen incidents of funding cuts causing pain and despair, followed by job losses in projects previously supported by donors.

Community-Based Conservation (CBC) is based on the notion that if conservation and development can be accomplished at the same time, both parties' interests will be addressed (Daniel et al., 2014). Community conservation is described in a global context as concepts and practices that stress that conservation goals are realized through tactics that emphasize the involvement of local communities in natural resource decision-making. Community-based conservation is practiced in various forms, but in a broad sense includes natural resources or biodiversity conservation by, for, and with local communities.

In Africa, "conservancy" is land where natural resources are managed sustainably either by local communities or by individuals/companies. Until 2010, Etosha National Park was connected to Skeleton Beach National Park through the city's natural protection. Wildlife is no longer trapped on the "island" of the national park and in danger of being shot once they leave the protected area, but they can move freely from one national park to other thanks to nature conservation - an astonishing wonder. achievement. Equally interesting is the fact that this nature reserve is managed by local communities and its creation has allowed residents to continue living in rural areas rather than migrating to urban areas in search of work (Saxton et al., 2012).

1.1.8 Financial Sustainability and Community Conservancies

The organizational financial performance consists of the resources that enable the organization to seize and seize opportunities while responding to unforeseen threats while continuing to manage the organization's overall operations (Bezjian et al., 2009). It is important to understand the need financial challenges affecting community conservancies to understand possible measures which can be put in place to attain financial sustainability of community conservancies more so in Northern Kenya.

The problem is exacerbated by the fact that the majority of non-profit organizations, including community conservancies, serve in high-need neighborhoods where a regular and continuous supply of available services is necessary. Financial sustainability’s goal for the non-profit making organizations is to expand and maintain services that are within the jurisdiction of the organization while ensuring that there is development in matters of resilience together with the occasional short-run shocks of the economy (Bowman, 2011). Even though that is the case, the extent these kinds of organizations create and sustain financial bases is not enough.

In essence, an organization with long-term sustainable prospects may be unsustainable in the short term and vulnerable to cash-strapped desires. An organization with short-term but not long-term viability may have sufficient funds, but inflation will depreciate the value of its assets over time (Bowman, 2011). These two terms, developed by Bowman, apply to both non-profit and non-profit organizations.

Understanding the many issues associated with protecting the financial sustainability of society, helps to identify and understand the long-term goals of the firm. Given that the ultimate goal of nonprofit organizations is to generate profits and gain sufficient market share, the flip side of the coin is for nonprofits to fulfill the organization's social mission (Bradshaw, 2009).

The fundamental goal for non-profit organizations is to prioritize organizational plans and find solutions to manage short-term money flows while working toward long-term social and financial goals (Burritt & Schaltegger, 2010). This orientation supports the protection of the community but is not necessarily sustainable.

The two main challenges facing community protection include the need to maintain financial sustainability and pursue the organization's mission and maintain a consistent, high-quality program over time. To meet these challenges, these organizations need to be guided by a sustainability strategy. In this line of thinking, Chenhol et al. (2010) argue that the success of nonprofit organizations (including community protection) cannot be measured by their highly effective programs alone unless there is an effective counterpart strategy to support the organization financially. In other words, community protection must adopt a solid financial sustainability strategy, even if they maintain its high-impact program.

1.1.9 Community Conservancies in Northern Kenya

Northern Kenya is home to both critical wildlife habitats and pastoralist communities whose livelihood depends on livestock. As a result, healthy grasslands are essential for both the survival of these communities and the wildlife. With these regions experiencing increased vulnerability to climate change, poverty rates nearly double during drought periods due to the reduced productivity of these grasslands. Conflicts over natural resources and increased poaching of wildlife often emerge during these periods. Community-led conservation aims to reduce these conflicts by incentivizing communities to effectively utilize resources and conserve wildlife for community benefit.

Northern Kenya holds 93% of Grevy's zebra which has faced near extinction in recent years. Through various conservancy-led initiatives, such as involving local communities in the ongoing efforts to protect and monitor wildlife, the numbers are steadily increasing. A survey on community sustainability in Kenya conducted by Opio and Kamande (2015) found that of the 23 organizations surveyed, 18% said they were quite resilient, while 82% said they would hardly survive or move into a crisis. Sustainability is a priority for these organizations. The results of this study demonstrate the deep sustainability issues faced by communities in Kenya and across the African continent.

In northern Kenya, there are 31 parishes with an area of more than 5,000 km2. The Northern Rangelands Trust is a community-led advocacy initiative. Its members represent a politically and socially marginalized pastoral community that largely depends on a vital livelihood system. The goal is to strengthen community groups' ability and independence in the areas of biodiversity protection, natural resource management, and natural resource-based enterprise.

1.2 Problem Statement

The survival and expansion of organizations all over the world depend on their capacity to maintain their financial viability. According to the Conservancy Financial Sustainability Report (2015), the typical annual community conservancy budgetary needs are approximately $100,000 USD. The report further postulates that salaries increase at 10% per annum and that it is difficult to predict fuel price movements which in turn affect the fuel expenses which vary as per inflation and the number of vehicles used in the conservancy. Besides, each ranger receives a new uniform every year which amounts to approximately 100 USD per ranger and there are no indications that uniform prices should outpace inflation over the long run (Conservancy Financial Sustainability Report, 2015). All these requirements give rise to the need for community conservancies to be financially sustainable.

However, this has not been the case with most of the community conservancies in Northern Kenya. A study by Opio and Kamande (2015) on community protection resilience in Kenya found that of the 23 organizations surveyed, 18% said they were quite resilient, while 82% said they would struggle to survive or face a crisis. Sustainability is a priority for these organizations. This disclosure highlights the deep sustainability challenges faced by society in Kenya.

Furthermore, available literature on the determinants of financial sustainability revealed mixed findings. While Isfahani et al. (2015) and Mehralian et al. (2020) found no significant association between leadership qualities and performance, according to Ndege and Gichuki (2017), managerial expertise significantly and favorably influences the efficacy of conservation measures, Mugo et al. (2016) established that staff capacity contributed positively towards the financial sustainability of the industry, while Nnabuife and Gilbert (2015) found an insignificant relationship between the staff capacity and organizational sustainability. Mulwa and Kosgei (2016) and Tran et al. (2016) came to the opposite conclusion, concluding that there is a poor association between earnings diversification and firm performance (2020). According to Githaiga (2021), income diversification has a considerable and advantageous impact on financial sustainability. Additionally, whereas Iqbal and Javed (2017) revealed that corporate governance positively moderates the association between accounting base and financial performance, Madanoglu and Karadag (2016) found a negative relationship between corporate success and corporate governance. The current study sought to address the empirical gap resulting from mixed findings by assessing the effect of corporate governance on determinants of financial sustainability of community conservancies in Northern Kenya.

1.3 Research Objectives

1.3.1 Main Objective

To investigate the effect of corporate governance on the determinants of financial sustainability of community conservancies in Northern Kenya

1.3.2 Specific Objectives

i. To investigate the influence of management competence on the financial sustainability of community conservancies in Northern Kenya.

ii. To assess the influence of staff capacity on the financial sustainability of community conservancies in Northern Kenya.

iii. To examine the influence of community participation on the financial sustainability of community conservancies in Northern Kenya.

iv. To assess the influence of revenue diversification on the financial sustainability of the community conservancies in Northern Kenya.

v. To examine the moderating influence of corporate governance on the connection between the determinants and financial sustainability of the community conservancies in Northern Kenya.

1.4 Hypotheses of the Study

i. H_0: Management competence has no substantial effect on community conservancies' financial sustainability in Northern Kenya.

ii. H_0: Staff capacity has no substantial effect on community conservancies' financial sustainability in Northern Kenya.

iii. H_0: Community participation has no substantial effect on community conservancies' financial sustainability in Northern Kenya.

iv. H_0: Revenue diversification has no substantial effect on community conservancies' financial sustainability in Northern Kenya.

v. H_0: Corporate governances has no substantial moderation impact on the connection between determinants and financial sustainability of the community conservancies in Northern Kenya.

1.5 Research Significance

The research may be beneficial to the following groups:

1.5.1 Community Conservancies

The research shed light on how community conservation organizations devise revenue-generating tactics to keep their vital services running. The goal of this study was to have a better knowledge of how society may be protected while remaining financially viable. What conditions or factors aid in the improvement of financial viability? This research looks at their sources of money, how they budget, and what attitudes, actions, and decision-making methods support their ability to passionately and decisively defend their goal.

1.5.2 Management of Community Conservancies

As a non-profit organization, the study investigated scientific assumptions and created solutions to preserve a society that can subsequently be applied to others. The research may benefit community leaders who are dealing with daily survival constraints. In this study, the four primary organizational features that are thought to underlie community financial sustainability were elaborated upon and put to the test. The literature served as a guide for this hypothesis, and the facts supported it. Important organizational characteristics include good financial management, active fund development, strategic planning and thinking, and the capacity for innovation.

1.5.3 The Policy Makers

Community conservancies are intricate organizations. On the one hand, they are well-intentioned because of their strong emotional ties to social justice or helping the underprivileged, but on the other hand, they are extremely susceptible because they depend on occasional income and experience ongoing financial stress. Despite the need to keep up with contemporary funding priorities, many organizations are struggling to preserve or grow their missions. Although this study examines conditions in northern Kenya, the researcher hopes that policymakers may find its application in a wider context.

1.5.4 The Community

This research is aimed to aid in the management of security sites that may face financial difficulties. As their mission, mandate, and services to their constituents (important consumers and beneficiaries) are jeopardized, some may even experience financial difficulty. The researchers hope that protected area management may be able to evaluate the strategies described here and then implement them to help them become more financially sustainable. This study suggests conservation management strategies to increase capacity, modify programs, and develop stronger justifications for financing that can produce more steady and predictable income. As a result, the lessons acquired in this study can be used to assist preserve important community activities and services. Increased financial aid to the government and society as a whole could result from the ability to enhance capacity and satisfy the rising demand for services, as well as the ability to effect donors.

1.5.5 The Body of Research

While there is a lot of study on winning methods, there isn't much on the nonprofit sector, especially when it comes to financial sustainability and community conservancies. There is also a lot of study on profit tactics in a for-profit setting, and these methods must work in a for-profit setting because they work in a for-profit setting. This study adds a new dimension to existing research and may stimulate further research that can help make more conservation institutions more sustainable.

1.6 Limitation of the Study

The investigator faced several challenges during the data collection exercise. Some respondents were reluctant to give a response because of their busy schedule. The researcher spoke with the respondents and gave them time to fill out the questionnaire, which was a convenient time for both parties. Further, some of the respondents were hesitant to give information terming it as sensitive. However, the researcher assured them of confidentiality and that the information was solely meant for academic reasons. In addition, data collection was conducted during the COVID-19 period, and as such, the researcher experienced difficulties in accessing respondents from some of the conservancies. To mitigate this challenge, the researcher sent online questionnaires to some of the respondents and the response was good. Finally, the study was limited to use of primary data, where responses are purely based on individuals' opinions and may not be factual. The researcher encouraged the respondents to be honest in their responses. Future researchers may consider obtaining actual secondary data to complement primary data.

1.7 Scope of the Study

The research location was in Northern Kenya. The choice of Northern Kenya as the study location was informed by the fact that the region has about 31 community conservancies coupled with the fact that these organizations have been experiencing financial sustainability challenges. The respondents in the study were managers of every community conservancy under study because they are directly involved in the organization's financial matters. The study focused on four predictors mainly: Management competence, staff capacity, community participation, and revenue diversification. The study period was from 2020 and 2022.

1.8 Operational Definition of Terms

Community conservancies are non-profit organizations founded by members of the community to assist in the management of community-owned property for the benefit of residents' livelihoods (Mitchell et al., 2019).

Community participation: People's involvement in programs aimed at resolving communal issues (Li et al., 2020).

Corporate governance: A company's management and governance framework, which consists of a set of rules, regulations, and procedures. It refers to how organizations are governed and for what purpose (Tricker, & Tricker, 2015).

Financial Sustainability is the community conservancy's ability to retain its capability to provide services without relying too heavily on internal or external donor funding (Almagtome et al., 2019).

Management Competence: These are skills, habits, motives, knowledge, and attitudes necessary to successfully manage people (Ndege & Gichuki, 2017)

Revenue diversification: is a situation where an organization relies on more than one source of income (Mikołajczak, 2018).

Staff Capacity: is the process by which organizations consistently adapt available human hours to the needs of their organization (Eisenhardt & Martin, 2010).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines theoretical review on theories supporting the study. It also analyzes empirical literature review to identify research gaps. The chapter further presents conceptual framework and operationalization of variables.

2.2 Theoretical Framework

A theory can be described as an avenue for analyzing a disturbing situation and in the end, it makes sense of it; it is all about generalizing a phenomenon and giving an explanation of why and how something takes place. Any statement that explains or measures what is described or measured, as well as any cause or effect claims, are all implicitly tied to theory. As a result, theories provide speculative solutions to problems (Gompers & Metrick, 2001). Theories anchoring this study are discussed below:

2.2.1 Theory of Resource Dependency

Pfeffer and Salancik (1978) advanced the theory of resource dependency and observed that firms are not financially sustainable due to a deficit of resources and that they tend to possess and maintain resources from their environmental interactions. According to this theory, organizations seek to acquire resources from the external environment while resources are controlled by external forces, outside the organization, who might exert pressure on their acquisition and availability (Pfeffer & Salancik, 1978). These external actors tend to see some benefit in their relationship with the organization in question and therefore exercise power by controlling resources. The particular actor's demands to control these resources are more influential when there is heavier and more dependence on the said external resources. The main challenge is for the organization to foresee and be proactive in effectively managing the competing and incompatible demands.

Critics of resource dependence theory point out that too much dependence creates uncertainty and firms are at risk of external scrutiny. External controls may be imposed by governments or other organizations and can have significant operational implications, such as funding or human resource policies. The theory applies to this research as it touches on the availability versus nonavailability of resources which in turn contributes to the financial sustainability versus financial non-sustainability of firms.

In this case, the community conservancies are from northern parts of Kenya. Many Northern Kenya conservancies are donor-funded and donors give restrictions to these conservancies including restriction of the flow of funds which might limit the efficiency and effectiveness of these conservancies and hence the need to strive towards attaining financial sustainability to avoid possible failure prompted by the macroeconomic factors. In particular, the theory supports the revenue diversification variable in this study. Revenue is considered a critical resource for financial sustainability.

2.2.2 The Agency Theory

Jensen and Meckling (1976) were the first to advance the theory of agency, asserting that there exists a conflict of interest between two people, one of whom is the principal and the other agent. The principal employs an agent, who acts on his or her behalf and is expected to fulfill any mandate placed upon him or her (Jensen & Meckling, 1976). In community conservancy, the relationship is in two ways, first between the conservancy management and the employees in which case the employees are agents of the management and they expect a return in terms of salaries having been contracted to work for the conservancy. Also, the management of the conservancy acts as agents to donors whom after giving donor funding expect the management to use it accordingly for the specified objectives.

This idea discusses how to maintain a relationship when one side does the work while the other does the job. This also explains the possible interest rate differential between management, shareholders, and creditors as a result of the asymmetry in profit distribution, which can lead to the company incurring a lot of risks and not even participating in the project (Wales, 2012). As a result, according to agency theory, certain hedging methods can have a large impact on firm value (Wollack, 2010).

The limitations of the theory's underlying assumptions and behavioral emphasis are what make agency theory so flawed. Agency theory ignores deeper human impulses since it exclusively emphasizes selfish and opportunistic human conduct (Kivistö, 2008). It is imperative to carefully assess and identify issues that may develop during a conservation effort, from conception to implementation, and assign the responsibilities listed above to those who can best address them (Zou et al., 2013). The current research examined the financial sustainability determinants among community conservancies in Northern Kenya. Some of the determinants that are studied in this research such as community participation might be affected by conflicts of interests. The agency theory, therefore, supports the community participation variable in this study.

2.2.3 Dynamic Capabilities Theory

This theory seeks to clarify the processes by which companies combine, create, and reorganize internal and external competencies that are particular to a firm into new competencies that are more in line with their changing environment (Pisano & Shuen, 2010). Organizations having stronger dynamic capabilities, according to the notion, can outperform companies with less dynamic capabilities. The theory's major goal is to explain how corporations employ dynamic skills to establish and maintain other companies' operational performance, which is accomplished by simply reacting to and producing changes in the environment (Teece, 2007).

The theory has drawn criticism for a number of reasons, including the definition of the term itself and the difficulties in assessing the applicability of the theoretical findings (Zahra, Sapienza & Davidson, 2006). Inability to clearly appreciate the dynamic nature of talents and the relationship between these skills and company performance (Zott, 2003). This theory has furthermore come under fire for being iterative and incapable of offering a comprehensive solution in terms of dynamic capabilities. Additionally, the fundamental notions of dynamic probability theory are not clearly defined (Ambrosini & Bowman, 2009).

Capability is viewed as a learned, high-level, modeled, and iterative set of behaviors that helps an organization outperform its competitors. Organizational opportunities are referred to as zero or zero because they allude to how businesses make money by selling the same things, utilizing the same scope, and targeting the same consumer groups (Wright, 2013). The idea of dynamic skills is a result of a significant weakness in the organization's resource-based strategy.

Dynamic capabilities attempt to seal these gaps through the adoption of a process approach: as a result of acting as a buffer between changing business environment and firm resources, dynamic resources make it possible for a firm to adjust its mix of resources, and at the end of it maintain the operational performance of the firm’s sustainability which would have been eroded (Teece, 2007). Organizational capabilities can be enhanced through competence and capacity building. In this study, management competence and staff capacity are used as possible determinants of financial sustainability. The theory thus anchors management competence and staff capacity variables in this research.

2.3 Empirical Review

2.3.1 Managements Competence and Financial Sustainability

Muriithi (2014) found that firm resilience was positively affected by various management skills and factors. They consist of an appropriate management structure, management that knows the goals of the organization and takes the lead in achieving the goals, management that includes all the necessary qualifications, competencies, skills, and experience, and management that has introduced motivating and consistent personnel policies. Retain employees in the company. According to the author, the leadership approach also plays a role in achieving organizational goals.

Okorley and Nkrumah (2012) assessed firm factors that affect sustainability in Ghana and found out that competence in management is the main factor that determines financial sustainability. Management competency and sustainability are positively correlated across all Kenyan firms, according to Njoroge's (2013) examination of the factors influencing the sustainability of enterprises in Kenya.

Chikati (2010) study found that oversight encourages ongoing monitoring of projects by community members to collect, analyze, and communicate information so that action can be taken in areas that are not going according to plan. Knowledge that can be applied to future initiatives should be gained through participatory M&E. According to Rosman (2012), PM&E involves involving participants in a program or intervention in evaluation-related decisions, data collecting and analysis, and subsequent actions depending on what they learnt from the process. Self-evaluation, knowledge creation, and even group action are all components of PM&E.

Ndege and Gichuki (2017) investigated the factors that affect animal conservation project implementation in Meru National Park, focusing on the lion rover project. The goal of this research is to see how the Lion Rover project's deployment affects management skills. A stratified proportional randomization procedure was used to choose respondents with a total score of 105. Primary data were also gathered via self-completed questionnaires. The study concluded that managerial abilities have an impact on the Lion Rover project's execution.

The impact of financial management strategies on the sustainability of small and medium-sized firms in Kenya is the main topic of Njiru and Njeru's (2020) research. The objectives of this study are accomplished through the use of a descriptive research design. The 1,015 registered SMEs in and around Embu County served as the study's target group. Due to the heterogeneity of the population, the researcher adopted a stratified random sampling technique. For this study, a sample of 102 SMEs were used to gather the necessary data using a questionnaire and a document analysis guide. The gathered data was coded and subjected to quantitative, qualitative, and combined analyses. The majority of respondents don't practice using entrepreneurial abilities in their business operations. The majority of respondents judged a company's sustainability in terms of revenue patterns, an expanding client base, and the company's age, the study revealed. The study comes to the conclusion that important corporate behaviors significantly affect the viability of SMEs in and around Embu. The majority of trained entrepreneurs do not completely utilize the obtained competencies to reach a sustainable level, leading to the discovery that continual monitoring is required to make the taught competencies more practical. This study highlighted the variations in reach by concentrating on small and medium-sized businesses.

The focus of Ndambiri et al. (2018) study is on the managerial skills and financial performance of a small road building business in Kenya's Bomet County. Descriptive research is the method employed in this study. This study is for a small road construction company in Bomet County. It is a company that works within the Kenya Road Administration namely the National Highway Administration of Kenya, the Kenya City Road Administration, and the Kenya County Rural Road Administration. The target group was 102 small road construction companies in Bomet County. The findings indicated that management abilities had an impact on construction enterprises' financial performance. This is due to the fact that management abilities are hindered by ineptitude, subpar managerial abilities, ineffective communication, a lack of decision-making will, and insufficient planning and budgeting. The research urges CEOs to attend seminars and workshops to hone their managerial and project management skills in a fast-developing economy. In order to prevent unneeded delays or expenditures, project owners, contractors, and consultants must carry out their obligations. The study only focused on one determinant of financial sustainability. This study focused on four determinants including; management skills, human resources, community participation, and income diversification.

In his proposed model for managers, Hassan (2020) focuses on the managerial skills required to complete sustainable development projects. The overall critical managerial competences were compiled through a comparative literature review. The managerial skills that result in the proper implementation of sustainable development initiatives are then discovered by further refining these. In light of all of this, the goal of this study is to show how crucial management abilities are to the success of sustainable development initiatives. The findings demonstrate that the most important managerial skills that might increase managers' efficacy in completing sustainable development efforts are motivation, teamwork, creativity, and decision-making. These abilities include motivation, development orientation, leadership, and communication. This article also offers managers a model for how to combine tried-and-true management skills with the execution of sustainable development projects. The study focused on only one determinant of the financial sustainability of community conservation. This study focuses on four determinants including; Management skills, human resources, community participation, and income diversification.

Nderitu (2015) focused on the core competencies and sustainable competitive advantages of insurance companies with CIC limited in Kenya. According to the study's findings, CIC General Insurance was able to link with SACCO by utilizing its core capabilities, giving its clients a wider reach. Companies promote and distribute their varied products to a wide number of members through the cooperative movement. Because of the high interest rates in the country, SACCO is becoming more and more well-liked and frequently has a sizable member base. Businesses also establish corporate SACCOs for their employees. CIC General Insurance stands out from the competition due to the fact that it is the only cooperative insurance provider in Kenya. The function-based competences, integrity-based competencies, and market access competencies Core competencies are categorized using subcategories. The CIC general can benefit from the first two. In order to outperform rivals, Michael Porter shows how to differentiate oneself from the competition. Because its competitors cannot imitate its distribution mechanism, CIC General Insurance employs this strategy. Therefore, this study comes to the conclusion that businesses can acquire a durable competitive advantage by identifying and leveraging their core capabilities. This study, which focuses on insurance, identifies significant inadequacies. Community preservation is the main topic of the present investigation.

In addition to management competency, corporate institutions, HRM initiatives, and related subjects, Kaleli (2016) focuses on the performance of enterprises listed on the Nairobi Stock Exchange. The results of the test of the hypothesis demonstrate that management competence has a positive and significant impact on company performance. The study focused on only one determinant of the financial sustainability of community conservation. This study focuses on four determinants including; management skills, human resources, community participation, and income diversification.

Mwithi (2016) focused on the impact of leadership skills on the employment in Kenya. The population was state-owned companies in Kenya. 187 state bodies are control units. The unit of analysis is the top manager who reports to the CEO of the state-owned company. This study uses a stratified sampling technique and simple probabilistic sampling to obtain a sample. The sample size is 131 state-owned companies. This research uses primary research which is mostly quantitative and descriptive. Results showed that leadership in self-awareness and leadership in social skills were significantly positively related to the non-financial performance of state-owned enterprises. The research concentrated on only one determinant of the financial sustainability of community conservation. This study focuses on four determinants including; management skills, human resources, community participation, and income diversification.

In addition, a study by Ahmed (2017) examines the relationship between development, leadership skills and leadership outcomes and their impact on overall organizational performance: in the context of organizational size and responsibility. Sample organizations were selected through sampling methods, including those from the manufacturing and service sectors. To collect structured and uniform replies for statistical analysis, a structured questionnaire was developed. Both the survey approach and the in-person interview method were employed. The findings revealed a connection between management performance, management capability, and organizational performance. This study used interviews, which have methodological weaknesses. The current study used a questionnaire.

Popescu et al. (2020) study focuses on how managerial abilities contribute to the long-term growth of SMEs in Romania's Mehedinci District. A representative sample of business owners in Romania's Mehedinci District were given an anonymous survey as part of the research methodology. The gathered information is centralized, analyzed, and assessed. The findings of this examination reveal low self-esteem along with appropriate levels of emotional intelligence and interpersonal abilities. As a result, it is viewed as a potential barrier to the long-term growth of SMEs in the study area. The sustainable growth of SMEs is supported by a high degree of emotional intelligence, a growing tendency toward soft skills, and increased managerial experience in dealing with people. This study uses a model to assess candidates' managerial skills with the goal of supporting public policy for small and medium firms. This ensures increased transparency of funding decisions and effectiveness of financial support. The study focused on only one determinant of the financial sustainability of community conservation.

Diboye-Su (2019) focused on management skills and mid-sized enterprises. From a population of 150 SMEs, 25 SMEs in Port Harcourt received 100 samples of research tools as part of this study's cross-sectional design. Of the 100 copies distributed, 91 were returned and considered useful for data analysis. This hypothesis was tested using Spearman's rank correlation because our data are collected regularly. There is a significant correlation between the organization, management competence, and access to financial resources. Therefore, SMEs need to be strategic because the business environment is very competitive. This study focused on mid-sized companies and thus presented a contextual gap. The current study focused on community conservancies.

The managerial skills of secondary school administrators in Enugu State, Nigeria were the subject of Ezeugbor and Victor's (2018) study. This study employed an explanatory research design. The 291 secondary school principals in Enugu State were all included in the study population. 146 surveyors sampled using a straightforward random sampling method. The findings revealed, among other things, that the school administration lacked the managerial skills necessary to effectively manage the human resources of its students, as evidenced by the fact that it did not offer counseling to students during the learning process or provide incentives to motivate them. The study was carried out in Nigeria, demonstrating context differences.

Wachira (2019) focuses on the effect of management team abilities on the completion of an Electoral Development Fund (CDF) project. The three goals of this study are to ascertain the effects of school management abilities, technical know-how, and monitoring and evaluation abilities on the completion of a school infrastructure improvement project in a secondary school in Kiharu. The study came to the conclusion that the technical proficiency and M&E skills of the leadership team had a major influence on the completion of Kiharu-based infrastructure projects carried out in secondary schools, in addition to the project management abilities of the school leadership team.

The main subject of Asah et al. (2015) research is how managerial abilities, motivation, and values impact the success of SMEs in South Africa. The information was gathered via a self-administered questionnaire. The research found a strong correlation between the motivation of SME owners, their personal values, and their managerial skills and performance. The study was conducted in South Africa, which shows differences in scope. The current study was conducted in Kenya.

Gitia (2019) investigates how managerial abilities affect worker success in the healthcare industry. The goals of this study are to evaluate the degree to which technical skills affect employee performance, to determine the manner in which people management skills affect employee performance, and to evaluate the degree to which conceptual skills effect employee performance. A correlative research design was used for this investigation. The independent and dependent variables are connected by it. The results showed that the three separate elements had a big impact on worker performance. This study adopted the correlation design of the study and thus revealed a methodological gap. This study chose an explanatory research design.

The focus of Nyaoro (2019) is on how the performance of gotong royong organizations in Kenya's Kiambu District is impacted by women's leadership abilities. The survey adopted a descriptive survey design to collect information by distributing questionnaires and interview guides to the sample respondents. This study shows that leadership and communication skills are needed for the implementation of project activities, if there is no adequate communication chain, there may be erroneous communication, affecting the functioning of the group. The study also found that goal setting, goal specification, project selection, and prioritization enabled better self-help group performance. This study focused on self-help groups and thus demonstrated differences in outreach. The current study focuses on community conservancies.

Ocharo and Kimencu (2018) concentrated on the management skills and competitive advantages of Nairobi's Numerical Processing Company, Ltd. The specific goal is to examine how knowledge management, organizational change, process coordination, and integrated innovation affect competitive advantage. This study is based on a descriptive survey to assess competitive advantage management skills in the manufacturing industry. Multiple regression analysis is used in this study to examine the data and determine how well the manufacturing sector is managing competitive advantage.

Ombewa and Owino (2016) concentrated on organizational performance and managerial traits following corporate mergers in Kenya's insurance sector. Executive tenure has become a key leadership quality that has a substantial impact on merger decisions within Kenya's insurance sector. Since the start of Kenya's insurance business, good and effective leadership has also arisen, which has an impact on organizational performance. Effective and timely communication with management is also carried out to effect organizational outcomes after the merger. The level of management training plays a central role in the work of the organization after the merger.

The focus of Kitaka et al. (2019) is on the sustainability and governance of insurance companies in Kenya. The theoretical underpinnings of this work are stewardship theory and agency theory. The results show that strong leadership significantly and favorably affects the survival of insurance companies in Kenya. Last but not least, the company's motto—that its people are its most valuable asset—should be upheld anywhere it is practiced, not just in passing at management board and supervisory board meetings. This study focused on only one determinant of the financial sustainability of community conservation. This study focuses on four determinants including; Management skills, human resources, community participation, and income diversification.

Kimeli et al (2018) focused on the impact of management training on the work behavior of post-training officials. The management training programs improve worker performance by helping employees better manage resources, handle client requests independently, consult with superiors and peers, handle customers better, improve service quality, and reduce service disruptions. However, there is little proof that management training interventions improve staff members' capacity for timely assignment completion, improved decision-making, or greater student compliance with processes, rules, systems, and policies. This study highlights conceptual gaps by concentrating on the impact of management training on civil servants' job behavior following training. The training in financial sustainability management is the subject of the current study.

Ahmad and Ahmad (2021) concentrated on how managerial abilities affect the performance of SMEs: the Pakistani case. The findings demonstrate the beneficial effects of management abilities on SME performance as well as how strategic planning mediates this relationship.

Additionally, the use of organizational resources through strategic planning heavily relies on managerial abilities. The relationship between managerial abilities and performance was found to be significantly and favorably impacted by strategic planning. The findings demonstrate that the impact of managerial abilities on the usage of corporate resources can be more advantageous for business performance if the appropriate strategy is designed for SMEs. In other words, the sustainability of SMEs depends more on the efficient use of corporate resources. The study was carried out in Pakistan, demonstrating context differences.

The effect of managerial abilities on the operation and expansion of small firms in Nigeria was studied by Aliyu (2015). This study intends to investigate how managerial abilities affect SSB performance in the Nigerian state of Bauchi. This study discovered that managerial abilities significantly affect DPS performance. The study comes to the conclusion that insufficient managerial skills are a barrier to DPS effectiveness and advises that governments, NGOs, and trade unions that own DPS provide suitable training and development programs to improve the management of DPS owners. The study was conducted in Pakistan and showed differences in coverage.

Ratiu et al. (2016) focused on developing managerial skills through coaching: Effectiveness of cognitive-behavioral coaching programs. This study uses a pretest approach to examine the impact of a coaching program specifically designed for 23 middle managers who are responsible for supervising a production team in a multinational company. A correlation study design was used. The main objective of the program is to develop coaching management skills, confident communication skills and motivate subordinates. In general, the analysis of the results leads to an increase in the assessment of the dimensions of leadership behavior as measured by the multifactorial leadership questionnaire, which is included in the leadership coaching competencies. In addition, perceived performance as a performance indicator was significantly higher after completing the coaching program. The results show that coaching as a method of professional development has great potential to contribute to leadership behaviors that facilitate lower-level development, as it includes multiple transformational and transactional scales. This knowledge can be a lesson for practitioners to develop effective managers and leaders, as well as to understand and manage the attitudes and behaviors of people in organizations. A correlation study design was used, which had a methodological gap. This study chose explanatory research design

The impact of personality traits, self-motivation, and managerial abilities on nursing entrepreneurs was the main topic of Marques et al. (2019)'s study. The findings indicated that nurses who were more committed to starting their own business were marginally more motivated, more willing to take chances, and more assured of their managerial abilities. While innovation did not have a significant effect, being proactive helped build nurses' confidence in their abilities. The study was conducted in Portugal, which shows differences in scope. The current study was conducted in Kenya.

Bukhari et al. (2021) examined the management skills of Pakistani public universities (PPU) and how they affect the resilience of mid-level managers' campuses. To learn more about middle management as PPU, a qualitative case study approach was adopted. Data were gathered via thematic document analysis and semi-structured interviews. Three categories of managerial talents emerged from the findings: technical, interpersonal, and training and development. Challenges have been identified that create barriers to improving these skills. As the first qualitative study from a Pakistani point of view, the results cannot be summarized but transferred to other public universities in Pakistan.

Focusing on the Sustainability Theory and Its Relevance to Modern Managers, Laud et al. (2016) discuss how managerial skills, attitudes, and roles are changing. In this survey, 259 executives from 200 different businesses and nine different industries provide their perceptions of the use of managerial skills, attitudes, and roles. The findings indicate that adherence to the current organizational-based theoretical taxonomy as taught by many business schools has little bearing on how leadership roles are interpreted and carried out. Instead, what matters is how each individual intends to fulfill their leadership responsibilities. These findings show the discrepancy between the considerable effort educators and researchers have made to ensure the taxonomy is accurate and the dubious relationships between learning and organizational and personal effectiveness.

The focus of Mehralian et al. (2020) is management abilities and performance in small businesses: the organizational climate's mediating function. A structural equation model was used to assess responses from 301 managers, 470 clients, and 328 staff members of a general pharmacy in Tehran, the capital of Iran. Despite the lack of a significant correlation between MS and pharmaceutical performance (PP), the results did reveal that the contextual set of MS could influence PP favorably via an OC-mediated impact. The study was conducted in Iran, which shows a difference in scope.

Maurya and Sharma (2017) analzyed the role of managerial skills in organizational success. This study shows that managerial skills are critical to the success of organizational management. A person can efficiently handle the resources at their disposal thanks to their capabilities. Each of these abilities is even more crucial to tremendous success in the turbulent times we live in today. In addition to professional success, these skills make a person a better person in even more important ways. Organizational leaders must not only direct others individually, but also direct group action. Highly ambitious people are more likely to thrive as corporate leaders because they have high levels of energy, the drive to lead, confidence, intelligence, and professional expertise, as well as because they are honest and adaptable.

Learning how to effectively convey the organization's mission, vision, and policies; instill staff morale; ensuring efficient corporate operations; and developing organizational leadership in teamwork, effective communication, conflict resolution, and group problem solving; Encourage staff members' professional development and constructive contributions to the mission of the company. This study uses management effectiveness as the dependent variable and thus revealed a conceptual gap. The current study uses financial sustainability as the dependent variable.

Mahmud and Sanusi (2021) focused on the education, management skills, and performance of principals at North Louvain High School. This study aims to examine the effect of training and managerial skills on basic performance. This research is a field study with a simple design for road analysis. Data was collected through surveys, monitoring, and documentation research. This research shows that learning and basic managerial skills affect basic performance. This shows that the more intensively the principal participates in the training and understands in-depth the training material, the higher the organizational ability. The higher the managerial ability of the principal, the higher the quality of the principal's performance which in turn increases the percentage of schools. The research conducted at the North Singa Regent shows that there are differences in scope.

In their study, Isfahani et al. (2015) focused on the connection between leadership capabilities and the use of success appraisal techniques by nurses in Iranian university hospitals. Using a cross-sectional methodology, the 2013 study. The results showed that the nurses' administrative skills were sufficient (2.57 out of 5) and that their performance evaluation results were in good shape (98.44). There is no discernible correlation between management assessment scores and managerial skill evaluations. Decision-making, leadership, inspiration, communication, systems thinking, time management, and strategic thinking are all managerial skill domains that this study found to be unrelated to performance evaluation. The lack of a relationship between executive leadership qualities and their performance reviews suggests that the evaluation process for executives has to be completely reworked. The study was conducted in Iran, which shows a difference in scope. The current study was conducted in Kenya.

According to Ikupolati et al. (2017), the development of small and medium-sized enterprises (SMEs) in Nigeria is largely dependent on the managerial abilities of business owners. The purpose of this study is to examine how the managerial skills of small and medium-sized businesses (SMEs) in Nigeria are related to their growth. This is accomplished by examining how the conceptual and technical skills of the entrepreneur affect the expansion of small and medium-sized businesses in Nigeria. A research project is approved. The findings demonstrate how entrepreneurs' managerial abilities are influenced by their conceptual and technical skills, which has fueled the expansion of SMEs in Nigeria.

According to Meissner and Radford (2015), the middle management viewpoint on the Australian aged care industry emphasizes the value and efficacy of managerial abilities. According to the study, middle managers said they needed to improve their leadership, conflict-resolution, change-management, and communication abilities. The study's findings indicate that middle managers believe performance and the value of different managing talents are not aligned. This study implies that, given the diversity of this important group within companies, training needs to go beyond the development of clinical abilities and that more research about the needs of managers is required. The research was done in Australia, showing differences in context.

Sari et al. (2020) focused on the connection between managerial and moral skills and teacher performance. The correlation study design was adopted. The data were analyzed based on the structural equation modeling (SEM) method. SEM analysis shows that technical skills, more than human skills and finally conceptual skills, contribute more to all managerial skills. It was discovered that managerial abilities had an effect on professional nurses' job satisfaction, and nurses reported having a high level of job satisfaction. Age, marital status, professional credentials, and experience are among the demographic factors that did not significantly affect job satisfaction or nurses' managerial abilities. A correlation study design, which demonstrated a methodological gap was adopted. The current study adopted an explanatory research design.

Ibay and Pa-alisbo (2020) study focuses on evaluating the managerial abilities and areas in which administrators of private Catholic secondary schools in Bangkok, Thailand, need to grow professionally. Mixed research is used in this study. When examining the practical managerial capabilities of school administration, the majority of them received very high conceptual, human, and technical competence scores. Catholic private school administrators need to strengthen their conceptual skills in order to recognize informal groups, create strategies, and increase predictability. On the other side, school administrators require instruction in formal reporting, conflict resolution, and interpersonal skills. They also need professional growth in marketing for technical abilities, computer skills, and financial management. The choice of a mixed research design demonstrates methodological omissions. This research is descriptive.

Fatima et al. (2017) concentrates on the demographic comparison of selected and promoted school leaders' financial management competencies. This study will compare the financial management skills of chosen and promoted school leaders in particular. This research is quantitative and follows a descriptive research design. This study found that school leaders have planning procedures and awareness implementation processes, but school leaders are not confident in coordinating school financial affairs with stakeholders. Significant differences can be seen in the financial management competencies of appointed and elected principals as well as male and female principals. This study only focuses on one factor of financial sustainability. This study focuses on four determinants, among others; Managerial skills, human resources, community involvement and income diversification.

Ekot et al. (2016) focus on the preservation, history and consequences of project management competencies. The research methodology used in this study is descriptive. The results showed that providing project managers with formal development prospects in project management, such as: B. career development or qualification opportunities, and the establishment of a formal system for learning were positively related to PMCR. Moreover, the results show that PMCR is positively related to the organization's average project success. Finally, the results confirm the importance of average project success to overall company success in project-oriented organizations. This study does not link management competence with financial sustainability and thus reveals a conceptual gap. The influence of managerial proficiency on financial sustainability is the main topic of this study.

The goal of Maleti et al. (2021) work is to create a framework for choosing wealth managers based on risk management and performance improvement skills. The primary goal of this study is to propose an evaluation/selection framework for asset management managers based on the Analytic Hierarchy Process (AHP). All of the competencies in the risk management role and performance enhancement of the Institute for Asset Management (IAM) competency framework have been organized into a hierarchical structure. Additionally, it outlines how to adopt AHP and provides examples of every step of the process while utilizing IAM competences as the benchmark. AHP has shown to be a practical and trustworthy strategy for choosing the best asset manager. Therefore, it can aid companies in making plans and acquiring the skills necessary to satisfy their current and future needs. This study shows a conceptual gap since it does not make the connection between management proficiency and financial sustainability. The influence of managerial proficiency on financial sustainability is the main topic of this study.

Mwangi (2018) focuses on the association between graduates with physical disabilities and their business performance in Kiambu District, Kenya. The purpose of this study is to analyze the importance of entrepreneurial skills for entrepreneurial performance. The competencies that are the focus are: skills, relationship, conceptual, organizational, strategic and engagement competencies. This research is longitudinal and uses a descriptive survey research method. It is mostly quantitative in nature and triangulated through several qualitative aspects. This study found that only occasional competencies and strategic competencies were significant. However, it was discovered that every competency had a substantial positive linear association with organizational performance, which led to the rejection of the study's six null hypotheses and the acceptance of the alternative. The relationship between the six competency areas and entrepreneurial performance is partially moderated by the company environment, hence the seventh hypothesis is also disproved.

The subject of Kathambi's (2019) research is the relationship between employee competence and performance in energy and petroleum regulation. The study's design was a case study. According to the poll, the core competencies, emotional competencies, intellectual competencies, cross-functional skills, and functional competencies are the most valued employee competencies. Additionally, the study discovered that core skills support decision-making, enhance teamwork, raise standards of performance, boost dependability and motivation, and facilitate adaptability, problem-solving, integrity, communication, organization, planning, and stress tolerance. According to the report, firms typically utilize competency-based performance evaluation to assess an employee's suitability for the position. This study discovered that some competency-based performance assessments put a strong emphasis on the financial, internal business, innovation, and learning perspectives. According to the study, energy and petroleum regulators were able to provide customers with value and fulfill their needs, which increased their willingness to pay for services. According to the survey, firms adopt core competencies because they significantly improve employee performance by giving workers a platform from which to create goals. The study suggests that because management and employees typically work in teams, even while teamwork as a competency is not evaluated, the use of competency-based practices enables employees to achieve the stated goals. This study focuses on energy and petroleum regulators and thus reveals substantive gaps. This study focuses on the conservation of communal nature in northern Kenya.

In Marigat and Koibatek Districts, Baringo District, Kenya, Kenei (2016) focuses on the effect of principal competency in resource management on student academic attainment. The purpose of this study is to ascertain the degree to which time management, instructional resources, financial management, and principal personnel have an impact on students' academic achievement in Kenya's Primary School Certificate Examination. The systems theory used in this study. A descriptive study design was chosen by the researcher. According to this study, the majority of school administrators are insufficiently skilled in financial management, including budgeting, purchasing, accounting, managing school learning resources, scheduling lessons, and managing school human resources, all of which have a negative impact on students' academic performance. Student academic achievement at KCPE is strongly and positively related to school financial management. Learning resource management is also positively related to student academic achievement at KCPE. The correlation matrix also demonstrates that, in KCPE, student academic achievement and time management are highly and favorably associated. Last but not least, in KCPE, HRM is significantly and favorably associated to student academic progress. The dependent variable of this study is students' academic success, indicating a conceptual gap. This study focuses on financial sustainability as the dependent variable.

The focus of Ong'ango (2019) is on the relationship between employee competency and employee performance in Kenyan commercial banks. This study is supported by the theories of expectations and human capital. According to expectancy theory, performance is influenced by a person's talents, personality, and other factors in addition to their effort. The findings demonstrated that employee competency significantly impacted employee performance. This study focuses on commercial banks and thus reveals substantive gaps. This study focuses on the conservation of communal nature in northern Kenya.

Empirical Study of Leadership Competence, Constraints, and Effectiveness is the main topic of Constrained Leadership by Korzynski et al. (2021). Desk research is used in this study. The notion of restricted leadership is used in this study to examine the constraints on leadership as a mediator between leadership effectiveness and competence. According to the findings, managers lack the necessary skills to be productive. The ability to overcome obstacles and thus boost effectiveness is provided by specific leadership abilities. This study adopted a desktop research study design, thus revealing methodological gaps. This study chose an explanatory research design.

Moga (2021) focuses on the core competencies and achievements of service companies: the case of microcap ownership. Specific objectives include the impact of marketing competence, the impact of human resource competence, the impact of research and development competence, and the impact of financial resource competence on the performance of Micro Cap Holdings. This research uses resource-based theory, scorecard model, and core competency model. A descriptive research design was used for this investigation. According to the findings of the correlation analysis, marketing proficiency, the influence of human resource proficiency, research and development proficiency, and financial resource proficiency all have a positive and significant impact on performance. Respondents concur that the client has a high opinion of the company as a consequence of marketing activities and that the members of the sales team are competent and energetic, and the study indicates that marketing competence has a favorable impact on Micro Cap Holding's success. This study adopted a descriptive research research design, thereby revealing methodological gaps. This study chose an explanatory research design.

A homestead perspective in Kenya's Mombasa District is the subject of Kivuva et al. (2019) study on knowledge literacy and its effect on executive job satisfaction. According to the descriptive research design, competency has a positive and significant impact on job satisfaction. This study shows a conceptual gap since it does not make the connection between management proficiency and financial sustainability. The influence of managerial proficiency on financial sustainability is the main topic of this study.

Olson et al. (2020) relating to self-perceived resilience competence: Theoretical foundation and empirical validation of a new research instrument. This study follows a desk research design. The results showed that competence increases resilience. This study adopted a desktop research study design, thus revealing methodological gaps. This study chose an explanatory research design.

Zuzevičiūtė et al. (2017) focuses on Resilience Competence: Preventing Disparity in Higher Education: A Case of Collaborating in the Training of Future Law Enforcement Officers. This study intends to ascertain the impact of competence—one of the psychological ability dimensions—on homeowners' work satisfaction. In a descriptive survey, 76 registered homesteads in the Mombasa District were the main subject. The findings revealed a favorable and significant relationship between competence and job satisfaction. The study was conducted in Mombasa District and therefore reveals gaps in content. This research was conducted in northern Kenya.

2.3.2 Staff Capacity and Financial Sustainability

Batool and Batool (2017) analyzed the effect of employee training as a competitive advantage for the company. The three variables studied were the learning experience, the quality of the trainers, and the learning design. Based on experience with training, it was found that employers are rewarded with creativity and skills from workforce training. The design of the training determines whether the training is professional or part-time, specialized or general. The competitive strategy was just about creating as well as maintaining a competitive advantage over the competitors and rivals and the point is to achieve the cost or the differentiation position which can also be defended against the rivals. Data was collected using the sampling technique. An estimate was made that workers are not able to produce better achievement until they are conversant with their employment through sustainable training as well as progress. Employee progress and training are fully linked with a managerial competitive advantage.

In Kenya, Wambui and Njuguna (2017) examined the relationship between human resource literacy and financial management in health-oriented civic organizations. This study was conducted as part of a cross-sectional descriptive study. This study uses a target group of 1,065 NGOs in Kenya. The affordable population refers to 606 NGOs in Nairobi District. A sample of 10% corresponding to 61 NGOs was selected from NGOs based in Nairobi District. Respondents are financial managers in each of the selected NGOs. The majority of respondents agree that leaders empower employees from the bottom down, who must be competent to meet organizational goals, according to the survey.

Mugo et al. (2016) investigated the impact of employee skills on the insurance sector's financial viability in Kenya. As of December 2014, there were around 49 insurance businesses registered with the Association of Insurers of Kenya (AKI), and this survey was addressed to senior and intermediate managers of those companies. The stratified proportional sampling method was used to select respondents. The correlation results revealed that staff competence contributed positively towards the financial sustainability of the industry.

Musyimi et al. (2018) focuses on the impact of staff qualifications on the safety management of drug stocks in health facilities in Kenya. The study suggests that management to ensure that staff receive ongoing training to improve their skills and thereby improve the safety of drug stocks in health facilities. This study uses inventory safety management in health facilities as the dependent variable and thus reveals a conceptual gap. The current study uses financial sustainability as the dependent variable.

Nyaupane et al. (2020) did a study on a sustainable organization: an analysis of people skills and adaptive characteristics of organizations. The findings demonstrate that although employees believe they are flexible, they lack faith in the organization's flexibility and as a result believe it to be less resilient. The findings demonstrate that employees value organizational traits like a safe working environment, challenging conventional wisdom, including the proper people in decision-making, and successful long-term planning. The findings also demonstrate that perceptions of organizational resilience among groups of employees vary by generation. This study focuses on the Bureau of Land Management and thus reveals substantive gaps. The current study was conducted in public institutions.

In Kenya's public energy industry, Musembi et al. (2018) focus on the impact of staff soft skills on project success. The goal was to evaluate how staff leadership affected project success in Kenya's public energy sector as well as how staff communication, stakeholder management, and problem-solving abilities affected project execution and the organizational environment's moderating effect. Research for this topic was conducted using a variety of methodologies. The study discovered that project success in Kenya's energy sector benefits from having good people management abilities. This study adopted a mixed design study design, which has methodological deviations. This study chose an explanatory research design.

Majovski and Davitkovska (2016) focused on developing employee skills in difficult times. A survey on the issue of employee training was conducted in 24 medium-sized companies from various branches in the Republic of Macedonia. The general results show a reduction in investment in training and the company's focus on job-specific internal employee training. This study focuses on medium-sized companies, which show contextual differences. The current study focuses on community preservation.

Understanding workforce training programs in the context of labor market pressures is the subject of Naidu and Sojourner's (2020) study on employer strengths and employee skills. This report explores the idea that the “skill gap” creates inequality and that education can also reduce economic inequality. The conclusion is that inequality can be better explained by the growth of monopolies in the labor market. To reduce inequality effectively, training programs should focus on concentrated organizational strengths. The authors make the case that industry-specific training initiatives that are jointly run by trade unions and involve participants in program design are more effective over the long run than more conventional training initiatives. By funding initiatives like this, we can start to bolster our labor force while assisting employees in picking up new skills. The dependent variable in this study, employee competencies, reveals conceptual gaps.

Afthanorhan et al. (2018) concentrate on how cultural factors in medical tourism affect the impact of product quality, drug costs, and personnel qualifications on patient retention. In order to assess their effects on patient loyalty, three exogenous constructs—product quality, medical costs, and personnel qualification designs—were used in this study. Nowadays, cultural impacts are recognized as intermediate constructs as well. This methodology demonstrates that medical expenses and staff abilities have a considerable positive impact on cultural impact and patient retention on a direct basis. Regarding indirect impacts, cultural factors influence the impact of personnel qualifications, medical costs, and product quality on patient loyalty.

Weaver et al. (2016) focused on strategies to improve staff skills in after-school programs to promote healthy eating and physical activity. Over the course of four measurement periods, 8949 scans were completed. 14 of the 19 behaviors that were measured underwent the necessary modification. For instance, the percentage of employees who exercise with children climbed from 27% to 40% of scans, and the percentage of employees who consume junk food everyday dropped from 56% to 14%. Ongoing technical assistance and training can make a discernible difference in staff conduct in terms of child-level HEPA results. This study shows conceptual differences using physical activity as the dependent variable. The dependent variable in the current study is financial sustainability.

In private hospitals in Iran, Sarlak and Kolivand (2016) concentrated on the effect of organizational stress on staff competencies. Utilized were the PLS and organizational trauma questionnaires. On the various talents of the hospital staff, the impact of this trauma was investigated. According to this study, there is a strong link between employee abilities across various dimensions and organizational trauma. This study comes to the conclusion that workplace employee skills can be harmed by organizational trauma. If this trauma lasts for a long time, it can affect organizational performance. The study was conducted in Iran, which shows a difference in scope.

Clayton and Headley (2019) focused on using behavioral training to improve employee performance in separate pilot training. This study is based on previous work with participants without prior method exposure, including data on maintenance integrity and maintenance testing 1 month after the end of training. The results show that the training package is effective and the results are stored 30 days later. The dependent variable in this study, which exposes conceptual gaps, is performance. Financial sustainability is the study's dependent variable.

Ngari et al. (2015) highlighted the skill level of e-procurement personnel as a barrier when creating an e-procurement system at Nakuru Water & Sanitation Services Ltd in Nakuru, Kenya. A descriptive research design and research techniques are used in this study. It was discovered that management views computer literacy and abilities as requirements for providing efficient services through e-government. The implementation of NAWSCO e-procurement is positively impacted by the level of expertise of the e-procurement staff. The study was conducted at NAWSCO, revealing gaps in scope. The current study focuses on community preservation.

Maley (2019) focuses on maintaining employee skills during economic shocks. This study examines how the skills of employees in times of austerity can help companies improve their human capital while meeting their financial obligations. In order to show that management has options when making decisions during austerity, real options theory, an economics term, is employed as a theoretical framework. This paradigm offers a method for comprehending how choices can be made to protect employee talents while concentrating on boosting corporate earnings, which shareholders often want during hard times. In a time of economic unrest, this study highlights the advantages of a sustainable approach to capacity building. This study adopted a desktop research design, showing methodological deviations. This study used an explanatory research design.

In China, Sun et al. (2020) assesses staff quality and factors that affect corporate social responsibility. According to empirical findings, CSR is favorably correlated with employee education as a measure of employee quality, suggesting that higher education might promote the adoption of CSR. Further investigation revealed that this beneficial association was more pronounced for non-governmental organizations, organizations in areas with weaker marketing systems, and organizations with fewer independent directors. The study explores the beneficial effects of employee quality on CSR in the context of a growing economy and expands the human capital literature to cover the entire corporate workforce and CSR (China). The findings show that the level of education of the workers should be taken into account while examining CSR, which is crucial for the long-term viability of the company. The study was conducted in China, which shows differences in scope. The current study was conducted in Kenya.

The focus of Ojstersek et al (2022) examines how important variables that define employee knowledge levels are impacted by the data gathered and proposes a numerical modeling technique to evaluating real-world problem-solving abilities. The results show the emergence of a relationship between the several components, creating a close connection between the employees' ages and levels of expertise as well as between their educational backgrounds and the technological viability of the offered solution. The findings of an experiment we ran with a mixed group of volunteers of various ages during the final study phase clearly showed the value of intergenerational integration. Using employee knowledge as the sole determinant of sustainability, this study reveals contextual gaps.

In this context, Corcoran and Duane (2018) examined how social networks in companies can enable employees to share knowledge in the community in practice. Data were gathered through focus groups, interviews, and content analysis in addition to reflective diaries and interviews, and a conceptual model for empirical testing was created. The findings lend support to the conceptual model and give a general overview of the aforementioned elements needed to foster knowledge sharing in corporate social networks, as well as the drivers of participation and its hindrances, as well as the perceived organizational and personal advantages of enhanced knowledge sharing. The results demonstrated that the organizational structure and culture in place, as well as the division between teachers and other employees, are to blame for the participation hurdles. However, the individual benefits derived from participation can lead to greater participation, and the resulting organizational benefits can affect organizational strategies that effect structural and cultural changes to promote environmental development.

In Kenya's public health sector, Kimutai et al. (2013) analyzed the impact of staff capacity on the success of health workers. Kenya, like many other nations in sub-Saharan Africa, is experiencing a severe and protracted labor market crisis that is negatively hurting its capacity to improve health outcomes and fulfill health-related MDGs. This study discovered that the number of staff members had a big impact on how well health workers performed.

Nisula and Kianto (2016) looked at how knowledge management techniques support enhances staff capacity. The results showed that KM approaches enhanced employees' improvisational skills. According to this report, businesses should be aware of KM strategies that support using employee creativity to achieve organizational success. In this study, labor is the independent variable, and labor is used as the dependent variable.

In order to better understand how Indonesian tourism industry employees perform, Sinaga and Razimi (2019) set out to look at the effects of tourism education and fundamental tourism skills. Additionally, the moderating impact of innovation in the tourism sector is investigated in connection to the association between employee performance in the tourism sector and tourism education and basic skills. The findings demonstrate that employee training and core competencies enhance their capacity for innovation, which favorably affects employee performance. Employee learning, employee core competencies, and employee performance can all be mediated through employee creativity. The study was conducted in Indonesia, which shows differences in scope. The current study was conducted in Kenya.

Wickson-Griffiths et al. (2015) focused on Comfort Care Circles: an initiative to build staff capacity in long-term nursing homes. The main barriers to their presence include difficulties in balancing heavy workloads and logistical planning. Although consistent, an interprofessional team member representation was desired. Participants in the study acknowledged the advantages of their involvement, but they also offered suggestions on how to make planning, content, and concentration better. CCR was beneficial for research participants' knowledge, practice, and confidence in palliative and terminal care overall. However, they found obstacles and suggestions that need continued evaluation. This research is qualitative, showing methodological deviations. The current research is quantitative.

Lok et al. (2021) investigated how training and soft skill development affected organizational performance and human resource results. A survey method was used to gather data from 199 Malaysian producers, and a structural equation modeling method was used to evaluate the data. The findings demonstrate that human resource outcomes fully mediate the association between training and the development of soft skills and organizational performance. Through its effect on human resource performance, this study underlines the indirect contribution of soft skills training and development to organizational success. The study was conducted in Malaysia, which shows differences in scope. The current study was conducted in Kenya.

SME’s success in the hospitality segment in Medan, Indonesia, was the subject of a study by Sembiring (2016). The findings demonstrated a considerable and parallel connection between the performance of SMEs and the knowledge and abilities of human resources. Additionally, it was shown that the knowledge and abilities of human resources might occasionally have a big an impact on how well SMEs work. On the other hand, SMEs' performance is more impacted by human resources. The research was conducted in Indonesia and shows differences in scope. This research was conducted in Kenya.

Hosseini et al. (2020) analyzed the impact of entrepreneurial skills on managerial work. This research is descriptive-practical in terms of how data is collected. The data collected was based on a quantitative research method to measure performance using a Standard 15 questionnaire. A questionnaire by 20 researchers with 20 statements based on the research literature was used to assess entrepreneurial skills. Data analysis was performed with SmartPLS3 software. The findings demonstrated a favorable correlation between managerial, technical, and entrepreneurial skills and work performance. This hypothesis is thus confirmed and, conversely, the hypothesis of the relationship between personal skills and work is rejected. This study uses a correlation study design and thus demonstrates methodological omissions.

The competence of graduates in terms of employability and job performance was the focus of Abas and Imam's (2016) study. The degree of link between employability categories was assessed using the explanatory correlation approach in this study. An study of the results reveals a moderate association between fundamental skills and employee contextual presentation. However, employees profit more from engaging contextual behavior when they have stronger critical thinking and problem-solving abilities. Furthermore, the results show that while personal managerial skills are less related to employee contextual behavior, personal adaptability and lifelong learning competencies contribute to all elements of contextual performance. Finally, this study found that teamwork, particularly the ability to collaborate with others, was also moderately related to contextual presentations by employees. This indicates that graduates' proficiency in job skills can give them the required advantage in their particular working environments. This study uses a correlation study design and thus demonstrates methodological omissions. This study chose an explanatory research design.

At the Bayelsa State Broadcasting Corporation, Nnabuife and Gilbert (2015) conducted study on organizational sustainability and employee training. As a result, the scope of the relationship between organizational resilience and the broadcasting skills training provided is specifically examined in this study. The findings indicate a correlation between organizational resilience and the given broadcasting skills training, however this is not statistically significant. This study suggests that in order to develop into a sustainable broadcasting organization, businesses and other electronic media should provide adequate annual budgets, real releases, and thorough training calendars that will direct the implementation of effective training programs and affect their work.

Lemmetty and Collin (2020) focused on knowledge disposal, a useful skill for resilience in learning situations in the workplace. The data consisted of 68 interviews with qualitative thematic analysis. This study identified three theme categories of learning scenarios: formal learning experiences, organizational structure changes, and technological developments. A sustainability perspective does, however, develop in this case, and both detrimental and beneficial aspects of learning are noted. The results can be used within the organization to allow for greater continuity in learning. This research is qualitative, showing methodological deviations. The current research is quantitative.

In order to ensure the long-term viability of LPD businesses in Bali Province, Sadiartha (2021) evaluates the attitudes, abilities, and core competencies each employee. The descriptive-analytical method was used in this study. With the coaching style and leadership qualities of the project manager serving as partial mediators, the level of experience the project manager has on performance is powerful and considerable. The project manager coaching style also has a strong and significant impact on employee productivity, in part due to the manager's leadership. The effectiveness of the village flood is strongly and significantly impacted by proper project management and leadership. A study carried out in the Bali province revealed that there were variations in coverage.

In their study, Tabak et al. (2016) examined how long successful local health authorities' initiatives and policies will last. A case study research design is used in this investigation. The transcripts were coded using a traditional qualitative process, with both inductive and deductive reasoning utilized to generate the code. Low-capacity LHDs claim a lack of environmental support, whereas high-capacity LHDs describe an abundance of it. However, large capacity LHDs have more financing options. Both high and low capacity LHDs have limited funding. Both high capacity and low capacity LHDs benefit from collaborations, which are essential for fostering the program. Compared to low-capacity LHDs, high-capacity LHDs report improved access to and support for qualified staff members and staff training. Low-capacity LHDs indicate limited capacity for measurement in particular and evaluation in general, whereas high-capacity LHDs demonstrate the integration of program assessment into implementation and sustainability. When the high capacity LHD explained the introduction of the program, they discussed ways to adapt and evaluate. This study adopts a case study design, which shows methodological gaps. This study will adopt an exploratory research design.

By providing timely training, Lingum et al. (2021) aim to increase the long-term care workforce's capacity during COVID-19. They evaluate the modified ECHO model. In order to evaluate outreach, satisfaction, self-efficacy, practice change, influence on population care, and information sharing, the study incorporates both quantitative and qualitative surveys. 160 of the 252 ECHO COE-LTC: COVID-19 registrants attended at least one weekly meeting, according to the findings. The majority of health professionals are nurses. After attending the

ECHO workshop, there was an overall rise in the degree of trust and comfort in engaging with residents who were at risk and had confirmed or suspected COVID-19 disease. Participants also mentioned effects on information exchange, resident care, and behavior change intentions. Findings demonstrate how well ECHO COE-LTC: COVID 19 supports LTC teams and residents by disseminating time-sensitive information and best practices. This study's failure to make a connection between human potential and financial viability points to a conceptual flaw. The current study focuses on how workforce capacity affects long-term financial viability.

Govender et al. (2016) concentrate on the impact of comprehensive staff capability on the internal assessment of all schools in South Africa. A cross-over study design was adopted. The study found that staff in each public school are required by law to conduct an annual IWSE to establish their own school development path within the framework of school improvement. This IWSE program, however, takes a myopic, one-dimensional approach to whole-school improvement and requires public school staff from different backgrounds and levels of achievement to take greater responsibility for their own developmental needs through self-assessment mechanisms. This study does not link human capacity to financial sustainability, which indicates a conceptual gap. The current study focuses on how workforce capacity affects long-term financial viability.

Thies (2016) focuses on developing human capacity by considering the co-development of an embedded curriculum for basic academic education. This study is based on a federally supported initiative that uses curriculum integration to take a developmental approach to students' learning outcomes. The project is a component of the Higher Education Participation and Partnership Program (HEPPP), which concentrates on curricula with a significant proportion of students from low socioeconomic status backgrounds (SES). The curriculum update process must make sure that the course team has the time to fully engage in shared reflection, and project evaluation helps to accomplish this. Evaluation encourages a change to a more cooperative method of developing curricula. This study's failure to make a connection between human potential and financial viability points to a conceptual flaw. The current study focuses on how workforce capacity affects long-term financial viability.

Dorcas et al. (2022) focus on the role of capacity building for human resources in improving employee performance at the National College of Aviation Technology, Zaria. This research uses a descriptive research approach. The study found that capacity building and staff development improved their job performance and helped maintain their overall institutional mandate. The politicization of training, inconsistency of training, and delays in disbursement of funds are the main challenges affecting the implementation of the training. Job performance serves as the study's dependent variable, which suggests a conceptual chasm. Financial sustainability is the study's dependent variable.

The internal ecology of high-performance work systems and employees' capacity to provide services are the main topics of Baik et al. (2019) study, which takes a contingency approach for service businesses. The design of this study was cross-sectional. This study discovered a considerable correlation between HPWS and employees' capacity to deliver services, with this correlation being stronger at higher degrees of environmental complexity or environmental dynamics. The study had a cross-sectional design, indicating methodological gaps. This study will adopt an exploratory research design.

In New Zealand, Zhang and Edgar (2021) focused on HRM systems, proactiveness and employee capabilities in the context of SMEs. This study followed a descriptive survey design. According to the findings, HR systems in SMEs encourage employee initiative, which enhances employee performance. The findings demonstrate the value of a SME's human resource system as a source of human capital. In particular, the research results support the idea that HR systems benefit employee skills by facilitating proactive mechanisms in the context of SMEs. The study was conducted in New Zealand, which showed a substantive gap. This research was conducted in Kenya.

Woo and Kang (2021) focused on employees' environmental skills and their relationship to corporate culture. This study follows a desk research design. This study discovered a link between corporate culture, adaptability, and employee environmental performance. An organizational culture that supports employee environmental practices and employee adaptability, which enables workers to be considerate of the components Core analysis to respond to the challenges of a changing environment, are the two key organizational elements that environmental policy makers in environmental organizations should consider. These organizations should align the company's environmental strategy with strategic human resources (HR). This study adopts a desktop research design, which shows methodological gaps. This study will adopt an exploratory research design.

Chaubey and Sahoo (2021) focus on driving employee creativity and organizational innovation: dynamic capabilities perspective. This study is based on the philosophy of positivism. Descriptive research design was chosen. The results of the study support the author's research hypothesis. This study found that employee creativity has an impact on organizational innovation. This study adopts a desktop research design, which shows methodological gaps. This study will adopt an exploratory research design.

Sabbatho et al. (2020) focus on employee engagement as a mediating variable between talent management, knowledge sharing and employee skills. Using employee management as a mediating variable for Civil Servants (ASN) in the Mahakam Ulu Regency Secretariat, the aim of this study was to investigate the impact of talent management and information sharing on employee skills. This study employs a descriptive research approach and is quantitative in nature. The first finding demonstrates that employee engagement is a variable that partially mediates the influence of talent management and employee skills. Employee engagement is a second factor that partially mediates the effect of information sharing and employee empowerment. This study demonstrates that through enhancing talent management and knowledge sharing, employee abilities can be raised. Technical and managerial employee involvement can improve an employee's experience, and improving experience can also boost employee skills. This study adopts a desktop research design, which shows methodological gaps. This study will adopt an exploratory research design.

Njeru and Minja's (2019) study focuses on the factors that affect how cash transfer programs for orphans and vulnerable children are implemented in the Kenyan district of Isiolo. Since both quantitative and qualitative data were gathered for this study, descriptive and inferential statistics were employed to examine the data. The findings indicated that the implementation of the cash distribution program for the elderly was most directly tied to the registration procedure. Connectivity is where payment methods reside. The relationship between human potential and the implementation process is the weakest. The findings demonstrated a significant correlation between payment methods, staff availability, registration procedures, and the execution of senior money transfer programs. The findings also indicate that the execution of financial assistance programs for the elderly is positively affected linearly and significantly by the registration procedure, personnel capacity, and payment methods. According to the study's findings, the implementation of the senior money transfer program was positively and significantly correlated with the registration procedure, staff capability, and payment options. This research chose a descriptive research design, which indicated a methodological gap. This study will adopt an exploratory research design.

Kosgey et al. (2017) study of Laikipia University focuses on the strategic roles played by staff capability in newly founded public universities in Kenya. This study assesses the strategic position of newly founded public institutions and the role of human capacity using a cross-sectional survey, paying particular attention to Laikipia University in Kenya. The findings demonstrate the importance of personnel capability for the university's long-term competitive advantage. It is clear that the university has a workforce that, via collaboration, engagement, and participation in university activities, is well-positioned to support its strategic goals. However, in order to strengthen its current position and gain a permanent competitive edge, the university needs to invest more in increasing its entire human resource capability. There should be more possibilities for employees to participate in training, mentorship, and scholarship programs. This requires an assessment of training and development needs and methods to effectively increase employee capacity. In addition, employee motivation through better remuneration as well as rewards and recognition for employee performance would be desirable to increase the chances of the university's strategic position. The study was conducted in Laikipia County, showing a substantive gap. This research was conducted in northern Kenya.

Mwangangi (2017) focuses on capacity management and service delivery of commercial banks in Kenya. Based on this, this study aims to identify capacity management practices adopted by commercial banks in Kenya and their impact on service delivery. Descriptive research design. The result is that the capacity management practices commonly used by banks are capacity offloading, capacity offloading, subcontracting and capacity management levels. Among these, a popular capacity management is capacity realignment, which involves increasing staff capacity by offering staff training to enable them to do more than one job and therefore be rehired when needed, offering staff overtime services such as salary. They are in great demand during periods when they work outside normal hours and provide staff transportation services. Indeed, the study found that capacity management practices undertaken by banks have a positive impact on bank service delivery. This study focuses on commercial banks and thus reveals substantive gaps. This study focuses on the conservation of communal nature in northern Kenya.

The focus of Kitur (2019) is on programs to improve health professionals' capacities that affect the viability of HIV/AIDS services at the Siaya District Referral Hospital in Kenya. This study follows a survey design. The survey results show that the largest gap in human resource capacity is the number of employees with certain skills and competencies. Formal training and on-the-job training/assistance are common approaches at SCRH to increase HR capabilities. Working conditions, compensation, performance appraisal and work environment have a significant impact on intention to leave and ultimately on employee satisfaction. Lack of a sustainability plan for the HIV program at SCRH is the biggest issue facing HIV Development Partners at the program level. The study, which was carried out in the Siaya District, identified a content deficit. This research was conducted in northern Kenya.

Crane et al. (2021) emphasis on transition services is on accountability and capacity building. This research uses a descriptive research approach. To guarantee that the intervention complied with model criteria to a high degree during execution of the Maryland promise, extensive investments were made in staff training and performance monitoring. The provision of additional specialized training and on-the-job training, as well as initiatives to track staff progress toward project objectives, all work to raise the performance of employment professionals in connection to the main results of employment-related interventions. This means that students have gained more experience with work-based learning and paid internships in relation to their workload. It is clear that targeted on-the-job training and education aimed at enhancing employees' knowledge and skills to enable meaningful workplace learning and paid work has brought benefits. The descriptive research design used in this study revealed a methodological weakness. This study will adopt an exploratory research design.

Muchiri et al. (2021) focused on the impact of capacity building for monitoring and evaluation staff on the implementation of publicly funded projects in Kirinyaga District, Kenya. This study uses a combination research design. The study shows that there is a significant positive linear relationship between capacity building of monitoring and appraisal staff and implementation of publicly funded projects in Kirinyaga District. The study concluded that there was no capacity building program for monitoring and assessment staff in Kirinyaga District, which adversely affected the implementation of publicly funded projects in the district. This study adopted a mixed methods research design, which shows methodological gaps. This study will adopt an exploratory research design.

2.3.3 Community Participation and Financial Sustainability

Community participation is explained as a means of countering capacity limitations and these include gaps or deficiencies in the current services which affect the service group or constituency of the organization. Indeed, shared visions such as social justice encourage collaboration, but it is challenged by political, environmental, and control challenges, as well as balancing disparities among organization participants (Smith et al., 2008).

Many NGOs manage their sources of revenue in addition to donations to invest in their expansion and development. The term "generating own income" refers to the type of unrestricted money that an organization can earn. Common examples include contributions to donations or trust funds (reserves), sales of goods and services, public donations, financial management (strategic asset management for implementation), social enterprises (mission-related businesses), and unions (sponsors). related marketing). Social alliances are one possibility, in which non-profit groups pool their resources to solve social problems and collaborate with businesses looking to improve their image or brand (Taipale et al., 2011).

According to AbouAssi (2018), successful community participation is based on four main components: Ember skills, which include ability to collaborate with others, positive attitude, and ability to be involved in creating and building programs that effectively participate; Organizational capacity combined with a strong leadership base that possesses the knowledge, connections, and vision necessary to achieve achievements along the road.

According to the Conservancy Financial Sustainability Report (2012), in Kenya applications should be made to the Kenyan government based on the above-mentioned strategies to obtain assistance in funding conservancy operational costs. Conservancies can lobby for funding for security staff salaries and equipment, maintenance of roads and infrastructure, protection and conservation of wildlife, holistic management, wildlife monitoring, and translocation of wildlife.

Ndege and Gichuki (2017) conducted a study on the factors that effects wildlife performance conservation projects. The purpose of this study is to ascertain how the Lion Rover project's execution has affected civic engagement. A stratified proportional randomization strategy was utilized to collect primary data from 105 respondents using the self-administered questionnaire. The study found that community participation had an impact on the Lion Rover project's performance.

In Kwara, Nigeria, Yusuf et al. (2020) investigated community engagement, sustainability, and social development projects. The survey's 120 participants were chosen using a multi-stage selection method. Data was gathered using a structured interview approach. Age predicted monthly income, and opinions of sustainability and community involvement all have a strong and favorable link. The number of initiatives implemented, on the other hand, is large but inversely proportional to community participation. In summary, community involvement was low in most project components and improved with better monthly income, fewer individual projects, and a greater perception of project sustainability.

In Trans Nzoia County, Aupe (2017) evaluated the impact of public involvement on the project's sustainability. Descriptive research design is being used. 32,181 homes in the Trans Nzoia district's Kwanza subregion were the study's target population. The study sampled 380 households using Sekaran's (2003) sample size formula. Simple random sampling was performed by the researchers to choose the households. There is a close link between project conceptualization and the long-term viability of water projects.

In Pakistan's Faisalabad District, Haq et al. (2015) concentrate on community involvement and the sustainability of water supply initiatives. The survey was conducted by heads of households in two villages in the Faisalabad district. A sample of 100 respondents was selected from households selected through systematic random sampling. The results support the hypothesis that community involvement is significantly related to the sustainability of the rural water supply program in Faisalabad district. The results of this study justify the need for increased community involvement in the operation and maintenance of water utility programs. Based on the study's findings, it can be said that community involvement and project ownership are crucial to assuring the quality of the water delivery program.

In the framework of ecotourism sustainability, Eshun and Tichaawa (2020) examined the connection between risk management and local community involvement. The data collection and analysis processes used a mixed methodological approach. The majority of the research indicate that the biggest threats to Ghana's ecotourism destinations include land grabbing, illicit logging, severe weather, poaching, fires, and robberies. This study departs from accepted technique and uses a mixed-design research design. This study used an explanatory research design.

In Ondo State, Nigeria, Adesida and Okunlola's (2015) research focuses on how community involvement affects the viability of rural infrastructure. Rural households contribute to the project by paying funds, replacing damaged parts of the project, providing labour, patrolling the site through a community police group called Vigilantes to protect property, fencing the project, and attending regular meetings to monitor project implementation and issues to be examined. Enhanced infrastructure ownership, project sustainability, and increased dedication to community work are all effects of community involvement in projects. Age, status, and gender were not found to be substantially correlated with involvement in community development projects, the study found. The study was carried out in Nigeria, demonstrating context differences. Kenya was the site of the current study's research.

In Kenya's Marsabit District, Roba and Kikwata (2021) concentrated on the effect of women's engagement on the Jaldesa Community Conservation Project's sustainability. The study determined the significance of women's involvement in long-term conservation initiatives and projects in the Jaldesa community in Kenya's Marsabit District. Four separate factors are used in this study, including the long-term Jaldesa community protection project, project implementation, development of women leaders' leadership skills, and control over resources. Cross-sectional research methodologies with both qualitative and quantitative features make up the research design approach. This study only focuses on one determinant of financial sustainability, namely community involvement. This study focuses on four determinants including; Management skills, human resources, community participation, and income diversification.

Involvement in the community after spinal cord injury was predicted by Suttiwong et al. (2015). It was designed cross-sectionally. A subscale of the Functional Independence Measure (FIM) was used to evaluate functional performance. Existence of social support and individual functional representation is a significant predictor of community participation. Gap approach is used in this study's cross-sectional research design. This study chose explanatory research design.

Usadolo and Caldwel (2016) focused on a stakeholder approach to community involvement in rural development projects. The data used to discuss stakeholder engagement methods were collected through interviews, information from organizational documents, and meeting observations. Data analysis revealed the promotion of mutual understanding through ongoing cooperative relationships between the participants. This study focuses on community participation but ignores aspects of financial sustainability and thus revealed a conceptual gap.

In Tanzania's decentralized district health care system, Maluka and Bukagile (2016) focused on community involvement and the reasons why some health committees do better than others. To compare the practices of health committees in departments with high and low performance, a two-part case study approach was used. Both ways saw the creation of committees. The primary function of the health commission is to assist the clinic in its daily operations. Health committees have a minimal influence on budgeting, planning, and policy. The success of health facility committees and boards was mostly due to the management and leadership techniques used by district health administrators, including efficient oversight, individual initiative, and incentives. Low public awareness and insufficient training made it difficult for the Commission to do its job. This study focuses on community participation but ignores aspects of financial sustainability and thus reveals conceptual gaps.

Wanyera (2016) examines the effect of community participation on the sustainability of community-based initiatives using the water and sanitation project in a slum neighborhood of Kiambu, Nairobi District, Kenya, as a case study. Respondents' survey responses were utilized to gather both quantitative and qualitative data. The results of a regression study showed a strong correlation between community involvement and project sustainability. According to the study's findings, community involvement in community-based projects significantly affects project sustainability. When community involvement is nil, sustainability is negatively impacted, and this impact grows as community involvement increases. This study only focuses on one determinant of financial sustainability, namely community involvement. This study focuses on four determinants including; Management skills, human resources, community participation and income diversification.

In Sungai Tana District, Kenya, Juma (2016) focuses on the factors that influence community participation in development programs. This study sought to ascertain the degree to which household income, culture, education, and project management have an impact on community engagement in development initiatives. The study comes to the conclusion that community involvement in development projects in Sungai Tana District is influenced by the level of education, culture, and project management. This study focuses on community participation but ignores aspects of financial sustainability and thus reveals conceptual gaps.

In Kisumu West, Kenya, the NMK food security project's sustainability was examined by Nyonje and Miseda (2015) to what extent community involvement in project identification and design had an impact. Because of the considerable positive association between project identification and planning and NMK project sustainability, it is necessary to investigate the independent factors. 6.3% of the sustainability of the project was accounted for by community involvement in monitoring and evaluation. The NMK project's sustainability is inversely correlated (weakly positively) with the monitoring and assessment variables. Therefore, this study recommends strengthening community involvement in NMK project monitoring and evaluation to improve project sustainability. This study focuses on food security projects, revealing gaps in scope. The current study focuses on community preservation.

In Kenya's Mombasa District, Mohamed et al. (2018) focused on the elements that affect community participation in the implementation of development projects. Community involvement is the dependent variable in this study, whereas education level, project management, decision-making, and culture are the independent variables. The findings indicate that more than 90% of respondents strongly agree that community members' ability to engage in various development projects depends on their degree of education. The majority of respondents, as seen by the 75% approval rate, also agree that culture significantly affects how community members participate in the implementation of regional community development programs. This study focuses on community participation but ignores aspects of financial sustainability and thus reveals conceptual gaps.

An integrated health, population, and services project in Kenya's Nakuru District is the subject of Washtina (2016), which focuses on the effects of community involvement on project implementation. Because it clarifies the idea of community involvement and how it affects project execution, this study uses participation theory. The results of this study demonstrate the significance of community participation in project monitoring, assessment, and communication for project implementation. This study's findings support the notion that project implementation benefits from community involvement in project identification and planning. Additionally, it is essential for project implementation that the community participate in project management and finance. Another finding is that it is crucial for project execution for the community to be involved in project communication as well as monitoring and evaluation. The research focuses on community participation but ignores aspects of financial sustainability and thus reveals conceptual gaps.

In Kwale District on the coast of Kenya, Macharia (2015) focuses on community involvement in schistosomiasis and earthworm control as well as related research. The elderly populations in highly endemic areas such as coastal and western Kenya have been found to carry significant rates of schistosomiasis and STH. Religion and income level among socioeconomic characteristics were strongly related to involvement in the study program and controls, history of schistosomiasis, and deworming considerably. This knowledge will help to promote learning and behavior modification, which will increase community involvement in disease management initiatives. This study focuses on community participation but ignores aspects of financial sustainability and thus reveals conceptual gaps.

In Korogocho, Nairobi City District, Kenya, Ndungu and Karugu's (2019) study focuses on community involvement and the execution of a donor-funded youth project. The 164 participants in the YIKE group were chosen at random, while Oxfam Kenya chose one project manager. The survey used primary and secondary data obtained from semi-structured questionnaires and published reports, respectively. Key data were then collected using a schedule of interviews with key informants. The study concludes that donor organizations need to increase community involvement in project planning, identification and implementation. This study uses performance as the dependent variable, thus showing a large difference. The current study uses financial sustainability as the dependent variable.

In Ongata Rongai in Kenya's Kajiado District, Ogoti (2018) focuses on the efficacy of community engagement and community policing scenarios. This investigation adheres to the methodology. The research sample was chosen systematically from random samples. Data was gathered from 353 community members in Ongata Rongai who resided in a 16.50 square kilometer region using a standardized questionnaire. The ten police officers who took part in the interview process were chosen using the snowball method. The quantitative information from the questionnaires was evaluated using the social science statistics program. The qualitative information from the interview guide was examined through content analysis. The main conclusions concern the three aspects of community policing, specifically: the efficiency of community policing in community policing; the efficiency of community police crime prevention strategies; and the efficiency of problem-solving in accordance with the efficiency of community policing. This study uses community policing as the dependent variable, indicating differences in scope. The current study uses financial sustainability as the dependent variable.

Kiio (2020) identified the impact of community involvement on the sustainability of a water project in Makweni County, Kenya. According to study results, county governments and other development partners' utilization of national mechanisms, processes, and institutions directly affect project sustainability. The study concludes that country mechanisms, processes and structures affect project sustainability. This study only focuses on one determinant of financial sustainability, namely community involvement. This study focuses on four determinants including; Management skills, human resources, community participation and income diversification.

In Kenya's Kajiado District, Akumu and Onono (2017) concentrated on the sustainability of the Kenya School Health Program as a whole and community involvement. This study aims to understand the strategies used in a comprehensive school health program in Kenya, evaluate sustainability indicators, and investigate the role of participation in fostering resilience and assessing resilience. It also tries to assess the degree of involvement of various program stakeholders throughout the project management cycle. Communities participated in the project management stage of the Kenyan School Health Program. Non-participation and cooperation with tokenism are the most popular ways to engage in the project. The analysis shows that technical sustainability is very likely, while operational and financial sustainability are less likely. This study only focuses on one determinant of financial sustainability, namely community involvement. This study focuses on four determinants including; Management skills, human resources, community participation and income diversification.

Osman's (2018) study focuses on the impact that community involvement has on the sustainability of NGO development initiatives in Kenya. The purpose of this study is to ascertain how project design, staffing, communication, and capacity building impact NGO development project effectiveness in Mathare's informal settlements. This study employs a descriptive research methodology to gather data from community members and Shining Hope for Communities staff utilizing a questionnaire and interview guide. This is done after reviewing theoretical and empirical literature. The findings revealed a link between community involvement and project sustainability that was in favor. This study only focuses on one determinant of financial sustainability, namely community involvement. This study focuses on four determinants including; Management skills, human resources, community participation and income diversification.

Ndungu (2017) evaluates the elements affecting the viability of Community Based Projects (CBP) carried out by Barclays Bank in Kenya. A descriptive research design was used for this investigation. With prose-based explanations, the results are provided in tabular format. The study found that the project's inception, design, and implementation incorporated community people, and that those decisions were influenced by their comments. He also disclosed that all project participants share responsibilities and that an excellent organizational and human resource framework has been built. He added that the project offers a precise administrative structure for project management that spells out the project's short- and long-term goals. The results demonstrate that reporting project progress and boosting openness and accountability do not depend on project monitoring and assessment reports. This study focuses on the Barclays bank and thus demonstrates the differences in scope. The current study focuses on community conservancies.

Annan (2015) investigated community engagement and the sustainability of school feeding programs in metropolitan Cape Coast. Key informant interviews and focus group discussion guidelines were utilized in the qualitative study design to gather information from key informants and community members. This study found that at the local level, little was done by communities to implement interventions. Communities are aware of the program's sustainability prospects, but their shortcomings prevent them from benefiting from interventions. In addition, the community recognized that their participation could significantly help maintain SFP at the CCMA. The findings indicate that the program won't be supported by routine monitoring and monitoring because there are no fundamental facilities to launch it. According to the findings, program planners should conduct thorough fieldwork and conduct ongoing monitoring to make sure policy directives are implemented. This study only focuses on one determinant of financial sustainability, namely community involvement. This study focuses on four determinants including; Management skills, human resources, community participation and income diversification.

A bottom-up method was utilized by Kinyata and Abiodun (2020) to examine the influence of community engagement on project success in Africa. The analysis demonstrates how much aid for development initiatives was given to Africa, especially Uganda, in the 1980s and 1990s by industrialized nations while simultaneously demonstrating how futile these endeavors were all in all. The Ugandan government's commitment, the leaders' accountability to their communities, and their involvement from the project's start in their area through its successful completion are all necessary for community-based programs to succeed. This does not benefit Africa. Project success was used as the dependent variable in the study, revealing conceptual gaps. The current study uses financial sustainability as the dependent variable.

Wasilwa (2020) focuses on community involvement and outcomes of particular municipal water development projects in Nairobi District, Kenya's informal settlements. This study intends to evaluate the effects of several factors on community engagement and project outcomes in Nairobi City's informal settlements' community-based water development projects. The design of this study was cross-sectional. The results show the negative effect of gender on participation in project identification; share ideas; Decision making and project site monitoring but positive for labor supply. Age had a negative impact on all five levels of participation, with the exception of work and supervision. Marital status only had a positive effect on labor supply but negatively on others, while education only had a negative effect on identifying water projects as a necessity. Participation at all levels is negatively impacted by the quantity of kids. Additionally, the employment effect is favorable at all other employment levels but negative on the labor supply. The likelihood that the water project will meet community demands increases with the caliber of employees recruited to implement and operate the project. The study was conducted in the District of Nairobi, which revealed contextual gaps. This research was conducted in northern Kenya.

Kisumbi et al. (2017) focus on the role of citizen engagement in the sustainability of water projects in Makweni District, Kenya. This study employed a mixed-methods approach. Both descriptive and inferential statistical techniques were used to analyze the data. The results show that the sustainability of civil water and energy projects is not significant. Households are not yet fully involved in the project cycle. This study adopted a mixed methods research design, which shows methodological gaps. This study will adopt an exploratory research design.

In Makuni District, Kenya, Mbevi (2016) focuses on the effects of community involvement on the execution of development initiatives. To determine the link between the independent and dependent variables, a descriptive study approach was adopted. The community involvement theory of Arnstein Sherry is applied in this study. The study's findings indicate that there is a lack of community participation in all phases of a project, particularly in monitoring and evaluation, training, resource contribution, and decision-making. However, this is because of a lack of financial resources and a lack of community understanding of their part in the projects. According to this study, community involvement in development projects has greatly benefited from information sharing, resource contributions, cooperative decision-making, and project management. Studies show that several actions need to be taken to achieve optimal community participation. The study was conducted in Makueni District, showing contextual gaps. This research was conducted in northern Kenya.

The case of the borehole project in Kenya's Makueni District serves as the focal point of Muriuki (2021), which examines the effects of community-based structures on the sustainability of water projects. This study used a cross-sectional strategy to analyze the quantitative data that was gathered utilizing a closed questionnaire and a descriptive research design. The results show that community-based structures in project identification, community-based structures in project planning, community-based structures in project implementation, community-based structures in project monitoring and evaluation) are satisfactory variables to explain the sustainability of well water projects in Makueni District in Kenya. The findings also demonstrate that the community-based structure in project identification has a favorable and significant impact on the sustainability of the well water project in Makueni Regency, as does the community-based structure in project planning. The project will significantly and favorably affect how long the Makueni District's well water project can be sustained. The results show that the framework for community-based project monitoring and evaluation has a positive and significant impact on the long-term viability of the well water project in Makueni District. The study was conducted in Makueni District, showing contextual gaps. This research was conducted in northern Kenya.

In Kenya's Makueni District, Nthiga and Moi (2021) concentrated on the effect of public engagement on the effectiveness of component development money. The research design used was descriptive. Only a few individuals claimed to be actively involved in the district's project implementation. However, the majority of respondents expressed satisfaction with the implementation of public projects in the regions. Participants' participation in project implementation was very active, and participants got jobs during project implementation in the regions. In terms of satisfaction, most respondents indicated that their impact on the regional development agenda was average or above average. The descriptive research design used in this study revealed a methodological weakness. This study will adopt an exploratory research design.

The case study from Ivingoni/Nzambani district, Kibwezi East constituency, used in Mutisya (2018) focuses on the effects of community involvement in development activities in Makueni Regency. The study is based on a descriptive research design. The study revealed that while public engagement options were not sufficiently advertised, voters did not completely embrace them, priority development projects involved the public at lower levels but gave way to technocrats at higher levels, and none of the respondents chose not to participate. project assessments for development programs. A methodological gap was evident in this study's choice of a descriptive research approach. This research adopted an exploratory research design.

The impact of community involvement on the monetary sustainability of protected areas in northern Kenya was the main topic of Riat et al. (2022) study. With a cross-sectional methodology, this study used an explanatory research design. The findings demonstrate that community involvement significantly and favorably affects Kenya's community protected zones' ability to be financially viable. As a result of community involvement, financial resilience is increased, according to the study. According to the study's findings, community engagement positively and statistically significantly affects the ability of community conservation zones in northern Kenya to maintain their financial viability. This study identified participation in decision-making, organizational staff, and training of community members as important aspects of community engagement. This study only focuses on one factor of financial sustainability. This study focuses on four determinants, among others; Managerial skills, human resources, community involvement and income diversification.

Dongol et al. (2021) study on water-funded projects in Turkana County, Kenya, concentrated on the factors that influence community participation in water projects. Using a descriptive survey design, this study. This research found that cultural practices were positively related to community participation in Turkana District. This study concludes that cultural practices affect community participation in Turkana District. The study was conducted in Makueni District, showing contextual gaps. This research was conducted in northern Kenya.

Research was done by Ochelle (2017) on the elements that contribute to the viability of community water projects in Kenya, specifically one that involved the Mulala Division of the Makueni District. This study aims to ascertain how community involvement affects the sustainability of community drinking water projects in semi-arid areas, how project funding affects the sustainability of community water projects in semi-arid areas, how project management techniques affect the sustainability of community water projects in semi-arid areas, and how community training programs affect the sustainability of community water projects in semi-arid areas. Using a descriptive survey design, this investigation. The study came to the conclusion that community involvement during the development, design, implementation, operation, and maintenance of water projects has an impact on their sustainability. By being involved in the community, you can make sure that the designed product takes end users' comments into account. This influences local ownership of water projects and boosts their readiness to properly administer them after construction. The study comes to the further conclusion that the viability of community drinking water projects is influenced by the funding and technology available. This study focuses on water projects and thus reveals substantive gaps. This study focuses on the conservation of communal nature in northern Kenya.

Kioko (2018) focuses on factors influencing community participation in public financial management: a case from Makueni District, Kenya. Descriptive research design was chosen. Evidence on how socio-economic characteristics impact public engagement in the public financial management process demonstrates that these elements have an impact. According to the study's findings, there is a strong relationship between community involvement and the design of the regulatory framework (represented by citizen power, tokenism and non-participation). Negative associations imply tokenism, but substantial positive associations relate to civic power. Evidence on how socio-economic characteristics impact public engagement in the public financial management process demonstrates that these elements have an impact. The results of the descriptive analysis show that social attitudes and beliefs affect participation in society, and the most important factor for social attitudes is that people with positive attitudes towards local government participate more effectively, while the most important factor for social trust is people with high levels of social trust. higher trust is more effectively involved in the public financial management process. The descriptive research design used in this study revealed a methodological hole. This study follows an exploratory research design.

Noori (2017) focuses on neighborhood participation in sustainable development initiatives: a case study of the Afghani government's national solidarity program. A quantitative research design was used for this investigation. The results showed that participation techniques, such as participatory needs analysis, participatory planning and design, participatory implementation, and participatory monitoring and evaluation, had a favorable influence on the feasibility of development efforts. According to the study's findings, it is crucial to involve local people at every step of development projects in order to ensure their sustainability. This study only focuses on one factor of financial sustainability. This study focuses on four determinants, among others; Managerial skills, human resources, community involvement and income diversification.

Rastogi and Nagappan (2016) focus on the ramifications and continued engagement of the developer community. This study follows a desk research design. According to the study, projects that were developed on GitHub had less of a negative impact than ones that were ported from other platforms. This analysis discovered that the characteristics of competing projects at the time of the bifurcation could account for the observed behavior. For a medium-sized project, for instance, maturing the project by one year lessens the possibility of reducing the developer's ongoing commitment. This study adopts a desktop research design, which shows methodological gaps. This study will adopt an exploratory research design.

Mak, et al. (2017) place particular emphasis on community involvement in the decision-making procedure for the development of sustainable tourism in rural Hong Kong, China. Tourism scholars developed the Arnstein Citizen Participation Ladder (ALCP) to comprehend the difference between expected and real community participation in tourism development. The results show the difference between the expected population and actual participation in tourism development. This study was conducted in China, which shows a substantive gap. This research was conducted in northern Kenya.

Martini et al. (2017) study, Evidence from the Italian network of protected areas in the Alps, focuses on community involvement, resource management, and the development of creative tourism goods in Italy. This study investigates whether and how socioeconomic growth has occurred, whether and how creative suggestions for sustainable tourism have been produced, and community and stakeholder engagement in NoR projects and activities. The results of the study confirm the role of NoR in terms of conservation and enhancement of natural resources by stimulating activities such as ecological interpretation and education. This study was conducted in China, which shows a substantive gap. This research was conducted in Italy and Kenya.

Ochunga (2016) focuses on the impact of stakeholder involvement on the sustainability of community development projects carried out through global plans in the Homa Bay City sub-district. The design of this study was a descriptive survey. It was discovered that there was a negligible but inconsequential link between the sustainability of community development and the passive involvement of stakeholders. Additionally, a strong positive association between interactive stakeholder participation and project sustainability for community development was discovered. The influence of functional stakeholder participation on the longevity of community development initiatives was found to be significantly positively correlated. The sustainability of community development is significantly positively correlated with appropriate stakeholder participation. The study was conducted in the Homa Bay district, which revealed a content gap. This research was conducted in northern Kenya.

Mwei (2016) focuses on the variables that affect young people's involvement in the execution of community development projects: a case from Kenya's Konoin District and Bomet District. A descriptive research strategy was selected to meet the study's goals. The majority of the study's young workers also showed that participation in community projects is encouraged by education. The findings also demonstrate that educated youngsters are more socially adept. Individual characteristics affect young participation in the realization of public initiatives, according to studies. Youth involvement in the implementation of community development projects is impacted by this training. The study found that adolescents are not aware of the value of engaging in community development projects and that individual factors influence youth participation in project execution. Youth involvement in managing youth programs had an impact on youth involvement in community development initiatives, but they did not take part in the selection of the assessment committee, according to the study. The research chose a descriptive research design, which indicated a methodological gap. This study will adopt an exploratory research design.

Psakit (2018) focuses on the impact of community participation on the implementation of a donor-funded children's education project: The Case of the District World Vision Program in West Pokot District, Kenya. This research includes descriptive research in research. The results showed that community involvement in project identification made a significant contribution to project implementation, as expected. Additionally, it demonstrates how crucial community involvement in project management is for successful project execution. The findings of this study suggest that community involvement in project monitoring and assessment and community involvement in project communication both significantly contribute to project implementation. According to the study's findings, community involvement in project monitoring and evaluation as well as project communications contribute significantly to project execution. This study was conducted in West Pokot District and therefore reveals substantive gaps. This research was conducted in northern Kenya.

In Gesusu Neighborhood, Kisii District, Kenya, Miruka (2016) focuses on elements affecting community involvement in district government-funded rural water delivery projects. The current state of community participation in water supply projects in Gesusu District was investigated using a descriptive survey design. This study found that the majority of community members were not involved in the planning, implementation, and monitoring of water supply projects. According to this study, the social variable with the biggest effect on the success of community involvement in a rural water supply project supported by the Kisii District Government is education level. In addition, the study discovered that the community's involvement in rural water delivery projects was mostly unaffected by age, gender, and income level. The majority of respondents indicated that capacity building workshops were poorly attended by key community stakeholders and beneficiaries; Attended by several district government employees as they receive attendance allowance. The study was conducted in Kisii District and therefore reveals substantive gaps. This research was conducted in northern Kenya.

In his study, Munyabu (2019) focuses on the factors that influence women's involvement in community development initiatives in the Kajiado central constituency. The research design for this study is desk research. The findings demonstrated that women's engagement was positively impacted by current community development initiatives, educational attainment, and culture. The study discovered that women in Mongajo were underrepresented in elected political office and public project leadership, which hampered the level of community development. Additionally, women's groups seeking workshops for empowerment are better structured than NGOs. Male dominance, a lack of education, and a lack of female empowerment are some of the issues mentioned. According to the study's findings, political issues, spouse support, and socio-cultural variables all had a significant impact on Matapato women's involvement in community development initiatives. The research focuses on community development projects and thus reveals contextual gaps. The current study focuses on community preservation. This study adopts a desktop research design, which shows methodological gaps. This study will adopt an exploratory research design.

In the Elgeyo District of Marakwet, Kenya, Biwott (2020) focuses on the effect of community involvement on the sustainability of a local government-funded water project. Using a descriptive survey design, this investigation. According to this survey, the majority of local government water projects were chosen by community leaders. Additionally, it was discovered that the sustainability of water projects was significantly impacted by community involvement in identification. The majority of local officials participated in the planning of water projects, according to this survey. The sustainability of water projects is significantly impacted by community involvement in project development. The majority of local leaders were shown to be participating in resource mobilization for water projects. The sustainability of water projects is significantly impacted by community participation in resource mobilization. The majority of the local officials were discovered to be overseeing the water project, in conclusion. There is a statistical benefit of community involvement in monitoring the sustainability of water projects. The research was conducted in Elgeyo Marakwet County and therefore reveals gaps in content. This research was conducted in northern Kenya.

Situmah (2018) focuses on the South Bungoma District as a case study for the variables affecting community involvement in local development projects in Kenya. The purpose of this study was to determine the effects of training on community involvement in local development projects, planning on community involvement in local development projects, project implementation on community involvement in local development districts, and monitoring and evaluation on community involvement in district development projects in Bungoma. The theory of planned conduct is the foundation of this work. This study employed a descriptive research design. This study discovered that community participation was significantly impacted by training. Planning significantly affected community engagement, the study also revealed. Finally, this study discovered that community participation was significantly impacted by project implementation. The dependent variable in this study is community involvement, which highlights a conceptual gap. Participation in the community is used as an independent variable in this study.

The focus of Halakhe (2020) is on how women's participation affects the longevity of a community conservation project run by the Jaldesa Community Conservancy in Kenya's Marsabit District. This study is cross-sectional in design and employs a mixed-methods approach that combines qualitative and quantitative research. According to this study, there is a strong and favorable correlation between women's engagement and the long-term viability of the Jaldesa Community Conservancy's community conservation initiative. This study only focuses on one factor of financial sustainability. This study focuses on four determinants, among others; Managerial skills, human resources, community involvement and income diversification.

Sei (2016) focuses on Matete Sub-district, Kakamega District, Case Study: Factors Affecting Community Participation in Rural Water Supply Project Development. Using a descriptive survey design, this investigation. The study's findings suggest that the socioeconomic circumstances of the community, the strategy taken by development organizations, the administration of water projects, and the water technology employed all have an impact on community engagement in water projects. It has been discovered that the less community involvement there is with water technology, the more expensive it is to implement, run, and maintain. Additionally, it was discovered that the community's ability to contribute to the installation, operation, and maintenance of municipal water projects in the study region is impacted by the low level of income in the area. Due to unequal representation of men and women on management committees and the unbalanced administration of water projects in the study area, management of water projects by water user committees may result in minimal community participation. This study focuses on the factors that influence community participation, thus showing a conceptual gap.

2.3.4 Revenue Diversification and Financial Sustainability

Githaiga (2021) looked on the income diversification and financial viability of microfinance firms. The aggregated momentary approach is estimated for the years 2013 to 2018 using a two-stage systematic technique and a global panel of 443 MFIs in 108 nations. This study found that income diversification significantly and favorably impacts MFIs' capacity to maintain their financial viability.

The influence of diversifying revenue streams on financial wellness was investigated by Hung and Hager (2019). This was a review of prior research. This literature shows in different ways that diversifying their dependence on different sources of income improves, does not affect, or harms the financial situation of nonprofit organizations. Income diversity and nonprofit financial health have a modestly positive but statistically significant link, according to analysis of the top 40 research with 296 statistical effects.

Achieng (2016) examined how funding diversification affected NGOs operating in Nairobi's ability to turn a profit. The project was determined to be an effective methodology for carefully acquiring information from various people and instructive contexts since it used a descriptive research design. Findings suggest that broadening the source of subsidies, faculty adequacy, self-funding and mainstream money arrangements generally contribute to budget support for NGOs in Kenya. According to regression analyses, factors that contributed 49.3% to financial sustainability included staff competency, strategic financial planning, diversification of funding sources, and income from self-financing.

Hengama (2019) investigates the earnings diversification strategy of a CEO of a non-profit organization in Western California, United States, using Markowitz's contemporary portfolio theory as a conceptual framework. The materials were gathered via semi-structured interviews, analyses of organizational documents, archival data, and web sources. Eight facets of income diversification were found through thematic analysis, including more sources of income, creating useful metrics for measuring financial success, creating a backup plan, and achieving financial health, resilience, and sustainability. All that is required is the development of organizational capability, adoption of transparency, attainment of efficiency and effectiveness, and active research. These results could help establish a strategy approach for nonprofit leaders that increases revenue sources to support organizational sustainability and the ability of the leader to grow and sustain service delivery.

The financial prowess, technological prowess, size, and income diversification of Kenya's commercial banks are the main topics of Teimet (2021). This study adheres to a positivist philosophical stance and uses a descriptive longitudinal design. The study's findings demonstrate that commercial banks frequently have a variety of income sources and that the diversification of interest and non-interest rates has a substantial impact on financial performance. Even while the measure weakened the correlation between interest-free diversification and financial success, technical efficiency did not demonstrate a mediating effect on the relationship between income diversification and financial performance. Financial success is significantly impacted by the interaction of scale, technical efficiency, and revenue diversification. These findings suggest that the degree of income diversification and size dependency have an impact on the financial performance of Kenyan commercial banks. This study is longitudinal, which indicates a methodological failure. The current study is cross-sectoral.

Tran et al. (2020) investigated how revenue diversification affected the creation of liquidity and the financial performance of Vietnamese banks between 2007 and 2017. This study use both the generic moment estimation approach and the straightforward fixed-effect panel method of least squares. This study discovered a bad correlation between return on investment, capital return, and income diversification. The study was conducted in Vietnam, which shows differences in scope. The current study was conducted in Kenya.

The impact of income diversity on bank profitability and stability is studied by Nisar et al. (2018) using panel data sets from 200 South Asian countries between 2000 and 2014. This study finds that diversifying interest revenue increases stability and profitability. Additionally, research shows that even though commission and commission income have an effect on these criteria, other non-interest revenue has a positive impact on profitability and stability. The study was conducted in South Asia, showing differences in scope. The current study was conducted in Kenya.

Data from banks in 10 Association of Southeast Asian Nations (ASEAN) countries were utilized by Natalia et al. (2016) to conduct empirical research on the effect of income diversity on stock-based returns. The study model contains a fixed effect panel and the ratio of non-interest income to total interest as indicators of income diversification. The results of this study show that while income diversification has minimal effect on the market value of the bank, fee income greatly increases returns. This study also shows that by diversifying their non-interest income, big, well-capitalized banks may create value. The study was done in South Asia, which highlights the contrasts in its purview. The current study was conducted in Kenya.

A panel estimator is used by Belguith and Bellouma (2017) to analyze the Tunisian banking sector's diversity of income structure, profitability, and stability between 2001 and 2014. According to this study, interest income and non-interest revenue through income diversification are positively connected with the profitability and stability of banks. This study employs a diversity index as opposed to the papers we examined, which used interest-independent income and Bayesian impulse response analysis. The study was conducted in Tunisia, which shows differences in scope. The current study was conducted in Kenya.

Nguyen (2018) examines the effect of income diversity on technical efficiency using data from the Association of Southeast Asian Nations from 2007 to 2014 and the stochastic frontier approach. The findings indicate that banks with more diverse assets only have consistent and greater profit efficiency whereas banks with less varied assets only have lower cost efficiency. The findings demonstrated a strong correlation between income diversification and bank technical efficiency. The study was conducted in South Asia and showed differences in coverage. This research was conducted in Kenya.

The focus of Mutisya (2017) is on Kenya's commercial banks' financial performance and income diversification. This study employs a time series correlation method and is descriptive in nature. 42 commercial banks that were active in Kenya between 2011 and 2016 are the target group. The findings indicate that the banks' overall return on assets rose between 2011 and 2013 before dropping precipitously until 2016. The analysis comes to the conclusion that diversification boosts asset returns. This study highlights conceptual gaps and focuses on the influence of income diversity on financial success. The impact of income diversity on long-term financial stability is the main topic of this study.

Mulwa and Kosgei (2016) intended to assess the significance of risk management as well as the relationship between the performance and diversity of Kenyan commercial banks in their study. The authors note that while regional diversification has a significant positive influence on ROA and ROE, income and asset diversification has a negative impact on commercial banks' ROA. This study focuses on the impact of income diversity on financial performance while drawing attention to conceptual flaws. The impact of income diversity on long-term financial stability is the main topic of this study.

Another study by Kabiru (2015) looked at the connection between non-interest income and the financial success of Kenyan commercial banks. In this study, 42 commercial banks that operated between 2010 and 2014 are described. The research comes to the conclusion that non-interest revenue improves commercial banks' financial performance but weakens the link between net interest income and yield volatility. This study focuses on commercial banks in Kenya and thus demonstrates the differences in scope. The current study focuses on community conservation in Kenya.

Mwania (2020) focuses on how diversification affects a savings and loan union's financial performance in the Nairobi District of Kenya. The investigation made use of a regression model and a descriptive cross-sectional approach. Diversification, liquidity, and business size all obviously have good values in the study, according to the data. Age of the company and management effectiveness have no bearing on the outcomes. This study proposes that in order to improve their financial performance, DT-SACCO in Nairobi County, Kenya, as well as other SACCOs generally, should diversify their sources of income. This study focuses on the impact of income diversity on financial success while highlighting conceptual flaws. The impact of income diversity on long-term financial stability is the main topic of this study.

Using data from a second study, Elefachew and Hrushikesava (2016) examined how Ethiopian banks' implementation of income diversification affected their bottom lines. His research looks at how industry diversification affects numerous Ethiopian banks' profitability. Ten private banks and two state-owned commercial banks are included in the data, which spans the six-year period from 2008/09 to 2013/14. Their findings demonstrate that banks in Ethiopia have diversified the industries to which they lend. The results demonstrate that industry diversification significantly lowers ROA and ROE, yet the model is still employed to calculate the regression. The study was conducted in Ethiopia and shows differences in coverage. This research was conducted in Kenya.

Brahmana et al. (2018) examined the impact of diversification on bank performance using Malaysian bank financial statements over a decade from 2005 to 2015. In particular, the relationship between interest-free returns and risk-adjusted returns was examined in the study presentation. The findings of fixed effects panel regression show a positive link between income diversification and bank performance, thereby confirming both the risk-mitigation hypothesis and the resource-based viewpoint theory. According to them, Malaysian banks have an advantage in generating diversified profits due to less integrated financial markets. In addition, the emergence of Islamic banking can increase the effectiveness of income diversification.

Ferreira et al. (2019), look at how yield variety affects the risk and return of Brazilian banks. The sample spans the years 2003 through 2014 using dynamic panel data and the instantaneous generalization approach. The study's findings suggest that the performance of the banks under investigation is significantly influenced by the diversification of non-interest revenue; an analysis of financial intermediaries' activities in the credit industry reveals better outcomes than those of commercial operations. This supports the stated research hypothesis that non-interest income and returns and risk-adjusted returns have a favorable overall impact on banks. Contrary to expectations, however, non-interest income and risk are positively correlated for the surveyed banks (although not statistically significant). The study was conducted in Brazil, which shows a difference in scope. The current study was conducted in Kenya.

Kitisya and Ndegwa (2017) evaluated the impact of diversity on the financial performance of Kenyan commercial banks. This study used a mixed-approaches approach that blends descriptive and quantitative research methods. In the region, 42 Kenyan banks can be found. The data used are both primary and secondary. According to this study, the performance of commercial banks is significantly impacted by industry diversification. However, it has been found that the exact effect usually depends on the size of the bank. Business diversification has significantly increased the bank's yield. In the middle banking group, only location diversification has a partial effect on the network. These four strategies for business diversification have no impact on how well-performing large banks are financially. According to the respondents, business diversification unquestionably has a little effect on the financial health of commercial banks.

The effect of income diversification on performance in Kenya was studied by Nyanumba et al. (2017). The target group for this study were the forty-seven counties of Kenya as stated in the Kenyan Constitution and the 2011 CRA report. A study design was accepted. To choose the study sample size, a mix of probabilistic and unlikely sampling methods was employed. According to studies, economic diversification directly affects the performance of Kenyan counties. This study highlights conceptual gaps and focuses on the effect of income diversity on financial success. The impact of income diversity on long-term financial stability is the main topic of this study.

The study by Hung and Hager (2019) focuses on how income diversity affects the financial stability of charities. This is a meta-analysis of earlier studies that looked at the connection. Diversifying organizations' reliance on various sources of income has been demonstrated to either improve, remain unaffected, or worsen their financial health, according to contradictory evidence in the literature. The financial health of NGOs and income diversification have a small, positive, but statistically significant association, according to a study of the initial 40 research finding 296 statistical effects. The paper also demonstrates that studies of nonprofit organizations in the US reveal a smaller (or more adverse) effect, and that revenue diversification disaggregation regulations have an impact on the effect magnitude, which has changed over time. The disparity in the income diversification literature, however, can be explained by a number of other strong possibilities, such as various financial health interventions or technique choices. When taken as a whole, this study lends credence to the idea that analysts and practitioners must make strategic decisions that frequently fall outside the purview of the science of return diversification or call attention to the concerns about return optimization represented by portfolio theory. This study adopted a desktop research design, showing methodological deviations. This study chose explanatory research design.

Ngenoh and Chepkwony's (2018) study of Kisii University in Kenya focuses on the need for income diversification in public universities. This study uses a mixed research design, this approach complements a quantitative or qualitative strategy. The study revealed that Kisii University primarily establishes partnerships with third parties, such as B. Alumni who help raise funds. The study also reveals that universities are also working with NGOs to help raise funds. Universities allow other third parties to use their resources and they reimburse income.

The university is also involved in consulting services that help generate additional income. This study finds that there are still few income diversification strategies at universities. The explanatory research design was used for the current investigation. This study identifies conceptual gaps when examining the impact of income diversity on financial performance. The impact of income diversity on long-term financial stability is the main topic of this study.

The focus of Asif and Akhter's (2019) systematic literature analysis is on analyzing the effect of income diversity on financial performance in the banking sector. The Opoku et al. systematic review process (2015). A precise review methodology was followed in the evaluation of 68 journal articles in total. To make the information from chosen articles easier to understand, it is presented and condensed in specific tabular and graphic formats. The Opoku et al. (2015) systematic review methodology is appropriate. A precise review methodology was followed in the evaluation of 68 journal articles in total. To make the information from chosen articles easier to understand, it is presented and condensed in specific tabular and graphic formats. This study highlights conceptual shortcomings while concentrating on the effect of income diversity on financial performance. The impact of income diversity on long-term financial stability is the main topic of this study.

Hafidiyah (2016) conducted research on income diversification, efficiency and risk of banking in Indonesia. Our results show that, when applying the least squares method, revenue diversification has a negative impact on bank performance. Furthermore, it is thought that diversified banks are riskier than specialized banks. As state-owned banks diversify their operations, risk is decreased. When investing in interest-bearing securities, community banks are riskier than other banks. This study highlights conceptual gaps and focuses on the effect of income diversity on financial success. The impact of income diversity on long-term financial stability is the main topic of this study.

In their study on bank profitability and risk during the COVID-19 pandemic, Li et al. (2021) mainly focused on the impact of revenue diversification. This study examines the use of non-interest income and the connection between bank revenues and risks in light of the COVID-19 pandemic. The pandemic's effects on the economy have caused credit standards to tighten and the demand for different types of borrowing to decline. According to this study, non-interest income sources have a positive correlation with returns but a negative correlation with risk. These findings are in line with the positive impact of diversification during the pandemic as banks diversify their revenue streams outside conventional lending sources. This study emphasizes the conceptual differences and focuses on the influence of income diversification on profitability.

Ahmad et al. (2019) conducted a study on income diversification in public universities: study in Malaysia. This study analyzed data from HLI degrees to calculate the Hirschman-Herfindahl Income Diversification Index (HHI) and a survey of senior HLI Malaysian staff. The findings demonstrate that although the majority of public HLIs in Malaysia continue to be primarily dependent on government funding, larger and more reputable HLIs have a little more diversified revenue structure. Surveys show that executives generally accept the need for income diversification. The study was conducted in Malaysia and shows differences in scope.

Shea and Wang (2016) focused on income diversification in for-profit housing: the environmental impact of public finances. This study looks at the factors that either encourage or hinder NGOs from diversifying their sources of income. We add to the body of research challenging nonprofit regulatory financial management by including empirical measures of how restrictive particular funding sources are, and we offer proof that NGO leaders may utilize to guide their resource development plans for knowledgeable support. This study adopted a desktop research design, showing methodological deviations. This study chose explanatory research design.

A study on the effects of income diversification techniques on the long-term financial stability of Malaysian public universities was undertaken by Jafar et al. (2015). In this study, panel data are evaluated. Performance dispersion is examined using the Hirschman-Herfindahl index, and financial stability is evaluated using return on assets (ROA) and net profit margin. When considering ROA as a surrogate, the findings demonstrate that income diversification has a sizable positive connection with financial sustainability. In order to address concerns with financial sustainability, which have become a key worry for Malaysian public universities in recent years, he also emphasized the significance of income diversification. Only one factor, income diversification, is the sole subject of this study's analysis of financial sustainability. The four determinants that this study focuses on are management abilities, personnel resources, community involvement, and revenue diversification.

A study on the effects of income diversification on product development in nonprofit organizations from a perspective of resource dependency was undertaken by Berrett and Holliday (2018). In a nonprofit setting, this essay investigates either revenue concentration or diversification techniques produce superior mission outcomes. To further understand the conflict between concentration and diversification, two conflicting hypotheses were evaluated using resource dependence theory as a framework. The findings demonstrated that greater organizational success was linked to revenue diversity rather than concentration.

Sisi et al. (2017) study focuses on how cross-border banking and income diversity affect banking risks and returns in Africa. By looking at the intricate relationships between the three key factors of cross-border banking, diversification, and bank stability, this study analyzes 320 banks in 29 African nations using the GMM estimate system as a methodological technique.

The findings demonstrate that survey risk decreases diversity as capital levels rise when banks cross the threshold into operations that generate income. Furthermore, the data demonstrates that banks in Africa cross the border while diversifying their income base, reaping the full benefits of diversification. These results are stable across various controls, including the specification of alternative variables, the regulatory environment in which the bank operates and the methodology. Focusing on the impact of income diversification on cross-border banking, this study reveals conceptual gaps.

Johnstone (2016) focused on diversifying university income through philanthropy. The study shows that the immediate result in many countries is an increase in institutional severity, manifested in overcrowding, demoralization and loss of teachers, degradation of physical facilities, and in some cases artificially reduced capacity (and therefore higher education opportunities). For most observers, much of the decision should lie in income diversification through faculty and institutional entrepreneurship, shifting greater burdens to parents and students, and philanthropy. While philanthropy is theoretically the most attractive "solution", especially given the success of fundraising in US higher education, including the US public higher education sector, successful philanthropy in higher education requires assets, favorable tax policies, institutional support, and time, and the culture of giving matters. This study adopted a desktop research design, showing methodological deviations. This study chose explanatory research design.

Guan et al. (2021) investigated the social companies' revenue variety and connection to financial health in China. A sample of 372 social enterprises using logistic regression analysis reveals that firms have limited income diversification and that their income structures vary depending on the subsectors in which they operate. Financial health is significantly harmed by income diversity, although the harm is more than made up for by overall income. There is discussion of the consequences for social entrepreneurs. The study was conducted in China, which shows differences in scope.

Park and Park (2018) concentrated on how different forms of governance and income diversity affect public spending. According to the study's economic and financial analysis of income diversification, the following hypotheses are put forth: Greater income diversity reduces costs when it comes to consultant managers; it increases spending when it comes to mayoral councils, and governments of different mayoral councils spend more than government councils. The second and third hypotheses are supported by the regression results, however the first hypothesis is not supported. This study, which reveals conceptual inadequacies, focuses on the effect of income diversity on public spending.

Maigua and Njuru (2018) study focused on how interest rate differences between Kenyan commercial banks are affected by asset depreciation and income diversification. Using a causal research approach, this investigation. To accomplish the goals, random effect regression analysis was performed. According to the regression analysis, the spread decreased as non-interest income as a percentage of total revenue increased. There is no discernible connection between spreads and undervalued assets. However, there is a strong positive correlation between operational expenses and market concentration. On the other side, the spread was reduced by more commercial bank liquidity. The research focuses on commercial banks and thus reveals substantive gaps. The current study focuses on community preservation.

The focus of Mbai et al. (2022) is on the firm size, performance, and firm diversity of Kenya's commercial banks. The specific goals of this study are to: Identify the combined effects of firm size and firm diversification on the performance of commercial banks in Kenya; Establish the effects of firm diversification on the performance of commercial banks in Kenya; Analyze the effects of firm diversification in Kenyan commercial banks; Analyze the effects of size on the relationship between firm diversification and performance in Kenya; and analyze the effects of firm diversification. This research uses a descriptive research approach. According to this analysis, there is a statistically significant positive association between efficiency and both interest income and industry diversification. Efficiency and branch network diversification were shown to have a statistically negligible negative connection, as were the branch size and branch diversification interaction factors. Diversity of income and non-interest income, diversification of performance and interest income, and diversification of performance and non-interest income all showed a statistically insignificant positive connection. The descriptive research design used in this study revealed a methodological hole. A design for exploratory research will be used in this investigation.

The focus of Kinyagu (2021) is on the financial performance and diversification plan of the Kenyan National Police Deposit Taking Saccos. This research adopts a case study design. The results show that SACCO has adopted four main strategies for diversification, including membership diversification, which involves opening common links to enable member recruitment beyond the original source; diversification of products and services, characterized by the introduction of innovative products and services tailored to the needs of members; geographic diversification or strong branch network with eight physical branches and one virtual branch supporting technology; and diversification of investment portfolios, where investments are spread across different asset classes to manage risk and increase returns. Along with the increase in diversified income, gross income also increased significantly, so the diversification strategy had a positive impact on SACCO's financial performance. This study's case study approach reveals methodological flaws. A design for exploratory research was used in this study.

The study by Maina (2018) focuses on how income diversification affects the financial standing of Kenyan commercial banks. This research uses a descriptive research approach. The goal of this study was to ascertain how income diversification affected Kenyan commercial banks' financial performance. The findings demonstrated that asset quality and revenue diversification had a negative and significant impact on the financial health of commercial banks. The findings demonstrate that adequate capital and liquidity have a significant and favorable impact on bank performance. The study's findings, however, suggest that the financial performance of commercial banks is positively and insignificantly impacted by management effectiveness. The study's findings are consistent with the idea that income diversification and asset quality have a negative and significant impact on the financial performance of commercial banks. The study also concludes that having enough capital and liquidity has a significant and positive impact on bank performance. In order to identify conceptual gaps, this study focuses on income diversification and financial performance. The study's main topics are financial sustainability and revenue diversification.

The research by Li et al. (2021) focuses on the impact of income diversification on bank profitability and risk during the COVID-19 pandemic. This study's goal is to investigate how the COVID-19 epidemic has affected how non-interest revenue is used in relation to bank earnings and hazards. According to the study, the pandemic's economic effects have resulted in tighter credit requirements and a decline in the demand for different kinds of credit. Additionally, this analysis discovers that non-interest income sources have a favorable relationship with performance but a negative relationship with risk. This study highlights conceptual gaps by focusing on income diversification and bank profitability. The study's main topics are financial sustainability and revenue diversification.

Diversifying revenue, risk, and banking performance of Vietnamese commercial banks are the main topics of Ngoc (2019). This research uses a descriptive research approach. The findings indicate that diversification hurts profitability and that commercial banks are at greater risk the more diversification they have. However, the bank becomes more stable the more varied the listed banks are. By creating a believable model for converting profits, the bank exposes the flaws and expertise of the banking system. Diversification of bank income currently takes place passively and slowly. Interest income continues to motivate banks to grow and drive revenue growth. The study was conducted in Vietnam, which shows a contextual gap. This research was conducted in Kenya.

Mathuva (2016) focuses on Kenya's savings and loan unions' financial performance and income diversification. This research uses a descriptive research approach. The findings indicate that better returns are related to a greater reliance on non-interest income. Additionally, the study discovered that SACCOs with more varied income had a range of returns. The findings show that more return volatility is associated with SACCOs with fewer concentrated revenue streams. Size, capital base, the loan-to-asset ratio, leverage, and the price-to-earnings ratio are additional variables that influence financial performance. This study discovered that licensed SACCO only slightly benefited from diversity compared to unlicensed SACCO. Finally, the findings demonstrate the advantages of income diversification for smaller SACCOs. As SACCO expands in Kenya, careful diversification is therefore necessary because it affects financial performance and returns stability. In order to identify conceptual gaps, this study focuses on income diversification and financial performance. The study's main topics are financial sustainability and revenue diversification.

The study by Ammar and Boughrara (2019) examines the effects of income diversification on bank profitability and risk using data from the MENA banking sector. The research design used in this study is causal. Overall diversification boosts bank profitability, according to model estimation using the GMM approach. This study breaks down non-interest revenue and discovers that trade-generating companies have the biggest impact on enhanced profitability and stability. This study discovered that engaging in unrelated activities reduces diversification's cost-benefit ratio by raising the probability of default. This study follows a causal research design, which shows methodological gaps. This study follows an exploratory research design.

With a focus on income diversification and competition, Gupta and Moudud-Ul-(2020) Huq's research has a big impact on risk-taking. A desk research design was used for this investigation. According to this study, there is a sizable positive association between risk appetite and market competition. The notion of portfolio investment risk management, which is supported by the diversification of bank revenue, suggests that risk is directly impacted by the diversity of an income source. In a market with competition, the measurement reveals a diverse impact on risk-taking. A nonlinear relationship between risk, income diversification, and competition is also demonstrated by this study. This study adopts a desktop research design, which shows methodological gaps. This study follows an exploratory research design.

Sissy et al. (2017) study focuses on the effects of cross-border banking and income diversification on bank risk and return in Africa. This study adopted a cross-sectional design. The results show that survey risk reduces diversification because capital levels increase when banks cross the line to diversify into income-generating activities. The results further show that banks in Africa achieve absolute diversification benefits by crossing borders while diversifying their income base. However, this research does not focus on the determinants of resilience which is the main focus of this research. The moderator aspect is also neglected in this study.

Białek-Jaworska (2021) focuses on income diversification and the role of municipal enterprises in the formation of municipal debt. This study adopted a cross-sectional design. This study finds that leverage by municipal corporations expands the city's long-term debt capacity through off-balance sheet financing. Municipalities benefit from the financial adaptability of municipal companies by diversifying their sources of revenue and structuring their debt to pay for capital expenditures, however their fiscal autonomy is constrained by tax debt constraints. Polish towns cannot lower their short-term debt thanks to income diversification, in contrast to the US. The study was conducted in the US and Poland, while this study was conducted in Kenya.

2.3.5 Corporate Governance, determinants and Financial Sustainability

Different leadership models may be present on an organizational level. They include people-oriented approaches like servant leadership or shared leadership and more consultative or traditional top-down leadership approaches (Daniel et al., 2014). The organization philosophy determines the model to be used. It is quite challenging to achieve clear roles, balance responsibilities for players and accountability while attracting strong and effective leadership. Ideal leadership qualities include the capacity to act, knowledge, and abilities, as well as a desire to make a difference. It is advisable for it to reflect on the future and to be self-aware as well as maintaining and refreshing mission goals, and even asking tough questions. According to Farhad and Akram (2012), a good board leadership is that leadership which exhibits commitment, passion, vision and that board members are able to articulate it clearly.

Young (2012) added that leadership which is being said to be strong and in particular good governance necessitates trust and ground rules. Failure to do this makes it impossible to realize the specific operational or governance objectives like financial sustainability. It's worth noting that ground rules are made up of common-sense measures, a willingness to take calculated risks, clear and strong communication, as well as information sharing, a focus on the common good, the absence of individual egos, the use of consensus to make decisions, the willingness to embrace change, learning from mistakes, and, most importantly, developing trust in governance models.

Prugsamatz (2017) concluded that the main thing to do so as to ensure that there is effective governance is to ensure that there is trust and social capital development which is the strongest asset of the non-profit making organization. This need to be utilized effectively and deployed in an opportunistic was so as to advance the mandate as well as the mission of the organization. The management, chairs of the boards and boards in general needs to know that to focus on good mutual relationship is such a critical component to ensure that there is an effective working togetherness and it ensures that there is best utilization of skills and best organization results.

Wagana and Karanja (2017) concentrated on how corporate governance affected the performance of Kenyan manufacturing firms. According to the study, issues with corporate governance in the sector have led to subpar corporate performance and are a major cause of the stagnation in Kenya's manufacturing sector. By stressing the significance of manufacturing in Kenya for achieving Vision 2030, this study adds to the body of literature. In order to address Kenya's stagnant industrial sector, this study also demonstrates how corporate governance impacts company performance.

Buyema (2019) focuses on how corporate governance procedures affect how well the Kenyan government finances affirmative action. There are only six positive action funds that target all leaders, hence the study used the census survey method. Population data were gathered using both structured and unstructured questionnaires. Descriptive statistics were used to analyze the study's findings. It was discovered that institutional leadership, director and executive remuneration, institutional structure, and CEO duality all had a positive and significant association with the success of the affirmative action fund managed by the Kenyan government. The study also comes to the conclusion that the impact of institutional governance, executive remuneration, institutional structure, and executive duality on successful fund performance is greatly diminished by oversight procedures. Corporate governance is a moderating element in this study. The aspect of financial sustainability is also neglected in this study.

Regarding higher education institutions in Kenya's Nakuru District, Ann (2018) focuses on the impact of corporate governance on financial management. Cross-sectional methodology was used in this investigation. The people in charge of governance and finances in Kenyan universities are the target audience. This study demonstrates how corporate governance and transparency have a big impact on how universities in Nakuru Regency handle their finances. Corporate governance was found to have led to significant improvements in financial management. Corporate governance is a moderating element in this study. The aspect of financial sustainability is also neglected in this study.

The focus of Mwangangi (2018) is on how corporate governance management practices affect the success of enterprises registered in Kenya. Studies show that outside executives have a greater impact on firm performance because they have sufficient incentive to oversee the firm's operations as their own reputation depends on it. Corporate governance is used as an independent variable in this study, revealing conceptual gaps. Corporate governance is a moderating element in this study. The aspect of financial sustainability is also neglected in this study.

Chen et al. (2015) examined the influence of corporate governance on earnings quality over a 10-year period, and the total sample of this study includes 1,205 companies in the United

States. After analyzing the data using multiple regression, it was concluded that companies with strict adherence to corporate governance practices showed a significant decrease in revenue management, while companies with flexible compliance with corporate governance practices did not show a significant decrease in the level of income control showed revenue management. Survey conducted in the US, showing differences in coverage.

Akicho et al. (2017) study of a few national government departments focuses on how corporate governance practices affect public sector performance in Kenya. Comparative statistics employed regression analysis to evaluate hypotheses, whilst quantitative data were analyzed descriptively. Performance and leadership quality have a favorable and significant link, according to linear regression analysis. The importance of risk management as a performance metric has also been established. Performance and transparency were also found to be strongly and significantly correlated. It has been demonstrated that accountability and performance have a significant and favorable correlation, suggesting a connection between the two elements in Kenya's public sector.

Oluwagbemiga (2016) focuses on the relationship between corporate governance procedures and the monetary success of publicly traded Nigerian enterprises. A systematic questionnaire and a targeted sampling technique were used to collect responses from 285 chosen workers of listed Nigerian companies. An important positive association between return on investment, board size, board supervision responsibilities, and risk management practices was discovered by this study. Ownership concentration, CEO compensation, and return on investment are not strongly correlated. The findings also indicate a strong positive association between earnings per share and board oversight, size, and risk management practices. There is no association between board supervision and EPS, although there is a negligible but significant correlation between board compensation and EPS. The study, which was carried out in Nigeria, demonstrates a disparity in scope. This research was conducted in Kenya.

Lu (2021) focuses on how corporate governance hinders the connection between a company's financial performance and sustainability performance. In order to investigate the effectiveness of corporate sustainability and corporate governance overall, this study examined a sample of the 456 biggest publicly traded firms in the United States, paying particular attention to the small influence of corporate governance on the CSP-CFP relationship. The endogeneity issue is resolved with the lag variable. Numerous regression techniques have been employed. The findings demonstrate that corporate governance boosts firm value and that stronger corporations tend to have higher CSP. CSP has a greater impact on CFP in businesses with stronger corporate governance (moderate effect). This study uses resilience as an independent variable and reveals conceptual gaps. Resilience is the dependent variable in this study.

Yeon (2016) focuses on how corporate governance systems affect how performance and CSR are related. The association between CSR and firm performance was examined using moderator regression analysis to examine the moderating influence of governance structure. Four regression steps were used to conduct the analysis. The findings indicate that CSR improves performance; Second, the relationship between CSR and performance is moderated by governance structure. When carrying out CSR activities, agency costs arise due to conflicts between shareholders and directors. This study ignores aspects of financial sustainability and thus reveals conceptual gaps.

Madanoglu and Karadag (2016) focused on Corporate Governance and Financial Performance: The Deadly Effects of Deviation from Optimal Franchising. 35 US restaurant chains that were publicly traded from 1990 to 2008 make up the sample. In a cross-sectional time series, this study employs hierarchical regression with fixed effects. The results show that when there are deviations from ideal franchising, there is a higher association between corporate governance legislation and prosperous enterprises. Corporate governance is used as an independent variable in this study, which reveals a conceptual gap. Corporate governance is a moderating element in this study. The aspect of financial sustainability is also neglected in this study.

Kabir and Thai (2017) investigated how several aspects of company governance, such as board size, board independence, foreign and state ownership, influenced the relationship between CSR and financial success. We looked at a sample of Vietnamese company registrations. Effective regression analysis was performed using the standard least squares, fixed effects, and two-stage least squares models. According to the results of the simple least squares regression, CSR actions are beneficial to the company's financial success. Factors that effect corporate governance, such as foreign ownership, board size, and board independence, whereas government ownership has no such impact, further reinforce the positive correlation between CSR and financial success. The study was conducted in Vietnam and shows differences in scope. This research was conducted in Kenya.

Focusing on Corporate Governance and Corporate Values: Moderating Effects of Gender Diversity on Boards, Chin et al. (2019). This study used a cross-sectional design and a quantitative methodology. Typically, the top 120 market capitalizations of the firms listed on Bursa Malaysia were chosen, and pertinent information was obtained from each company's annual report. The findings demonstrated that the size of the supervisory board and its independence had a favorable impact on the firm's worth. However, neither the risk management committee nor the internal monitoring committee saw a strong connection with Tobins Q. However, in terms of business success and governance, gender diversity on the board did not serve as a booster. This study uses corporate governance as an independent variable, which highlights a conceptual flaw. Corporate governance is a moderating element in this study. The aspect of financial sustainability is also neglected in this study.

Ownership and legal precedent were taken into consideration by Xu et al. (2001) in their examination of the impact of corporate governance (CG) on innovation investment. The sample of publicly traded family businesses (FBs) used in the authors' empirical research was selected from the top 500 non-family firms worldwide between 2009 and 2018. The study uses comprehensive CG methods to reduce human influence. Investigating the moderating impacts of fixed forms of ownership and jurisdiction was the goal of this measure. The authors' findings show that CG has a positive influence on innovation investment. These positive correlations are more prevalent in common law economics than in civil law, and they are stronger in family companies (FBs) than in non-family businesses (NFBs). Corporate governance is used as an independent variable in this study, which reveals a conceptual gap. The aspect of financial sustainability is also neglected in this study.

In their study, Fooladi and Farhadi (2017) investigate whether the features of corporate governance have a moderating impact on the association between RPT and firm value. In this study, a novel element that has the potential to enhance the detrimental effects of RPT is used: the "mismatch" between cash flows and control rights. The results of the analysis imply that factors like CEO dualism, erratic cash flow, and control rights may make the inverse relationship between RPT and firm value even worse. The findings demonstrate the need for stricter RPT regulations and higher corporate governance standards, which necessitates increased oversight by regulators, lawmakers, and standard-setters. This study has a conceptual error and misses the affordability issue. This study examines the role of corporate governance in modulating the relationship between these factors and the financial sustainability of Kenyan protected areas.

Eforis and Uang (2015) conducted this analysis to determine whether state ownership has an impact on the relationship between corporate governance and business performance as well as the impact of corporate governance on firm performance. Using the Indonesian dataset and a combined measure of corporate governance excellence made up of six independent components, we arrive at the following conclusions. To begin with, the relationship between corporate governance quality and firm performance suggests that stakeholders might gain from better corporate governance. Second, the relationship between state ownership and corporate performance is favorable, indicating that government assistance for business growth in developing nations. Last but not least, state ownership shows that enhancing corporate governance on state-owned firms has a reduced influence on performance by negatively moderating the impact of corporate governance quality on firm performance. In order to investigate how corporate governance affects performance, the study used corporate governance as the independent variable.

Lu et al. (2015) looked at how internationalization affected two aspects of family business performance: growth and profitability. According to the report, efficient internationalization strategy implementation necessitates a suitable organizational structure, which is often lacking in Chinese family businesses. These businesses can reap higher benefits from internationalization to the degree that such a framework is in place. Our forecasts are backed up by actual evidence from a sample of 225 Chinese family businesses. According to a study, internationalization has a positive impact on growth but a negative impact on profitability. The challenges experienced by Chinese family firms in internationalization are highlighted by the negative link between internationalization and business profitability. The significance of adequate corporate governance is emphasized by the helpful moderating effect of corporate governance, a crucial component of organizational structure. In contrast to that study, this one was carried out in Kenya.

Suriawinata and Correia (2019) used data from Indonesia to examine how corporate governance affects the link between profit management and company value. This study demonstrates a significant and unfavorable moderating impact of corporate governance on the association between earnings management and business value, as assessed by the percentage of independent directors. This implies that having independent commissioners reveals more about the company's opportunistic approach to revenue management, which the capital market thus rates favorably. The study was conducted in Indonesia, showing gaps in coverage. This research was conducted in Kenya.

As part of excellent corporate governance, Arisukma (2020) wants to investigate how three board of director’s characteristics (board size, board independence, and CEO duality) relate to one another and how they affect the amount of information that sustainability reports are required to include. Signalling Theory is supported by this research. The level of sustainability report disclosure was found to have a substantial negative association with board size and independence. The findings also demonstrate that the audit committee strengthened the moderating association between board size, CEO duality, and amount of sustainability report disclosure while weakening the relationship between board independence and level of disclosure. This study overlooks the affordability issue and has conceptual problems. This study investigates how corporate governance affects how these variables interact with Kenyan protected areas' ability to sustain their financial viability.

Khafid et al. (2018) investigated the function of corporate governance in reducing the impact of firm size and expansion on CSR disclosure. Purposive sampling was utilized in this study. In this study, 19 companies were chosen and 38 units of analysis were observed. Data were analyzed by regression analysis of absolute value differences. The results show that corporate governance increases the influence of firm size and development on CSR disclosure. This study ignores the issue of affordability and reveals a conceptual flaw. This study examines the role of corporate governance in modulating the relationship between these factors and the financial sustainability of Kenyan protected areas.

Nekhili et al. (2016) concentrate on the moderating impact of ownership and governance on the management of free cash flow and earnings. Using a simultaneous equation model, the endogeneity of the FCF variables was removed. The results demonstrate opportunistic free cash flow management behavior and are based on a sample of French companies from the SBF 120 index from 2001 to 2010. To enhance reported results, managers in particular apply results management techniques. Institutional investors, management ownership, and corporate governance standards including audit committee independence and external quality assurance were found to decrease the scope of earnings management. If there are issues with free cash flow, corporate governance measures take over their duty in regulating managers' actions to manage earnings. This study has a conceptual error and misses the affordability issue. This study investigates how corporate governance affects how these variables interact with Kenyan protected areas' ability to sustain their financial viability.

Focusing on the participation of women in corporate governance, company performance, and the moderating effect of family ownership, Amin et al. (2022) examine these issues. The design of this study was cross-sectional. According to the findings, a company's financial performance is favorably correlated with the number of women in management. However, when family ownership is controlled, the linkages mentioned are less noticeable. The findings support the reform of the Corporate Governance Codes (CCG), which mandates the inclusion of women on the company's board, by demonstrating a favorable relationship between the presence of women on the board and financial performance. The study's findings also partially support the idea that having more women on the board of directors boosts business effectiveness. This study had a cross-sectional design, indicating methodological gaps. This study follows an exploratory research design.

The moderating impact of corporate governance on the creative capital and financial performance of Nigerian listed firms is the main topic of Adegbayibi (2021). The research design for this study was ex post facto. As a result of the link being shown to be substantial across all components, the results demonstrated how corporate governance and intellectual capital influence financial success. Investing in intellectual capital has a less impact on financial performance, according to this study's conclusion, which also finds that corporate governance. This study chose an ex-post-facto research design that has a methodological gap. This study follows an exploratory research design.

The moderating effect of governance structures on the link between quality management techniques and project performance across organizations was explored by Lu et al. (2019). The design of this study was cross-sectional. The findings demonstrate how quality management techniques aid in the execution of cross-organizational projects. While trust's moderating impact on inter-organizational project performance is minimal, contract management enhances the benefits of quality management measures. In cross-organizational projects, the facilitation effects of contract management show how to increase the influence of quality management approaches. This study highlights conceptual gaps by concentrating on the moderating influence of governance structures on the link between quality management techniques and project performance across enterprises. This study focuses on how corporate governance affects the factors that determine the financial viability of communal maintenance in northern Kenya.

Naciti et al. (2021) focus on corporate governance and sustainability. This study follows a desk research design. This research demonstrates how corporate governance significantly affects sustainability. Corporate governance is an independent variable in this study, while in this study it is a moderating variable. Aspects of the determinants of financial sustainability are ignored in this study.

2.3.6 Financial Sustainability

Navarro-Galera et al. (2016) studied an empirical study of Spanish cities to examine the relationship between financial sustainability ratings and three IFAC variables (income, debt and services). According to the conclusion of the study, the income and expenditure balance sheet is a useful approach to assessing financial sustainability as it provides important information about its three aspects, enabling the identification of specific causes that can lead to sustainability problems in public services. This study adopts an assumed desktop research design, thereby revealing methodological gaps. The current study has chosen an explanatory research design.

Rodrguez Bolvar (2016) set out to enumerate the risk and driving elements that affect the financial viability of local governments. The findings highlight the drivers (household performance) and risk factors (unemployment and the population under the age of 16) of financial sustainability, which can be a helpful place for managers and policymakers to start when making decisions. This study focuses on the municipality's ability to finance it and reveals conceptual gaps. This study examines the financial viability of community conservation organizations.

Almagtoma et al. (2019) made an effort to assess the financial stability of public higher education institutions in Iraq and to look into the connection between financial stability and university autonomy. This study adopts an exploratory methodology and makes use of semi-structured interviews and content analysis techniques. The findings indicate a connection between financial viability and accountability, and management must supply the essential financial data for the accountability function in order to support its operations and assure enough funding. The research reveals that the sample university cannot function as a financially independent institution without government help because its financial sustainability estimates are low. Further examination found that the evident cause of the financial deficit in the financial condition during the study period was the lack of financial and administrative power. Other government higher education bodies who evaluate the financial health of their own universities can also use the results as knowledge and statistics. This study adopted a desktop research design, which shows methodological gaps. The current study has chosen an explanatory research design.

The financial viability of SMEs during production expansion was investigated in simulation research by Schwab et al. (2019). A longitudinal empirical case study of family-owned Swiss SMEs served as the foundation for this study, which also included quantitative and qualitative data. A target term of 30 days for customer receivables foreclosure and a credit ceiling of 25% of most recent sales supplied by financial partners are part of the baseline scenario for high-growth SMEs, according to the research. If the customer's billing cycle is shortened to ten days and the credit limit is raised to 65% of the previous transaction, the likelihood of bankruptcy falls to 30%. The results show the unintended negative consequences of macro-level banking regulations on the performance of micro-level firms and thus have policy implications. The study was designed longitudinally, which shows methodological gaps. This research is a cross-sectional study.

The affordability of Tanzania's savings and credit unions is the subject of a study by Marwa and Aziakpono (2015). The data set used in this analysis was derived from the SACCO's 2011 audited financial statements. Efficiency is measured by return on assets (ROA), while financial sustainability is determined by the ratio of total spending to total income. Using linear regression, factors affecting financial sustainability were investigated. The findings show that 51 percent of the sample overall and around 61 percent of the SACCO sample are both operational and financially viable. On average, profitability results are better than some of the reported results for traditional microfinance in the region and around the world. From a long-term sustainability perspective, these results indicate a bright future for the Financial Cooperation business model as a means to support the less fortunate. The study was conducted in Tanzania, showing gaps in coverage. This research was conducted in Kenya.

Zabolotnyy and Wasilewsk (2019) used the example of food enterprises in Northern Europe to illustrate the notion of financial sustainability measurement. The study used fuzzy logic to quantify intricate interrelationships between multiple financial elements and classify businesses based on their financial viability. Advanced indicators are created utilizing a unique combination of components to measure the relative level of financial sustainability of food operations. The synthetic valuation relationship framework is made up of the value vector and continuity vector that take into account the dual nature of financial sustainability in terms of risk and return. Some of these characteristics are profitability, market capitalization, productivity, operational effectiveness, debt, liquidity, interest coverage, and retained earnings. The study focused on financial sustainability of food companies thus showing conceptual gap. The current study focused on financial sustainability of community conservancies.

Bolvar et al. (2018) examines the influence of political effects on the development of profit and loss accounts to gain new insights into financial sustainability accounting assessments in municipalities. Using the general method of the Moment system, this article examines the income accounts of Spanish cities from 2006 to 2014, as well as the profile of mayors and political institutional aspects. The income statement is a helpful tool for assessing the financial viability of a political system because it demonstrates how political variables like ideological conformity, political competition, political ideology, and absolute majority or political fragmentation affect the three IFAC dimensions of service, revenue, and debt. The study focused on financial sustainability of local government thus showing conceptual gap. The current study focused on financial sustainability of community conservancies.

Henock (2019) focuses on the financial sustainability and performance of Eastern Ethiopian savings and loan unions. In this study used descriptive. The study involved 46 SACCOs that had been in operation for at least three years and had audited financial records. The analysis relied on secondary data sources, including audited company financial statements for 2016. SACCO in eastern Ethiopia was found to be financially sustainable and underperforming, according to the study. Statistically important predictive variables of SACCO's financial self-sufficiency include return on investment, operational effectiveness, equity ratio, reward, and deposit mobilization. Similar to this, size, debt-to-equity ratio, endowment, and financial self-sufficiency are statistically relevant predictor variables when evaluating SACCO's outreach performance. The study, which was carried out in Ethiopia, revealed coverage limitations. This investigation was carried out in Kenya.

Henning and Jordan (2016) examined the factors that influence the financial sustainability of agricultural loan applications. The results show that current and historical agricultural financial results, account status, guarantees, and credit records are important factors in evaluating claims for financial benefits. In contrast to experience and success traits relative to competitors, age and education/skills were found to be less important in predicting ability to pay. Although they are currently not objectively considered in credit scores, credit analysis related to leadership and interpersonal relationships, commitment and trust, place of internal control, effectiveness only, calculated risk taking, the need for performance, and prospecting is a key indicator of potential borrowers' capacity to repay their loans. As a result, credit analysts and managers look for signs of strong repayment capabilities in the managerial prowess and entrepreneurial traits of potential borrowers. The study focused on financial sustainability of firm credit application thus showing conceptual gap. The current study focused on financial sustainability of community conservancies.

Murungi (2020) looked into the elements that have an impact on Kenyan community-based ecotourism development programs' long-term survival. An easy-to-use stratified random sampling technique was used in this investigation. The study found that, over time, community involvement has a significant influence on the success of locally based ecotourism businesses. The research also found that market ties and contacts with industry professionals have a big impact on the long-term profitability of community-based ecotourism projects. The sustainability of community-based ecotourism operations was found to be minimally impacted by local innovations. The study also discovers that community-based ecotourism operations' long-term viability is significantly impacted by transparent financial resource management. The results showed that project management methods affected community involvement, financial viability, stakeholder cooperation, and sustainability of community-based ecotourism development initiatives in Meru District in descending order of impact. The research centered on the financial viability of community-based ecotourism programs, revealing a conceptual gap. The current research looked into the financial viability of community conservation organizations to a large extent, projects.

Kiveu (2016) examines the factors influencing the long-term viability of a municipal water supply project in Bungoma, Webuye District of East Kenya. This study uses a descriptive survey design. The researchers discovered a link between water conservation behaviors, education, technology choice, and financing level and the sustainability of community water projects using Pearson's Product Moment Link (PPMC) analysis. The study concentrated on the financial viability of water projects, revealing a conceptual gap. The current research looked into the financial viability of community conservation organizations.

Halakhe (2020) investigated the impact of women's engagement on the sustainability of the Jaldesa Community Conservancy's community conservation project in Marsabit County, Kenya. This study used a cross-sectional survey methodology and a mixed-methods strategy that incorporated qualitative and quantitative research. This study is informed by participatory theory and environmental feminism theory. The dependability of a pilot study was evaluated using Cronbach's alpha coefficient and similar responders. Through focus groups and questionnaires, researchers gathered primary data. The dependent and independent variables exhibit a significant and advantageous association, according to this study.

The focus of Jaber and Abdullah's (2022) study is on how external financial environmental elements affect a company's ability to sustain its financial health. A number of parameters are utilized as the foundation for the Fulmer model, which measures financial sustainability (inflation, interest rates, per capita income, and market share). Five companies from the stock market sector were chosen to serve as research models, and the Iraq Stock Exchange was employed as a learning community. Data from their annual accounts for the period (2010-2019). The results showed that the companies in the research sample were financially healthy. The results also show that the factors affecting the external financial environment have little impact on the ability of the study sample firms to make a profit. The results of this study indicate that each individual variable is influenced by the interest rate and the company's market share. This relates to how the external financial environment's drivers affect financial sustainability. The study was conducted in Iraq, showing a gap in coverage. This research was conducted in Kenya.

Gitonga (2021) focuses on the financial stability and corporate governance of NGOs in Kenya. Design for descriptive research. The findings suggest a considerable and favorable association between board diversity, management duality, board size, and board composition. The results indicate a favorable and significant association. To display the coefficient of determination and the level of significance, regression and ANOVA were carried out. The findings demonstrate a substantial and significant association between board size, board composition, CEO duality, and board diversity and financial sustainability. Corporate governance is an independent variable in this study, while in this study it is a moderating variable. Aspects of the determinants of financial sustainability are ignored in this study.

Mwangi (2021) focuses on the effect that mobile lending has on the ability of small and micro businesses in Roysambu District to maintain a stable financial position. According to this study, there is a considerable positive correlation between financial viability and credit availability, pricing, and terms for SMEs in the Roisambu District. According to regression analysis, the four factors included for this study have a relationship with changes in the financial sustainability of SMEs. The study also found that credit availability, borrowing costs, credit terms, and creditworthiness are critical to improving financial sustainability. In addition, creditworthiness has the largest impact on financial sustainability, followed by credit conditions, while credit affordability and borrowing costs have the least impact. This study focuses on the strengths of small and micro enterprises, revealing contextual gaps. The current study focuses on community conservation in northern Kenya.

Kabene (2021) focuses on the impact of financial reporting on the financial sustainability of NGOs in Nairobi District. This research adopts descriptive research. The correlation results show that financial planning services have a significant and beneficial relationship with financial sustainability, financial management services have a useful and significant relationship with financial sustainability, and management skills have a significant positive relationship with financial sustainability. The results also show that financial planning services have a positive and significant effect on financial resilience. The study's findings also demonstrate that financial management services significantly and favorably affect financial sustainability. Additionally, the findings demonstrate that managerial skill has a favorable and considerable impact on financial sustainability. Aspects of the determinants of financial sustainability are ignored in this study.

In Khadijah (2022), a case study by Windle International Kenya, the emphasis is on financial management procedures and the financial sustainability of donor-funded programs. Both a descriptive and an explanatory research design are employed in this study. The 68 senior management program executives, field personnel, and finance officials who participated in this survey as respondents made up the target group. Frequency tables and charts are also used to present the information. The study's key finding is that organizations adopt financial management methods such budgetary control, financial reporting, internal control, and financial control, which has a good impact on project finance sustainability in those organizations. This study ignores the aspect of the moderating variable, which in this study is corporate governance.

Nyaga and James (2018) concentrated on elements that affect the viability of food security initiatives in the Maasai community in Kenya's Kajiado District. A design for assessment research was used in this study. This study discovered that project sustainability was enhanced by community involvement. Additionally, the amount of investment will have a statistically significant favorable impact on the project's viability. According to the fitting model's results, community involvement and financing levels are sufficient to explain why food security projects in the research area are sustained. The study ignores the aspect of the moderating variable, which in this study is corporate governance.

Rodriguez et al. (2016) focuses on risk factors and drivers of financial sustainability in local governments. The study focused on previous research, thus adopting a desk research design. The results identify the following financial sustainability risk factors, namely unemployment and population under 16 years, while household performance is identified as a driver of financial sustainability. However, this research does not focus on the determinants of resilience which is the main focus of this research.

In Italy, Bartolacci et al. (2018) focused on assessing the factors that influence the financial sustainability of waste management. Financial sustainability is assessed in relation to the disposal companies operating there and various quantitative and qualitative data are taken into account to examine possible influencing factors. The results showed that the separate collection of waste can positively affect the company's financial results, while the expansion of the city area has a negative impact on profitability. Finally, there is no evidence of a relationship between companies' financial viability and the potential availability of waste disposal facilities or the geographic area in which they operate. Therefore, it seems easier for the analyzed companies to expand their business by strengthening separate waste collection activities than by expanding the area served. The study was conducted in Italy while this study was conducted in Kenya.

The integration of financial sustainability and accountability in higher education institutions is the main topic of Almagtome et al. (2019) exploratory case study. This study adopts an exploratory methodology. The findings demonstrate the interdependence between financial sustainability and accountability, and management must secure appropriate funding through disseminating the financial data required for accountability to function and justify its operations. The analysis discovered that the sample university had little chance of becoming financially sustainable and could not survive as a self-sufficient entity without government funding. Further investigation revealed that the absence of financial and administrative authority was the inescapable cause of the financial deficit in the financial condition at the time of the study. The study was conducted in Iraq while this study was conducted in Kenya.

Organizational change is emphasized by Utami et al. (2020) as a factor in corporate friendliness and its effect on business sustainability. This study employs a survey method along with a quantitative approach. According to the study's findings, corporate friendliness is significantly and favorably influenced by strategic leadership, corporate culture, corporate governance, business infrastructure, and corporate alignment, with higher strategic leadership, corporate culture, corporate governance, corporate infrastructure, and corporate alignment indicating greater corporate friendliness. will increase the friendliness of corporations. The analysis's results also show that corporate sustainability through corporate friendliness is significantly and favorably indirectly influenced by strategic leadership, corporate culture, corporate governance, corporate infrastructure, and corporate alignment, meaning that the higher these factors are, the higher the corporate sustainability through corporate friendliness. The study ignores the aspect of the moderating variable, which in this study is corporate governance.

2.4 Critique of Literature and Gaps

The study has found that financial sustainability is vital to the survival of an organization. Financial sustainability tends to reflect on the organization’s ability to maintain its diverse capacities. Both non-profit and profit-making organizations face challenges from various perspectives such as from technology perspective, economy perspective, politics perspective and many other factors.

From literature, management competence, community participation, staff capacity and revenue diversification have been identified as essential in supporting financial sustainability; however, there exists no study in Kenya on the same to verify whether the determinants actually affect financial sustainability of community Conservancies and to what extent such an effect is. This study aims to clear these gaps.

Njiru and Njeru (2020) ; Popescu et al. (2020) studies focused on Small and Medium Enterprises in Kenya, Ndambiri et al. (2018) study focused on construction companies in Bomet County, Kenya, Nderitu (2015) study focused on CIC general insurance company limited, Kaleli (2016) concentrated on firms listed NSE. The study by Mwithi (2016) focused on state-owned enterprises in Kenya, the study by Asah et al. (2015) focused on SMEs in South Africa, Ikupolati et al. (2017) The study focused on small and medium enterprises (SMEs) in Nigeria. All of these studies show gaps in coverage. The current study focuses on community conservation in northern Kenya. Hassan's (2020) study has adopted a desk research design. Mwithi's research (2016) uses a cross-sectional research design. Gitia (2019) chose a correlative study design. Diboye-Su (2019) adopted a cross-sectional survey. Bukhari et al. (2021) and Nderitu (2015) studies adopted a case study research design. Ibay and Pa-alisbo (2020) adopted a mixed method research design. The current study adopted explanatory research design.

Musyimi et al. (2018) study was done in heath institutions, Musembi et al. (2018) focused on public energy sector projects, Lemmetty and Collin (2020) was done in learning situations, Sembiring (2016) focused on Small and Medium Enterprises (SMEs), Musembi et al. (2018) focused on public energy sector projects. All these studies were done in different sectors thus showing a contextual gap. The current study focused community conservancies. In addition, different studies have been done in different countries thus showing a scope gap. Sarlak and

Kolivand (2016) study was done in Iran, Sun et al. (2020) study was done in China, Sinaga and Razimi (2019); Sembiring (2016) studies were done in Indonesia. The current study was done in Kenya. Further, different studies have also used different research design thus showing a methodological gap. Afthanorhan et al. (2018) adopted a correlational research design, Sun et al. (2020) adopted a desktop research design. The current study adopted explanatory research design.

Haq et al. (2015); Adesida and Okunlola (2015); Roba and Kikwatha (2021), Annan (2015), Osman (2018), Akumu and Onono (2017) studies focused on only one determinant of financial sustainability which was community participation thus indicating a conceptual gap. This study focused on four determinants of financial sustainability which included; management competencies, staff capacity, community participation and revenue diversification. In addition, scope gaps have also been presented. Haq et al. (2015) study was done in Pakistan, Adesida and Okunlola (2015) study was done in Nigeria, Maluka and Bukagile (2016) research was done in Tanzania. This research was conducted in Kenya. Different studies have also presented methodological gaps. Roba and Kikwatha (2021) ; Eshun and Tichaawa (2020) studies adopted a mixed method research design, Suttiwong et al. (2015) study adopted a cross-sectional design, Ogoti (2018) adopted an exploratory research design. The current study adopted explanatory research design.

Tran et al. (2020) study was done in Vietnam, Natalia et al. (2016) was done in South Asia, Guan et al. (2021) was done in China, Jaafar et al. (2021) and Ahmad et al. (2019) studies were done in Malaysian, Hafidiyah (2016) study was done in Indonesia. There was a gap in the research' scope. In Kenya, the current study was conducted. The longitudinal aspect of Teimet's 2021 study revealed a methodological hole. The design of the current investigation was cross sectional. Mulwa and Kosgei (2016) used an ex post facto explanatory design, Kitisya and

Ndegwa (2017) used a mixed research design, and Mutisya (2017) used both descriptive and correlational research designs. The current study adopted explanatory research design. In addition, most studies such as Peng et al. (2018); Mutisya (2017); Mulwa and Kosgei, (2016); Mwania (2020), that were done on revenue diversification were focused on effect of revenue diversification on firm performance and not financial sustainability thus indicating a conceptual gap.

Wagana and Karanja (2017) study focused on manufacturing firms, Ann (2018) study focused on tertiary institutions, Buyema (2019) study focused on national government affirmative action funds, Mwangangi (2018) study focused on listed companies. All these studies presented a conceptual gap. The current study focused on community conservancies. Studies by Madanoglu and Karadag (2016) and Ann (2018) chose a cross-sectional design, which shows methodological gaps. The current study adopted explanatory research design. Wagana and Karanja (2017); Ann (2018); Mwangangi (2018) and Chen et al. (2015) used corporate governance as an independent variable thus showing a conceptual gap.

Navarro-Galera et al. (2016) study was done in Spain, Almagtomea et al. (2019) study was done in Iraq, Marwa and Aziakpono (2015) was done in Tanzania, Henock (2019) was done in Ethiopia. All these studies presented a scope gap. This study was done in Kenya. Navarro-Galera et al. (2016) and Almagtomea et al. (2019) adopted a desktop research design. Henock (2019) adopted both descriptive research design. Halakhe (2020) adopted a cross-sectional study and used a mixed-mode study. The current study adopted a explanatory research design. In addition, different studies have focused on financial sustainability in different sectors thus showing a contextual gap. Almagtomea et al. (2019) study focused on financial sustainability of public higher education institutions, Henock (2019) focused on financial sustainability in saving and credit cooperatives, Schwab et al. (2019) focused on financial sustainability of

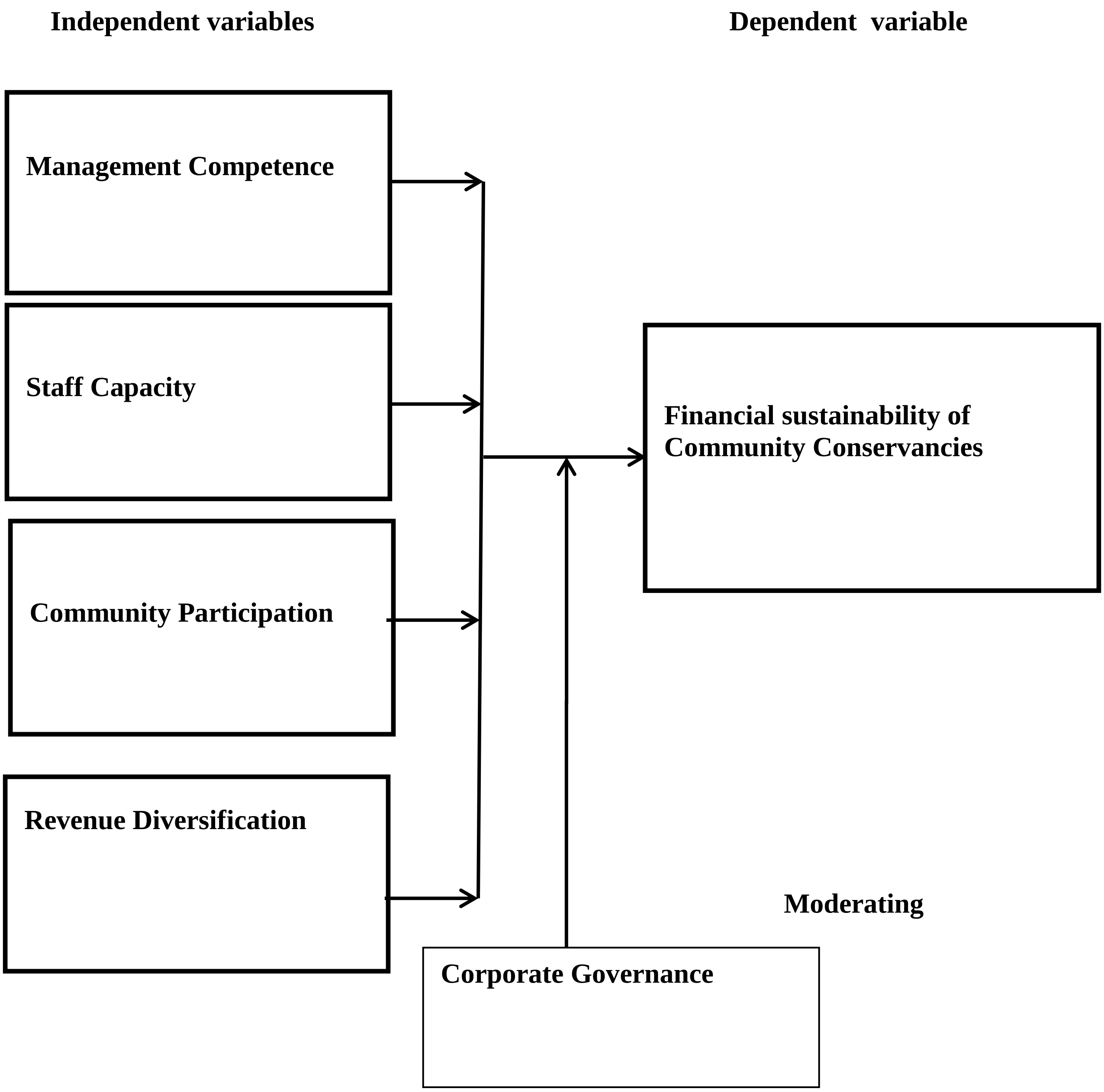
SMEs, Zabolotnyy and Wasilewsk (2019) focused on financial sustainability of food companies, Bolívar et al. (2018) focused on financial sustainability in local governments. The current study focused on financial sustainability of community conservancies.

2.5 Conceptual Framework

The main focus of this study is on the determinants of financial sustainability of community conservancies. Broad strategic plan forms the basis from which financial sustainability is derived. The most significant underlying factors as well as financial sustainability components need to be examined and acknowledged and examined before it can be attained. Figure 2.1 demonstrates the conceptual framework relating the predictors, outcome and moderating constructs in this research.

Figure 2.1:

The Conceptual Framework



Source: Author (2022)

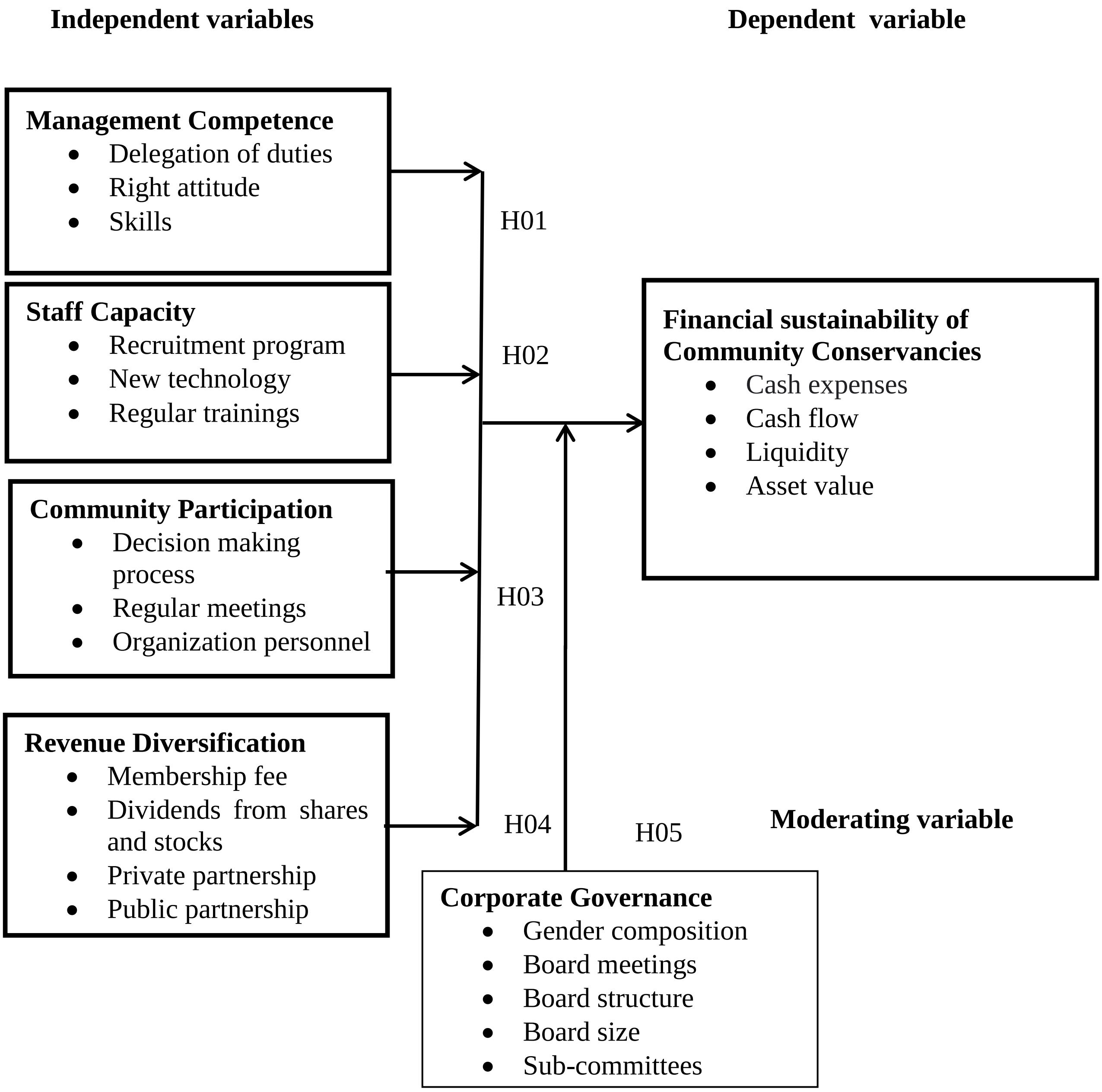
From the above diagram, the objectives include to determine the effect of management competence, staff capacity, community participation and revenue diversification on financial sustainability of the community conservancies in Northern Kenya. Additionally, the study sought to ascertain how corporate governance affected the connection between the determinants and the financial viability of community conservancies in Northern Kenya.

2.6 Operational Framework

Figure 2.2 demonstrates the operational framework relating the independent, dependent and moderating variable in this study.

Figure 2.2:

Operational Framework



Source: Author (2022)

The study comprised of four independent variables: Management competence measured in terms of delegation of duties, right attitude and necessary skills. Staff capacity measured in terms of recruitment program, new technology and regular trainings. Community participation measured using decision making process, regular meetings and organization personnel. Revenue diversification measured using membership fee, dividends from shares and stocks, private partnership and public partnership. The dependent variable is financial sustainability of community conservancies measured in terms of cash expenses, cash flow, current assets/liabilities and asset value. Finally, the moderating variable is corporate governance measured in terms of gender composition, board meetings, board structure, board size and sub-committees.

2.7 Operationalizations of Constructs

Table 2.1*:*
Operationalizations of Constructs

Constructs	Indicator	Source	Measurement Scale	Tools of Analysis
Financial Sustainability	• Cash expenses • Cash flow • Liquidity	Almagtoe et al., (2019); Schwab et al. (2019); Zabolotnyy and Wasilewsk (2019);	-5-point Likert scale	-Descriptive statistics -Correlation analysis

		Henock (2019); Henning and Jordaan (2016)		-Regression analysis
Management Competence	• Recruitment program • New technology • Regular trainings	Ndege & Gichuki, (2017); Muriithi (2014); Ezeugbor and Victor (2018); Gitia (2019); Ocharo and Kimencu (2018)	-5-point Likert scale	-Descriptive statistics -Correlation analysis -Regression analysis
Staff Capacity	• Recruitment program • New technology • Regular trainings	Eisenhardt & Martin, (2010); Wambui and Njuguna (2017); Nyaupane et al. (2020); Kimutai et al. (2013)	-5-point Likert scale	- Descriptive statistics -Correlation analysis -Regression analysis
Community Participation	• Decision making process • Regular meetings • Organization personnel	Li et al., (2020); Yusuf et al. (2020); Aupe (2017); Haq et al. (2015); Adesida and Okunlola (2015); Martini et al. (2017	-5-point Likert scale	-Descriptive statistics -Correlation analysis -Regression analysis

Revenue diversification	• Membership fee • Dividends from shares and stocks • Private partnership • Public partnership	Mikołajcza (2018); Hung and Hager (2019); Teimet (2021); Tran et al. (2020); Nisar et al. (2018); Mutisya (2017); Mulwa and Kosgei (2016)	-5point Likert scale	-Descriptive statistics -Correlation analysis -Regression analysis
Corporate governance	• Gender composition • Board meetings • Board structure • Board size • Sub-committees	Tricker, & Tricker, (2015); Prugsamatz (2017); Buyema (2019); Ann (2018) Chen et al. (2015); Akicho et al. (2017)	-5point Likert scale	-Descriptive statistics -Correlation analysis -Regression analysis

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology of the study. It opens by giving an explanation on the research design adopted. The development of a central research strategy is the most important part of any research and needs to be formulated, it needs to be formulated (Sekaran, 2010). A major part of research is the development of effective research strategies. Based on the model and variables developed in Chapter 2 and the research strategy and methodology described in this chapter, the variables were analyzed. Survey design, demographic, type of data, sampling framework, sampling and sampling processes, data collection tools, data collection techniques, trials, tool validity and reliability, and data processing and presentation are discussed.

3.2 Research Philosophy

Philosophy of the research is concerned about the way research is carried out (Hughes & Sharrock, 2016). Positivism and phenomenology are the two main research paradigms that dominate the field of finance. The research is anchored on positivism. Each philosophy of research makes its own assumption about the nature of social reality (Saunders et al., 2007). Positivism was introduced by Auguste Comte between 1798 and 1857. Positivism philosophy is objective and deductive such that research begins with theory then data collection to either support or refute the theory (Creswell, 2009).

An epistemological viewpoint known as positivism is founded on the idea that the observer is fundamentally independent of what is being seen and that even the features that are being noticed should be evaluated using objective standards as opposed to subjective judgments (Nachmias & Nachmias 2004; Saunders et al., 2007; Mugenda & Mugenda, 2003). The study is assumed to be based on real facts, impartiality, neutrality, consistency, validity and measurement of results. He also accepts that the approach is methodologically quantitative and worthless (Saunders et al., 2007).

On the other hand, phenomenology philosophy tries to understand social phenomena being studied. It focuses on interpretation, meaning and immediate experience with the researcher being open and relying on experience (Saunders et al., 2007). This study is inclined to the positivism approach because it is theory based from which testable hypotheses are drawn for testing.

3.3 Research Design

This is a guideline for while having a maximum control of the factors which at times may interfere with findings validity. It also entails data gathering, analysis, and presenting of the findings (Burns & Grove, 2010). Role of a research design ensures that the obtained data during data collection exercise will be such adequate to answer the initial questions in unambiguous manner (Mugenda, 1999). This study adopted an explanatory research design using the cross-sectional approach. The design explains several parts of the hypothesis being investigated and aids in comprehending how variables relate to one another (Akhtar, 2016). This research sought to establish to influence of management competence, staff capacity, community participation and revenue diversification on financial sustainability of community conservancies.

3.4 Target Population

Mugenda and Mugenda (2003) observed that the audience is a large group of events, people, or things that have the same characteristics. It is the sum total of all which is in agreement to a certain specification. As a result, the population that the researcher plans to investigate must meet certain criteria and be homogeneous. Northern Kenya has 31 community conservancies. The target respondents comprised of 199 respondents as given in Table 3.1.

Table 3.1:

Target Population

Category	**Population**
Senior management level	31
Middle management level	41
Lower management level	127
TOTAL	199

Source: (NRP Report, 2016)

3.5 Sample Size and Sampling Procedure

A population sample is said to be a set of respondents that have been selected from an entire population for the survey purpose (Susan et al., 2015). It is a small portion of an entire population being selected for observation as well as analysis (Best & Kahn, 1998). When choosing a sample size, the general rule is to get as large a sample as feasible. Gay suggests that a percentage of ten of the population is deemed suitable to be used as a sample (Mugenda & Mugenda, 2003).

A census of the 199 respondents was conducted. Kothari (2004) argues that census studies are more reliable and reduce respondents' bias and hence generalization in these studies attains the highest degree of surety. The study respondents therefore comprised of 31 senior managers, 41 middle level managers, and 127 lower-level managers.

3.6 Data Collection

This study is based on primary data collected through a questionnaire. The poll has both closed and open questions. Closed questions are answers that are more structured to emphasize a particular recommendation. This questionnaire includes extra information for open-ended questions that might not be present in closed questions. The questionnaire was sent to the selected institution and collected within two days, which was sufficient time for the respondent to complete it with the support of academic staff. Data collection started after researchers were trained, tools tested, and letters of recommendation are received from universities. The researcher monitored the assistants and held a feedback meeting to collect complete data and ensured that the research process continued. After each day of collection, data was stored in an appropriate manner to protect against loss or tampering.

3.7 Data Collection Procedure

Data collection, according to Sekaran (2010), is a method of acquiring information from a set of pre-selected inquiry subjects. It involves use of questionnaires that are self-administered. The questionnaires was pre-tested so as to establish the reliability and validity associated with them before carrying out the study. The available questionnaires was then distributed by the researcher to all the respondents and by assistance of a research assistant.

The questionnaires was accompanied by a brief letter outlining the study's goal. According to Mugenda and Mugenda (2003), breaking confidentiality merely causes respondents worry. The study therefore withheld respondents’ names as well as their respective view with highest level of confidentiality.

3.8 Pilot Testing

According to Project Star, pilot testing is a test run of tools and methodologies used to conduct specialized research. Its main purpose is to meet potential problems so as provide a solution to them before getting worse, providing time required to carry out actual field work and any other modification that can be carried out on the instrument and even modalities of collecting data. A pilot test enhances field worker training, instrument assessment, and waste reduction on a full-fledged survey whose results aren't applicable. Given the expenses and even the option of redesigning both the instrument and the survey, the benefits exceed the downsides (Creswell, 2003).

According to Creswell (2003), pilot testing strives to ensure that there is a common understanding on the instrument to be used and guidelines to be followed together with the questionnaire. According to Cooper and Schilder (2011), pilot research is conducted to identify any flaws in the design and equipment, as well as to offer proxies for data needed to choose a sample probability. A pilot study is when a questionnaire is distributed to a small group of individuals with the intention of pre-testing the questions, according to Babbie (2004).

It is an activity that aids the study in identifying problems, restrictions, and other flaws in the interview design so that adjustments can be made before deployment (Kvale, 2007). Pilot study was conducted in community conservancies within Isiolo County. Subjects that participated in the pilot study did not participate in the final study to avoid bias. It is a rule that at least 1% percent of the sample population be included in the pilot test. To this effect, 20 respondents formed part of the pilot test which constituted more than the 10% acceptable number for pilot testing and hence very ideal (Babbie, 2004).

3.8.1 Reliability of the Research Instrument

According to Shanghverzy (2003), dependability is a measuring order. The dependability of the data was examined in this study using the Cronbach model (alpha -). Cronbach's alpha reliability coefficient typically varies from 0 (where there are no consistent outliers) to 1 (according to Brown (2002) (when all variations are consistent). The greater the internal consistency of position on the scale, the closer the coefficient is to 1.0. A decent alpha () score of 0.70 or higher is required (Gliem & Gliem, 2003).

3.8.2 Validity of the Research Instrument

Validity is a strength of research, though it can be replaced by terms like reliability, portability, compliance, and reliability (Gall et al., 2007). Validity is achieved when the necessary knowledge is attained through various descriptions, allowing one to comprehend the meaning and essence of the experience (Castillo, 2009). According to Seidman (2006), if the interview framework is successful in allowing the participants to comprehend the interviewer and even themselves, it would go a long way toward ensuring validity.

According to Weber (1990), only reliable and consistent classification procedures allow for the drawing of meaningful inferences. Different people need to code in the same way the same text. So as to ensure that it is valid, the content analysis needs to be founded on the conceptual framework as given in Chapter 2. Validity checks carried out include obtaining data from three different information sources, member checking and documentation. Other data validation approaches necessitate researchers identifying and resolving biases, providing contradictory information, and spending time in the field (Creswell, 2003). Data validation can also entail external reviews.

By using factor analysis, the instrument's validity was further examined. A dimension reduction approach called factor analysis is used to condense a large number of qualities into a smaller group of components (Yong & Pearce, 2013). It is employed to keep variables in more manageable components and measure structures. The Kaiser-Meyer-Olkin (KMO) test assesses the suitability of the collected data for factor analysis. The KMO score is between 0 and 1. The sampling is appropriate if the score is between 0.8 and 1, whereas a score of less than 0.5 indicates that the sampling is not appropriate (Yong & Pierce, 2013). The Bartlett unanimity test determines whether or not the responses collected are valid for the problem under consideration. The Bartlett test for sphericity must be significant at (p0.05) in order for factorizability to be considered.

3.9 Data Analysis

Data was collected in a quantitative format. Data were coded, categorized, sorted and summarized to answer the research questions. The Statistical Package for the Social Sciences is used for this (SPSS). Descriptive statistics like frequency, percentage, mean, and standard deviation are used to present the research findings. Regression and correlation analyses served as inferential statistics. The degree and direction of the association between the research variables were evaluated using correlation analysis. The link between the research variables was assessed through the use of linear regression analysis. To comprehend the findings of the regression analysis, R squared, the statistical significance of F, and the significance of the beta value of the variable coefficient X were all used. At the 5% level, the data's relevance was determined. The results are displayed using tables and graphs.

3.9.1 Analytical Model

This section presents the analytical models used to analyze data. The models were as follows:

"$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$ ………………………Equation 3.1"

Where:

Y = Financial sustainability of community conservancies in Kenya

$\beta 0$ = Constant term

$\beta 1$-4= beta coefficients

X1= management competence

X2= staff capacity

X3= community participation

X4= Revenue diversification

ε = Error term

Equation 3.2: Analytical model equation for measuring moderating effect

$Y = \beta 0 + \beta 1X1*Z + \beta 2X2*Z + \beta 3X3*Z + \beta 4X4*Z + \varepsilon)$ ……………………………. Equation 3.2

Where:

Y= Financial sustainability of community conservancies in Kenya

$\beta 0$ = Constant term

$\beta 1$-4 = Beta coefficients

X1= management competence

X2= staff capacity

X3= community participation

X4= Revenue diversification

Z=Corporate governance (Moderating variable)

ε = Error Term

3.9.2 Diagnostic Tests

Below tests supports diagnostic test of the study

a) Normality Testing

In order to assess whether a normal distribution accurately represents the data set and to estimate the likelihood that each of the variables underlying the data set is normally distributed, normality tests are utilized. A P value (Sig. value) larger than 0.05 was regarded as significant when using the Shapiro-Wilk test to evaluate if the data were normally distributed.

b) Multicollinearity Test

Multicollinearity occurs when two or more variables are closely related. The VIF value was determined to see whether the correlation is problematic or not. Examining the correlation matrix or, in some cases, the variance component can be used to detect multicollinearity. If the VIF is more than 10, the variable is largely explained by other factors, justifying its deletion from the model. For each independent variable in this inquiry, a VIF was created (Hair et al., 2010).

c) Autocorrelation Test

Dubin Watson autocorrelation test was calculated to check the presence or absence of serial correlation. Campbell et al. (1997) argue that autocorrelation is one of the most visible stylistic facts in empirical finance. This poses a major challenge to the basic continuous transport model, which in most cases is based on the random walk hypothesis.

Most autocorrelation studies that focus on individual stock returns have concentrated on the average autocorrelation of various groups of firms and the conclusions that have been made is that it is statistically not significant and usually nonnegative for a cross-country survey (Säfvenblad, 2000). For instance, Chan (1993) presents the effect of nonsynchronous trading, and hence predicts that the returns of individual stock show no autocorrelation, but a portfolio return do exhibit positive autocorrelation as a result of positive cross-autocorrelation across stocks. When the Durbin-Watson statistic is in the range, it is reasonable to assume that the variables have a first-order linear autocorrelation to some extent (1.5 to 2.5) (Durbin & Watson, 1971). Tables and graphs are used to display the outcomes of this test.

d) Homoscedasticity Tests

Data to be analyzed using regression must be homoscedastic in nature. In addition to this, the error variance must not vary with the rest of the explanatory variables' values. According to (Osborne et al. (2002), homoscedasticity implies that the error variance across all levels is the same for all independent variables. When this said variance differs from value to value of the independent variable, then a case of heteroscedasticity results. Yan and Su (2009) assert that the assumption of homoscedasticity requires that a constant variance be exhibited by all random errors. This is true in case an assumption is made that all observations of the error term drawn from identical distributions. Heteroscedasticity do interfere with the study's significance tests and also weakens the analysis carried out leading to distortion of the results. The P-P Plot was used to check for homoscedasticity.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

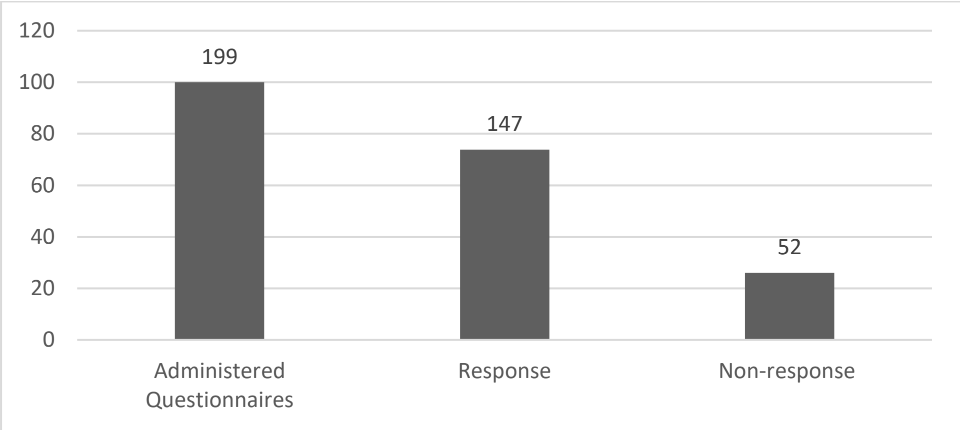
4.1 Introduction

The research findings are given in this chapter in line with the study's goals. Referencing the empirical literature covered in the second chapter, the results are also interpreted and discussed. This study's overarching goal was to determine how corporate governance affected the relationship between these characteristics and the ability of northern Kenyan communities to maintain themselves financially. The specific objectives of this study are: to examine the impact of managerial competence, human resource capacity, community participation, income diversification on the financial sustainability of community protected areas; and to ascertain how corporate governance affects the relationship between these drivers and Kenya's community conservation financing sustainability. This chapter begins by providing results for response rates, reliability statistics, and factor analysis. Second, it provides insight into the demographic information of the respondents. The findings of diagnostic tests, correlation tests, and subsequently the outcomes of regression analysis are presented after the descriptive statistical results are given for each variable.

4.2 Questionnaire Response

The researcher issued 199 questionnaires to the target people. The response rate is shown in Figure 4.1.

Figure 4.1:
Questionnaire Response



The results demonstrate that 147 of 199 surveys were correctly completed and returned. This results in a response rate of 73.9%. The fact that the researcher is accustomed to the study setting may account for the high response rate. For statistical analysis, Saunders, Lewis, and Thornhill (2009) claim that a response rate of at least 50% is required.

4.3 Reliability Statistics

Table 4.1:
Test of Reliability

Factors	Items	$\alpha \geq 0.7$	Verdict
Financial sustainability	6	0.819	Reliable
Management competence	6	0.766	Reliable
Staff Capacity	6	0.857	Reliable
Community Participation	6	0.878	Reliable
Revenue Diversification	6	0.776	Reliable
Corporate Governance	6	0.703	Reliable

Table 4.1 shows that financial sustainability had a coefficient of 0.819, management competence, 0.766; staff capacity, 0.857; community participation, 0.878; revenue diversification, 0.776; and corporate governance, 0.703. The Cronbach's alpha value for each variable is larger than 0.7. This study came to the conclusion that the survey items were trustworthy and were used in the analysis that followed.

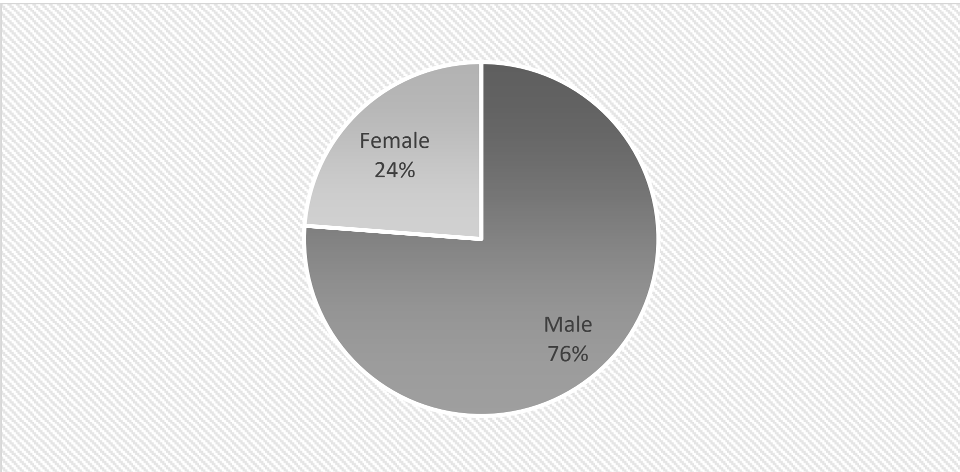
4.4 Demographic Information of the Respondents

Results on the respondents' gender, age, rank, education, and experience are presented in this section.

4.4.1 Gender distribution

Figure 4.2:

Gender of the respondents



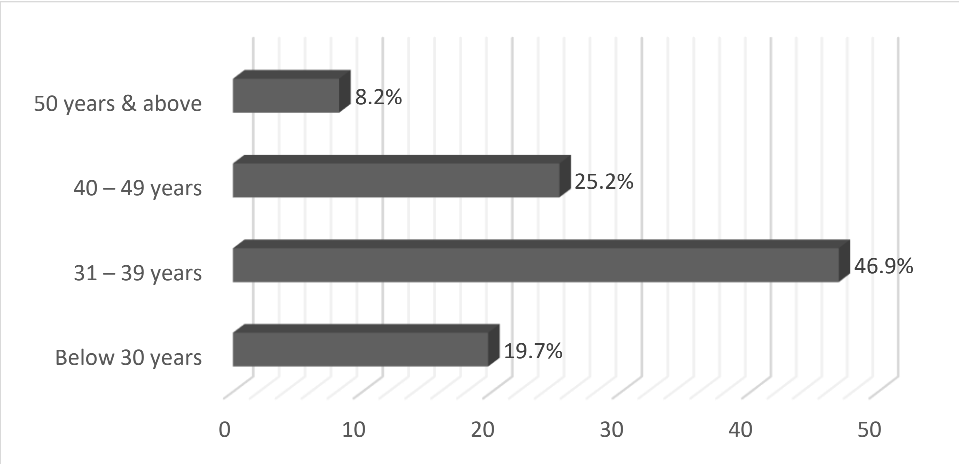
According to Figure 4.2, there were more male respondents (76.2%) than female respondents (23.8%). This implies that majority of those who participated in the survey were men.

4.4.2 Age of the respondents

Figure 4.3:

Age of the respondents

Figure 4.3 shows the participants age distribution.

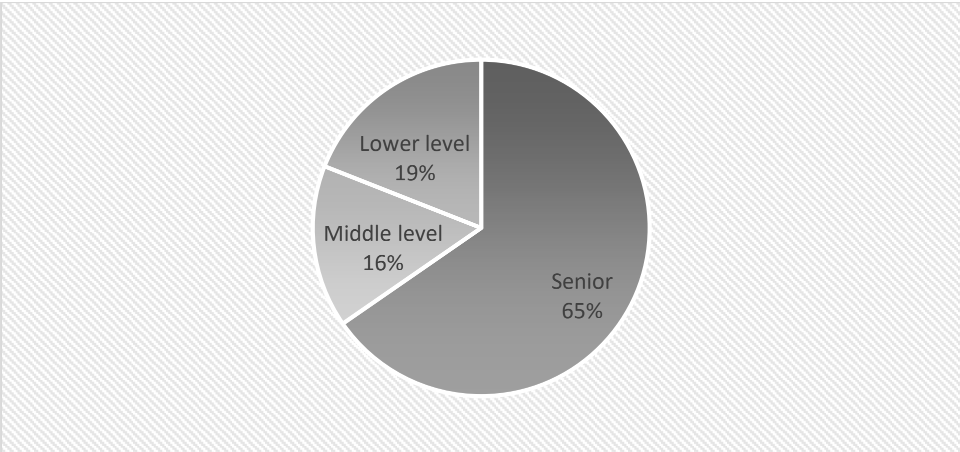


The findings demonstrate that 46.9% of participants are between the ages of 31 and 39, 25.2% are between the ages of 40 and 49, and 19.7% are under 30. This suggests that the respondents were primarily in their middle years.

4.4.3 Cadre

Figure 4.4:

Cadre



According to Figure 4.4's findings, lower-level managers made up 65.3% of the respondents, middle-level managers made up 19%, and lower-level managers made up 15.6%. Managers are expected to provide reliable information on this issue as they are involved in decision making and management of community protected areas.

4.4.4 Education Level

The respondents provided information on their education level as shown in Table 4.2.

Table 4.2:

Education level

	Frequency	Percent
Primary Level	47	32
Secondary Level	27	18.4
Tertiary College (Diploma)	28	19
University (Graduate)	37	25.2
University (Postgraduate)	8	5.4
Total	147	100

Table 4.2 indicates that 32% of the respondents had attained primary education, 25.2% had attained university education and 19% had attained college education. Education is considered essential in the ability of individuals to understand the study topic.

4.4.5 Experience

Table 4.3:

Experience

Experience	Mean	SD
	3.36	3.174

According to the results in Table 4.3, most of the participants had been employed by the organization for an average of three years (Mean=3.36). This indicates that the respondents were qualified to answer the questions since they had sufficient management experience with community conservancies.

4.5 Descriptive Statistics

Findings from descriptive statistics are presented in this section as percentages, means, and standard deviation. The results are based on the study variables: management competence, staff capacity, community participation, revenue diversification, corporate governance and financial sustainability.

4.5.1 Descriptive Statistics on Management Competence

The study looked into how managerial skill affected Kenyan community conservancies' ability to be financially stable. The respondents were asked if they agreed or disagreed with certain criteria for evaluating management competency. The descriptive results are shown in Table 4.4.

Table 4.4:

Descriptive statistics on management competence

Statement	Mean	Std. Dev
The management has adequate experience that greatly contributes to firm sustainability	4.02	0.98
Top management support is essential to firm sustainability	4.54	0.68
Leadership approaches adopted such as delegation of duties help the organization to meet its objectives.	4.29	0.97
Managers provide the lowest-ranking staff members the authority they need to accomplish the organizational goals and objectives.	4.17	1.00
Managers have the right attitude that is critical to firm sustainability	4.37	0.70
Managers have the necessary skills and knowledge that is paramount to firm sustainability.	4.44	0.77

According to Table 4.4's findings, most respondents agreed with the following statements: The management has adequate experience that greatly contributes to firm sustainability (M=4.02, SD=0.98), top management support is essential to firm sustainability (M=4.54, SD=0.68), and leadership approaches adopted such as delegation of duties help the organization to meet its objectives (M=4.29, SD=0.97).

Additionally, the majority of respondents concurred that managers should provide their lowest-ranking staff members the authority they need to fulfil the aims of the firm (M=4.17, SD=1.0), managers have the right attitude that is critical to firm sustainability (M=4.37, SD=0.70), managers have the necessary skills and knowledge that is paramount to firm sustainability (M=4.44, SD=0.77). The findings implied that the respondents acknowledged the importance of management competence in enhancing financial sustainability of the community conservancies.

The results supported the claim made by Ikupolati et al. (2017) that entrepreneurs' technical abilities help them develop their managerial skills, which promote the expansion of SMEs. The findings also concurred with Mahmud and Sanusi (2021) observation that the higher the managerial ability of the principal, the higher the quality of the principal's performance which in turn increases the percentage of schools.

The participants were further asked to give their opinion on how management competence contribute towards the financial sustainability of the firm. Most of the participants noted that management competence helps to achieve management goals, help organization to focus on further plans, helps one to understand, contribute and plan well, help managers to carry the organization vision/mission to the intended area, and it helps in lobbying resources from other sources. Furthermore, they observed that management competence helps to be transparent to the use of conservancy financial and also to be free and fair to finance usage, makes sure that any allocation of money is used wisely, helps in pproposal writing skills, financial records keeping, and links the organization with the outside world. This suggested that the respondents regard management competence as essential in realizing financial sustainability.

4.5.2 Descriptive Statistics on Staff Capacity

The survey assessed the influence of staff capacity to innovate on the financial sustainability of community conservancies in Kenya. The descriptive results are shown below.

Table 4.5:

Descriptive analysis on staff capacity

Statement	Mean	Std. Dev
The organization has a robust recruitment program to replace retiring or leaving employees and this ensures that there is no understaffing.	3.78	1.13
Employees are encouraged and facilitated to leverage on new technology.	3.89	1.19
New employees are provided with proper induction and this enhances their adjustments to the organization's processes.	4.10	0.96
Employees undergo regular trainings and this equip them with the necessary skills.	4.07	1.16
Employees are taught on the importance of knowledge sharing and this boost their performance	4.03	1.17
Staff capacity contributes towards the financial sustainability of community conservancies in Kenya.	4.33	0.93

According to Table 4.5, most of participants were in agreement with the following assertions: the organization has a robust recruitment program to replace retiring or leaving employees and this ensures that there is no understaffing (M=3.78, SD=1.13), employees are encouraged and facilitated to leverage on new technology (M=3.89, SD=1.19), new employees are provided with proper induction and this enhances their adjustments to the organization's processes (M=4.1, SD=0.96), employees undergo regular trainings and this equip them with the necessary skills (M=4.07, SD=1.16), employees are taught on the importance of knowledge sharing and this boost their performance (M=4.03, SD=1.17), and staff capacity contributes towards the financial sustainability of community conservancies in Kenya (M=4.33, SD=0.93). The findings implied that the respondents supported the importance of building staff capacity, which is likely to boost financial sustainability of the community conservancies.

The study's findings corroborated Kimutai et al. (2013)'s claim that staff size significantly affected health workers' performance. The results also supported Musembi et al. (2018)'s assertion that project implementation in Kenya's energy sector benefits from having good people management abilities.

The respondents were further asked to give their opinion on how staff capacity contribute towards the financial sustainability of the firm. Most of the participants noted that trained staff are able to know their roles, well management of resources and good planning for the organization, trained staff help in fundraising of financial resources, trained staff are able to raise funds and establish personal relations with the county government contributes towards financial sustainability. Furthermore, staff capacity improves the well-being of the community and decreased level, which promotes livelihood of the community, proposal writing knowledge helps in fundraising, timely and competent discharge of duties and equipped with skills and experience to deal with changing problems. This suggested that the respondents regard staff capacity as essential in realizing financial sustainability.

4.5.3 Descriptive Statistics on Community Participation

The study investigated how community involvement affected the financial viability of Kenyan community conservancies. The respondents were asked if they agreed or disagreed with certain criteria for gauging community involvement. The descriptive results are shown in Table 4.6.

Table 4.6:

Descriptive statistics on community participation

Statement	Mean	Std. Dev
The community participates in decision-making on issues that are likely to have an impact on them.	4.35	1.08
Community members attend regular meetings to discuss issues relating to the conservancy.	4.39	0.97
Community members form part of the organizations personnel and serve in various segments including security department.	4.46	0.97
Community members are trained on the importance of conservation.	4.48	0.89
The community has representatives in the management board of the organization.	4.61	0.80
Community members play the role of promoting the conservancy to non-locals.	4.25	1.10

According to Table 4.6's findings, the majority of participants agreed with the following statements: There is involvement of the community in decision making process on matters that are likely to affect them (M=4.35, SD=1.08), community members attend regular meetings to discuss issues relating to the conservancy (M=4.39, SD=0.97), and community members form part of the organizations personnel and serve in various segments including security department (M=4.46, SD=0.97).

The participants further agreed that community members are trained on the importance of conservation (M=4.48, SD=0.89), the community has representatives in the management board of the firm (M=4.61, SD=0.8), and community members play the role of promoting the conservancy to non-locals (M=4.25, SD=1.1). The outcome suggested that the respondents appreciated the importance of community participation, which is likely to boost financial sustainability of the community conservancies.

The results were consistent with those of Osman (2018), who discovered a link between community involvement and project sustainability. The findings also corroborated Akumu and

Onono's (2017) assertion that partnerships with tokenism and non-participation were the most common forms of engagement in this project.

The respondents were also questioned for their thoughts on how community involvement affects the organization's capacity to maintain its financial viability. Majority of the respondents noted that community participation helps organization to achieve its objectives, helps in creation of income generating activities, and ownership of the conservancy and well use of the limited resources. Furthermore, the conservancy plans are ratified at the annual general meeting, which includes community members, understanding the monetary status of the firm, and communities hold the organization accountable for its actions or activities. This drives the organization to financial sustainability.

4.5.4 Descriptive Statistics on Revenue Diversification

The study evaluated the impact of revenue diversification on the monetary sustainability of the community conservancies in Kenya. The survey participants were asked if they agreed or disagreed with several aspects of gauging revenue diversification.

Table 4.7:

Revenue diversification

Statement	Mean	Std. Dev
The organization uses membership fee as an alternative revenue source.	1.90	1.01
The organization uses dividends from shares and stocks as an alternative revenue source.	2.17	1.10
The organization generates additional revenue from assets.	2.22	1.35
The organization generates revenue from activities such as sale of products and services.	3.07	1.37
The organization gets financial support from the government.	3.17	1.18
The organization gets financial support from local private individuals and institutions.	3.82	1.08

According to Table 4.7, the majority of participants disagreed with the following statements: The organization uses membership fee as an alternative revenue source (M=1.9, SD=1.01), the organization uses dividends from shares and stocks as an alternative revenue source (M=2.17, SD=1.1), and the organization generates additional revenue from assets (M=2.22, SD=1.35). Additionally, the majority of respondents concurred with the claim that local private persons and institutions provide financial assistance to the organization (M=3.82, SD=1.08). The findings implied that revenue diversification is still a challenge in community conservancies. The organizations are yet to establish reliable alternative income sources and majorly rely on financial support from local private individuals and institutions.

The findings corroborated Berrett and Holiday (2018) observation that income diversification is associated with increased organizational performance. Similarly, Jafar et al. (2015) stressed the importance of income diversification to address financial sustainability issues. Additionally, the results confirmed Mathuva (2016) conclusion that income diversification is beneficial for organizations.

The participants were further asked to give their opinion on how revenue diversification contribute towards the financial sustainability of the firm. Most of the participants noted that it brings sense of belonging and ownership, increases conservancy revenue, which enhances financial sustainability, it helps to bridge financial gap, alternative sources of revenue reduce donor dependence and it has greatly made conservancy work to be easier and made organization sustainable for the future. This suggested that the respondents consider revenue diversification as essential in realizing financial sustainability.

4.5.5 Descriptive Statistics on Corporate Governance

The study established the moderating effect of corporate governance on the relationship between the determinants and financial sustainability of the community conservancies in Kenya.

Table 4.8:

Corporate governance

Statement	Mean	Std. Dev
There is fair representation of both gender in the governance board of the organization.	3.80	1.04
The board members have adequate educational qualification.	2.76	1.17
Board meetings are held regularly to deliberate on current state and emerging matters.	4.15	0.73
The board structure is properly stipulated and roles for each member clearly outlined.	4.35	0.71
The board has reasonable membership to facilitate efficiency, especially on matters decision making.	4.26	0.74
The board has sub-committees with clear roles and this enhances delegation of duties.	4.48	0.73

The majority of participants, as shown in Table 4.8, agreed with the following statements: Board meetings are held regularly to deliberate on current state and emerging matters (M=4.15, SD=0.73), the board structure is properly stipulated and roles for each member clearly outlined (M=4.35, SD=0.71), the board has reasonable membership to facilitate efficiency, especially on matters decision making (M=4.26, SD=0.74), and the board has sub-committees with clear roles and this enhances delegation of duties (M=4.48, SD=0.73). The outcome suggested that the respondents acknowledged the importance of good corporate governance in the organization.

The findings corroborated Nekhili et al. (2016) findings that governance affected the relationship between free cash flow and earnings management. The results provided more evidence in favor of Iqbal and Javed's (2017) conclusion that corporate governance alters the relationship between the basis of accounting and financial success.

4.5.6 Descriptive Statistics on Financial Sustainability of Community Conservancies

The financial viability of community conservancies is the study's dependent variable. The participants were asked if they agreed or disagreed with several areas of financial sustainability measurement. The descriptive results are shown in Table 4.9.

Table 4.9:

Descriptive statistics on financial sustainability

Statement	Mean	Std. Dev
The organization is able to cover cash expenses and still retain sufficient funds.	2.41	1.36
The organization has available cash flow to pay current debt obligations.	2.35	1.27
There is available cash to fund capital and recurrent expenditure.	2.43	1.15
The management is able to source for funding especially from donor agencies and alternative sources of revenue.	4.03	0.84
The organization total current assets exceed the total current liabilities.	2.73	1.16
The organization asset value decreases due to depreciation and this poses financial risks.	2.99	1.11

According to Table 4.9's findings, the majority of respondents disapproved of the following statements: The organization is able to cover cash expenses and still retain sufficient funds (M=2.41, SD=1.36), the organization has available cash flow to pay current debt obligations (M=2.35, SD=1.27), and there is available cash to fund capital and recurrent expenditure (M=2.43, SD=1.15). Further, most of the participants agreed with the assertion that the management is able to source for funding especially from donor agencies and alternative sources of revenue (M=4.03, SD=0.84). The findings suggested that financial sustainability of community conservancies is a serious challenge that needs attention.

4.6 Factor Analysis

A dimension reduction approach called factor analysis is used to condense a large number of qualities into a smaller group of components (Yong & Pearce, 2013). It is employed to keep variables in more manageable components and measure structures. The Kaiser-Meyer-Olkin (KMO) test assesses the suitability of the collected data for factor analysis. The KMO score ranges from 0 to 1. If the score is between 0.8 and 1, it means that the sampling is appropriate, while a score below 0.5 means that the sampling is not appropriate (Yong & Pierce, 2013). The Bartlett unanimity test determines whether or not the responses collected are valid for the problem under consideration. The Bartlett test for sphericity must be significant at (p0.05) in order for factorizability to be considered.

4.6.1 Factor Analysis for Management Competence

KMO sample fit measure was used to determine the suitability of the sample for factor analysis. Table 4.10 indicates the findings.

Table 4.10:

KMO and Bartlett's Test for Management Competence

KMO		.746
Bartlett's test	Approx. Chi-Square	268.233
	df	15
	Sig.	.000

The findings in Table 4.10 reveals the KMO score of 0.746, which was appropriate for use with Bartlett's Test of Sphericity (Sig = .000<.05). This suggested that the management competence variable could be subjected to factor analysis.

The study measured management competence using six factors. Kaiser retention criterion was used to establish the number of components to retain. With this criterion, the eigenvalues for the components obtained should be greater than 1.

Table 4.11:

Total Variance Explained results of Management Competence

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.914	48.567	48.567	2.914	48.567	48.567
2	1.146	19.108	67.675	1.146	19.108	67.675
3	0.65	10.827	78.502			
4	0.599	9.986	88.488			
5	0.379	6.325	94.813			
6	0.311	5.187	100			

Extraction Method: Principal Component Analysis.

Table 4.11 indicates that two components were extracted. The two components accounted for 67.675 % of the data matrix's variants.

After factor extraction, the factors were subjected to varimax rotation. The rotated factor loadings are indicated by the rotated component matrix. A factor loading of 0.3 or more is regarded as adequate (Cohen et al., 2014). The factor loadings for the management competence items that correspond to components 1 and 2 and meet the minimum recommended criteria of 0.3 were selected for analysis. To choose which factors to include in each component, the factors with the highest value in each row is selected as part of that factor.

Table 4.12:

Factor Rotation for Management Competence

	Component	
	1	2
The management has adequate experience that greatly contributes to firm sustainability.	**0.824**	0.014
Top management support is essential to firm sustainability.	0.339	**0.671**
Leadership approaches adopted such as delegation of duties help the organization to meet its objectives.	0.029	**0.837**
Managers provide the lowest-ranking employees the authority they need to accomplish the aims and objectives of the company.	0.191	**0.785**
Managers have the right attitude that is critical to firm sustainability.	**0.801**	0.223
Managers have the necessary skills and knowledge that is paramount to firm sustainability.	**0.801**	0.359

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 3 iterations.

Three items loaded on component 1 and three items loaded on component 2, according to Table 4.12's findings. In this study, the pattern matrix loading for management competence after factor analysis ranged from 0.671 to 0.824 indicating that the sub-variables were well related to a factor pattern and hence were all adopted for further analysis.

4.6.2 Factor Analysis for Staff Capacity

KMO sample fit measure was used to determine the suitability of the sample for factor analysis. Results are shown in Table 4.13.

Table 4.13:

KMO and Bartlett's Test for Staff Capacity

KMO.		.865
Bartlett's Test	Approx. Chi-Square	348.865
	df	15
	Sig.	.000

The findings in Table 4.13 reveals the KMO score of 0.865, which was appropriate for use with Bartlett's Test of Sphericity (Sig = .000<.05). This suggested that the staff capacity variable could be subjected to factor analysis.

The study measured staff capacity using six factors. Kaiser retention criterion was used to establish the number of components to retain. With this criterion, the eigenvalues for the components obtained should be greater than 1.

Table 4.14:

Total Variance Explained results of Staff Capacity

Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	3.508	58.47	58.47	3.508	58.47	58.47
2	0.709	11.817	70.286			
3	0.594	9.901	80.188			
4	0.453	7.546	87.734			
5	0.437	7.277	95.011			
6	0.299	4.989	100			

Extraction Method: Principal Component Analysis.

Table 4.14 indicates that one component was extracted. The one component accounted for 58.47% of the data matrix's variants.

After factor extraction, the factors were subjected to varimax rotation. The rotated factor loadings are indicated by the rotated component matrix. A factor loading of 0.3 or more is regarded as adequate (Cohen et al., 2014). The factor loadings for the staff capacity items that correspond to components 1 and meet the minimum recommended criteria of 0.3 were selected for analysis.

Table 4.15:

Component Matrix for Staff Capacity

	Component 1
The organization has a robust recruitment program to replace retiring or leaving employees and this ensures that there is no understaffing.	0.768
Employees are encouraged and facilitated to leverage on new technology.	0.799
New employees are provided with proper induction and this enhances their adjustments to the organization's processes.	0.783
Employees undergo regular trainings and this equip them with the necessary skills.	0.822
Employees are taught on the importance of knowledge sharing and this boost their performance	0.784
Staff capacity contributes towards the financial sustainability of community conservancies in Kenya.	0.612

Extraction Method: Principal Component Analysis.
a 1 components extracted.

Table 4.15 shows that all the six items loaded on component 1. In this study, the pattern matrix loading for staff capacity after factor analysis ranged from 0.612 to 0.822 indicating that the sub-variables were well related to a factor pattern and hence were all adopted for further analysis.

4.6.3 Factor Analysis for Community Participation

KMO sample adequacy metric was used to assess the sample's suitability for factor analysis. Table 4.16 displays the results.

Table 4.16:

KMO and Bartlett's Test for Community Participation

KMO		.843
Bartlett's Test	Approx. Chi-Square	471.206
	df	15
	Sig.	.000

The findings in Table 4.16 reveals the KMO score of 0.843, which was appropriate for use with Bartlett's Test of Sphericity (Sig = .000<.05). This suggested that the community participation variable could be subjected to factor analysis.

The study measured community participation using six factors. Kaiser retention criterion was used to establish the number of components to retain. With this criterion, the eigenvalues for the components obtained should be greater than 1.

Table 4.17:

Total Variance Explained results of Community Participation

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.802	63.371	63.371	3.802	63.371	63.371
2	0.705	11.758	75.129			
3	0.655	10.918	86.047			
4	0.353	5.886	91.933			
5	0.279	4.645	96.578			
6	0.205	3.422	100			

Extraction Method: Principal Component Analysis.

Table 4.17 indicates that one component was extracted. The one component accounted for 63.371% of the data matrix's variants.

After factor extraction, the factors were subjected to varimax rotation. The rotated factor loadings are indicated by the rotated component matrix. A factor loading of 0.3 or more is regarded as adequate (Cohen et al., 2014). The factor loadings for the community participation items that correspond to components 1 and meet the minimum recommended criteria of 0.3 were selected for analysis.

Table 4.18:

Component Matrix for Community Participation

	Component 1
The community participates in decision-making on issues that are likely to have an impact on them.	0.852
Community members attend regular meetings to discuss issues relating to the conservancy.	0.674
Community members form part of the organizations personnel and serve in various segments including security department.	0.855
Community members are trained on the importance of conservation.	0.786
The community has representatives in the management board of the organization.	0.845
Community members play the role of promoting the conservancy to non-locals.	0.748

Extraction Method: Principal Component Analysis.
a 1 components extracted.

Table 4.18 shows that all the six items loaded on component 1. In this study, the pattern matrix loading for community participation after factor analysis ranged from 0.674 to 0.855 indicating that the sub-variables were well related to a factor pattern and hence were all adopted for further analysis.

4.6.4 Factor Analysis for Revenue Diversification

Table 4.19:

KMO and Bartlett's Test for Revenue Diversification

KMO		.581
Bartlett's Test	Approx. Chi-Square	150.683
	df	15
	Sig.	.000

The findings in Table 4.19 reveals the KMO score of 0.581, which was appropriate for use with Bartlett's Test of Sphericity (Sig = .000<.05). This suggested that the revenue diversification variable could be subjected to factor analysis.

The study measured revenue diversification using six factors. Kaiser retention criterion was used to establish the number of components to retain. With this criterion, the eigenvalues for the components obtained should be greater than 1.

Table 4.20:

Total Variance Explained results of Revenue Diversification

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	2.123	35.386	35.386	2.123	35.386	35.386
2	1.371	22.848	58.233	1.371	22.848	58.233
3	0.969	16.158	74.392			
4	0.647	10.779	85.171			
5	0.526	8.773	93.944			
6	0.363	6.056	100			

Extraction Method: PCA

Table 4.20 shows that two components were extracted. The two components accounted for 58.233% of the data matrix's variants.

After factor extraction, the factors were subjected to varimax rotation. The rotated factor loadings are indicated by the rotated component matrix. A factor loading of 0.3 or more is regarded as adequate (Cohen et al., 2014). The factor loadings for the revenue diversification items that correspond to components 1 and 2 and meet the minimum recommended criteria of 0.3 were selected for analysis. To choose which factors to include in each component, the factors with the highest value in each row is selected as part of that factor.

Table 4.21:

Factor Rotation for Revenue Diversification

	Component	
	1	**2**
The organization uses membership fee as an alternative revenue source.	**0.798**	0.15
The organization uses dividends from shares and stocks as an alternative revenue source.	**0.808**	0.013
The organization generates additional revenue from assets.	**0.772**	-0.043
The organization generates revenue from activities such as sale of products and services.	**0.442**	0.013
The organization gets financial support from the government.	0.09	**0.819**
The organization gets financial support from local private individuals and institutions.	-0.024	**0.842**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 3 iterations.

Table 4.21's findings demonstrate that two things loaded on component 2, while four items loaded on component 1. In this study, the pattern matrix loading for revenue diversification after factor analysis ranged from 0.442 to 0.842 indicating that the sub-variables were well related to a factor pattern and hence were all adopted for further analysis.

4.6.5 Factor Analysis for Corporate Governance

Table 4.22:

KMO and Bartlett'sTest for Corporate Governance

KMO		.695
Bartlett's Test	Approx. Chi-Square	257.847
	df	15
	Sig.	.000

The findings in Table 4.22 reveals the KMO score of 0.695, which was appropriate for use with Bartlett's Test of Sphericity (Sig = .000<.05). This suggested that the corporate governance variable could be subjected to factor analysis.

The study measured corporate governance using six factors. Kaiser retention criterion was used to establish the number of components to retain. With this criterion, the eigenvalues for the components obtained should be greater than 1.

Table 4.23:

Total Variance Explained results of Corporate Governance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.729	45.48	45.48	2.729	45.48	45.48
2	1.113	18.556	64.036	1.113	18.556	64.036
3	0.868	14.469	78.505			
4	0.67	11.171	89.676			
5	0.36	5.998	95.674			
6	0.26	4.326	100			

Table 4.23 reveals that two components were extracted. The two components accounted for 64.036% of the data matrix's variants.

After factor extraction, the factors were subjected to varimax rotation. The rotated factor loadings are indicated by the rotated component matrix. A factor loading of 0.3 or more is regarded as adequate (Cohen et al., 2014). The factor loadings for the corporate governance items that correspond to components 1 and 2 and meet the minimum recommended criteria of 0.3 were selected for analysis. To choose which factors to include in each component, the factors with the highest value in each row is selected as part of that factor.

Table 4.24:

Factor Rotation for Corporate Governance

	Component	
	1	**2**
There is fair representation of both gender in the governance board of the organization.	0.34	**0.678**
The board members have adequate educational qualification.	-0.219	**0.754**
Board meetings are held regularly to deliberate on current state and emerging matters.	**0.726**	0.339
The board structure is properly stipulated and roles for each member clearly outlined.	**0.769**	-0.021
The board has reasonable membership to facilitate efficiency, especially on matters decision making.	**0.795**	0.042
The board has sub-committees with clear roles and this enhances delegation of duties.	**0.881**	-0.089

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 3 iterations.

Table 4.24's findings reveal that two items loaded on component 2 and four items loaded on component 1. In this study, the pattern matrix loading for corporate governance after factor analysis ranged from 0.678 to 0.881 indicating that the sub-variables were well related to a factor pattern and hence were all adopted for further analysis.

4.7 Diagnostic Tests

Running diagnostic tests was done to make sure the data series wasn't biased, which could lead to inaccurate estimations. The tests included normality, multicollinearity, homoscedasticity Tests, and auto-correlation tests.

4.7.1 Normality Testing

Table 4.25:

Normality Test

Variables	Statistic	df	Sig.
Financial sustainability	.971	147	.071
Management competence	.762	147	.521
Staff Capacity	.865	147	.333
Community Participation	.751	147	.069
Revenue Diversification	.940	147	.211
Corporate Governance	.962	147	.073

a Lilliefors Significance Correction

According to Table 4.25's findings, all variables had significance values larger than 0.05. As a result, the null hypothesis of normality, which presupposes that the data corresponding to each variable is regularly distributed, is accepted.

4.7.2 Multicollinearity test

A multicollinearity test was run to assess the degree of interdependence between the independent variables. Table 4.26 shows the findings.

Table 4.26:

Multicollinearity test

Variable	Tolerance	VIF
Management competence	0.344	2.909
Staff Capacity	0.372	2.691
Community Participation	0.35	2.855
Revenue Diversification	0.609	1.643
Corporate Governance	0.39	2.564

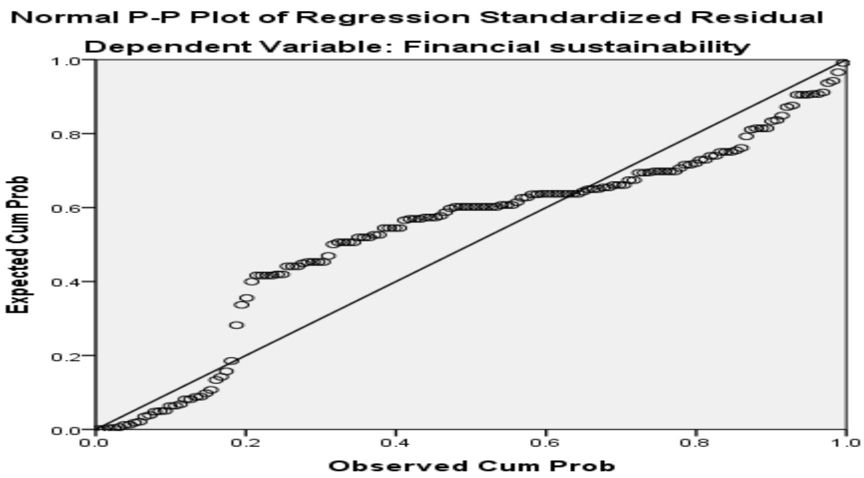
The results in Table 4.26 show that the VIF value is less than 10, indicating that there is no multicollinearity between the predictor construct. Tolerance values above 0.1 also speak for this.

4.7.3 Homoscedasticity Tests

Homoscedasticity was tested using P-P plots. For the null hypothesis of constant variance of the error term to be accepted, the points must be roughly equidistant from the straight line. The results are shown in Figure 4.5.

Figure 4.5:

Homoscedasticity Test



The results in Figure 4.5 show that the points are approximately equidistant from the line. As a result, the null hypothesis of the error term's constant variance is accepted. This means that the data is homoscedastic.

4.7.4 Auto-correlation Test

The Durbin-Watson test was used to assess auto-correlation.

Table 4.27:

Auto-correlation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.796a	0.633	0.623	0.5162	1.501

a Predictors: (Constant), Revenue Diversification, Management competence, Staff Capacity, Community Participation

b Dependent Variable: Financial sustainability

According to Table 4.27's findings, the Durbin-Watson value was 1.51, with a range of 1.5 to 2.5. Because residuals were not auto-correlated, the null hypothesis that there was no autocorrelation was accepted.

4.8 Correlation Analysis

The association between the variables was examined using the correlation analysis to identify its direction and intensity.

Table 4.28:

Correlation Results

	Financial sustainability	Management competence	Staff Capacity	Community Participation	Revenue Diversification
Financial sustainability	1.000				
Management competence	.622**	1.000			
	.000				
Staff Capacity	.585**	.519**	1.000		
	.000	.000			
Community Participation	.631**	.795**	.481**	1.000	
	.000	.000	.000		
Revenue Diversification	.670**	.397**	.528**	.425**	1.000

	.000	.000	.000	.000

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

Table 4.28 reveal that management competence (r =.622, P = .000), had a strong favorable and substantial connection with financial sustainability of community conservancies. This implied that increase in management competence is significantly correlated with financial sustainability. This further indicates that managerial competence and financial sustainability are changing in the same direction. This result is in line with Muriithi (2014), who found that corporate sustainability is positively influenced by various managerial skills and factors. However, the results contradict Mehralian et al. (2020) concluded that there is no significant relationship between leadership competence and performance

The findings also show a strong favorable and substantial association between staff capacity and the financial viability of community conservancies (r =.585, P =.000). This implied that increase in staff capacity is significantly correlated with financial sustainability. This further indicates that human capacity and financial viability are changing in the same direction. This result is in line with Mugo et al. (2016) who found that human capacity contributes positively to the financial sustainability of the industry. The findings, however, contradicted Nnabuife and Gilbert (2015) study that found an insignificant relationship between the broadcasting skills training and organizational sustainability.

The results also show a strong favorable and substantial association between community engagement and the financial viability of community conservancies (r =.631, P =.000). This implied that increase in community participation is significantly correlated with financial sustainability. This further indicates that community engagement and financial sustainability are changing in the same direction. The findings of this study are consistent with Aupe's research (2017), which discovered a link between financial sustainability and public participation. The results also concurred with those of Roba and Kikwata (2021) who concluded that decision making has significant impacts on the sustainable conservation.

A substantial favorable and substantial association between revenue diversification and the financial viability of community conservancies was found, according to the research (r =.670, P =.000). This implied that increase in revenue diversification is significantly correlated with financial sustainability. This further suggested that revenue diversification and financial sustainability change in the same direction. The findings back up Hung and Hager's (2019) assertion that income diversification and financial position are statistically related.

4.9 Simple Regression Analysis

This section provides simple regression analysis results on how separately, management competence, staff capacity, community participation, and revenue diversification affect financial sustainability of community conservancies.

4.9.1 Effect of management competence on financial sustainability of community conservancies

The study sought to investigate the effect of management competence on the financial sustainability of community conservancies in Northern Kenya.

Table 4.29:

Regression Analysis; Management competence and financial sustainability

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	-.924	.395		-2.336	.021
	Management competence	.876	.091	.622	9.572	.000
	R Square	.387				
	Adjusted R Square	.383				
	F statistic	91.617				
	P value	.000				

a Dependent Financial sustainability

Model;

Financial Sustainability = -0.924+ *0*.876 *Management competence*

The regressions result in Table 4.29 indicate that management competence explains 38.7% (R2= .387) of the total variations in financial sustainability of community conservancies. The results also display a claimed P value of 0.000 and a F statistic of 91.617. The P value is below the critical value as a result of the suggested model's statistical significance (good fit) in predicting the dependent variable (P .05).

The findings further indicate that management competence had a positive and substantial influence on financial sustainability of community conservancies (β=.876, P < .000). This implied that an increase in financial sustainability of community conservancies of 0.876 units would come from a change in management competency of one unit. The results of this study are in line with Okorley and Nkrumah (2012) who found that managerial competence is the most important determinant of financial sustainability. Similar findings were made by Njoroge (2013), who discovered a link between managerial skill and business sustainability. The results, however, go against the assertion made by Mehralian et al. (2020) that there is no connection between performance and leadership ability. Additionally, this study contradicts Isfahani et al. (2015) assertion that there is no connection between management abilities and performance.

The first null hypothesis (H_{01}) predicted that management competence has no substantial impact on the financial sustainability of community conservancies in Northern Kenya. The computed *P*-value (Table 4.29) was 0.000<0.05. This means that the H0 was rejected. As a result, management proficiency does have a substantial impact on the ability of community conservancies in Northern Kenya to maintain their financial viability.

4.9.2 Effect of Staff capacity on financial sustainability of community conservancies

The study assessed the effect of staff capacity to innovate on the financial sustainability of community conservancies in Northern Kenya. Regression results are shown in Table 4.30.

Table 4.30:

Regression Results; Staff capacity and financial sustainability

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.458	.279		1.642	.103
	Staff capacity	.587	.068	.585	8.678	.000
	R Square	.342				
	Adjusted R Square	.337				
	F statistic	75.299				
	P value	.000				

a Dependent Financial sustainability

Model;

Financial Sustainability = 0.458+ *0.*587*Staff Capacity*

The regressions result in Table 4.30 indicate that staff capacity explains 34.2% ($R2= .342$) of the total variations in financial sustainability of community conservancies. A stated P value of 0.000 and a F statistic of 75.299 are also displayed in the results. The P value is below the critical value as a result of the suggested model's statistical significance (good fit) in predicting the dependent variable (P .05).

The results also show that staff capability had a favorable and significant impact on community conservancies' ability to maintain their financial viability (β=.587, P .000). This implied that a one-unit improvement in staff capacity would translate into a 0.587-unit increase in the financial viability of community conservancies. The findings were similar to those of Mugo, et al. (2016) who established that staff capacity contributed positively towards the financial sustainability of the industry. Similarly, the findings supported Wambui and Njuguna (2017) conclusion that human resource literacy and financial management are significantly related. Findings, however, contradicted Nnabuife and Gilbert (2015) study that found an insignificant relationship between the broadcasting skills training and organizational sustainability.

The second null hypothesis (H02) asserted that the financial viability of community conservancies in Northern Kenya is not significantly impacted by staff capacity. The calculated P-value was 0.000<0.05 (Table 4.30). In other words, the null hypothesis was disproved. The financial viability of community conservancies in Northern Kenya is thus significantly impacted by personnel competency.

4.9.3 Impact of community participation on financial sustainability of community conservancies

The study sought to determine the impact of community involvement on the financial sustainability of community conservancies in Northern Kenya.

Table 4.31:

Regression Analysis; Community participation and financial sustainability

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.161	.309		-.519	.605
	Community participation	.680	.069	.631	9.798	.000
	R Square	.398				
	Adjusted R Square	.394				
	F statistic	95.999				
	P value	.000				

a Dependent Financial sustainability

Model;

Financial Sustainability = -0.161+ *0.*680 *Community Participation*

The regressions result in Table 4.31 indicate that community participation explains 39.8% (R2= .398) of the total variations in financial sustainability of community conservancies. A stated P value of 0.000 and a F statistic of 95.999 are also displayed in the results. The P value is below the critical value as a result of the suggested model's statistical significance (good fit) in predicting the dependent variable (P .05).

The results also show that community involvement has a favorable and significant impact on the financial viability of community conservancies (β=0.68, P .000). This implied that increasing community involvement by one unit would boost community conservancies' financial viability by 0.68 units. The findings are consistent with those of Yusuf, et al. (2020) who established a positive link between community engagement, and financial sustainability. The results also corroborated Ndege and Gichuki's (2017) claim that community involvement affected corporate performance. The findings further concurred with those of Roba and Kikwata (2021) who concluded that decision making has significant impacts on the sustainable conservation.

The third null hypothesis (*H_{03}*) predicted that community participation has no substantial effect on the financial sustainability of community conservancies in Northern Kenya. The computed *P*-value (Table 4.31) was 0.000<0.05. In other words, the null hypothesis was disproved. As a result, community involvement has a large impact on the ability of community conservancies in Northern Kenya to remain financially viable.

4.9.4 Effect of revenue diversification on financial sustainability of community conservancies

The goal of the research was to assess how revenue diversification affected the community conservancies' ability to maintain their financial viability in Northern Kenya.

Table 4.32:

Regression Analysis; Revenue diversification and financial sustainability

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.546	.216		2.529	.013
	Revenue Diversification	.836	.077	.670	10.873	.000
	R Square	.449				
	Adjusted R Square	.445				
	F statistic	118.226				

P value	.000

a Dependent Financial sustainability

Model;

Financial Sustainability = 0.546+ *0.836 Revenue Diversification*

The regressions result in Table 4.32 indicate that revenue diversification explains 44.9% (R2= .449) of the total variations in financial sustainability of community conservancies. A stated P value of 0.000 and a F statistic of 118.226 are also shown in the results. The P value is below the critical value as a result of the suggested model's statistical significance (good fit) in predicting the dependent variable (P .05).

The results also show that revenue diversification has a favorable and significant impact on community conservancies' ability to maintain their financial viability (β=0.68, P .000). This implied that increasing community involvement by one unit would boost community conservancies' financial viability by 0.836 units. The findings supported those of Githaiga (2021), who discovered that the sustainability of financial systems was significantly and favorably impacted by income variety. According to Achieng (2016) diversification of funding sources determines financial sustainability of an organization. Additionally, the results confirmed Mathuva (2016) conclusion that income diversification is beneficial for organizations. On the other hand, the findings contradicted Mulwa and Kosgei (2016) and Tran et al. (2020) conclusion of a negative link between income diversification and firm success.

The fourth H_0 predicted that revenue diversification has no substantial impact on the financial sustainability of community conservancies in Northern Kenya. The computed *P*-value (Table 4.32) was 0.000<0.05. In other words, the null hypothesis was disproved. As a result, revenue diversification has a major impact on the ability of community conservancies in Northern Kenya to remain solvent.

4.10 Multiple Regression Analysis without Moderation

It was crucial to ascertain how the four predictors in combination affected the financial sustainability of community conservancies after it had been independently established that there was a favorable and substantial connection between the independent and dependent variables and the dependent variable. The independent variables were therefore regressed on the outcome construct to create a multivariate linear regression model.

Table 4.33:

Regression Results; Determinants and financial sustainability

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.473	.317		-4.652	.000
	Management competence	.287	.122	.204	2.352	.020
	Staff Capacity	.156	.066	.155	2.373	.019
	Community Participation	.235	.092	.218	2.551	.012
	Revenue Diversification	.517	.077	.415	6.744	.000
	R Square	.633				
	Adjusted R Square	.623				
	F statistic	61.258				
	P value	.000				

a Dependent Financial sustainability

Overall Model;

Financial Sustainability = -1.473 + 0.517 Revenue diversification+ 0.287 Management competence+ 0.235 Community participation+ 0.156 Staff capacity

The model summary results (Table 4.33) indicate that the four predictors jointly explain 63.3% (R^2= .633) of the total variations in financial sustainability of community conservancies. This implied that jointly, management competence, staff capacity, community participation, and revenue diversification are strong predictors of financial sustainability. A stated P value of 0.000 and a F statistic of 61.258 are also included in the results. The P value is less than the alpha value as a result of the suggested model's statistical significance (good fit) in predicting the dependent variable (P .05).

The results further indicate that management competence (β1 = .287, P = .020); staff capacity (β2= .156, P = .019); community participation (β3= .235, P = .012); and revenue diversification (β4= .517, P = .000) had a favorable and substantial impact on community conservancies' financial sustainability at 95% confidence level. According to the beta coefficients, when all the variables are included into a single model, revenue diversification is the most significant predictor of financial sustainability, followed by managerial competency, then community involvement, and finally staff capacity.

4.11 Multiple Regression Analysis with Moderation

The research sought to establish the moderating impact of corporate governance on the connection between the determinants and financial sustainability of the community conservancies in Northern Kenya.

Table 4.34:

Regression Results

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.125	.188		.665	.507
	Management competence*Corporate Governance	.045	.028	.205	1.611	.109
	Staff Capacity*Corporate Governance	-.011	.016	-.064	-.712	.478
	Community Participation*Corporate Governance	.066	.022	.345	2.957	.004
	Revenue Diversification*Corporate Governance	.087	.017	.397	5.209	.000
	R Square	.666				
	Adjusted R Square	.656				
	F statistic	70.701				
	P value	.000				

a Dependent Financial sustainability

Table 4.34 indicates that corporate governance has a favorable and substantial moderating effect on the connection between community participation (β= .066, P = .004); revenue diversification (β= .087, P = .000), and financial sustainability of the community conservancies. The results do, however, imply that corporate governance does not significantly change the relationship between management competence, staff competency, and the financial sustainability of the community conservancies. This was indicated by P values (0.109, 0.478) greater than 0.05.

Further, the findings indicate that management competence, staff capacity, community participation, and revenue diversification when interacted with corporate governance explain 66.6% (R^2= .666) of total changes in financial sustainability of the community conservancies. The R square increased from 63.3% to 66.6% when the R square with moderation was compared to the R square without moderation, indicating that corporate governance generally had a beneficial moderating influence on the connection between the determinants and community conservancies' financial sustainability in Kenya. According to this, corporate governance considerably enhances the impact of predictors on the financial viability of community conservancies.

The study findings supported assertions from previous studies. According to Young (2012), good governance necessitates trust and ground rules. Prugsamatz (2017) concludes that the main thing to do so as to ensure that there is effective governance is to ensure that there is trust and social capital development which is the strongest asset of the non-profit making organization. Farhad and Akram (2012), a good board leadership is that leadership which exhibits commitment, passion, vision and that board members are able to articulate it clearly.

The findings supported Nekhili et al. (2016), who found that governance had an impact on how free cash flow and earnings management interacted. The findings further supported Iqbal and Javed's (2017) finding that corporate governance modifies the link between the foundation of accounting and financial success.

The fifth null hypothesis (H_{05}) predicted that corporate governance does not have a significant moderating effect on the relationship between determinants and financial sustainability of the community conservancies in Northern Kenya. Table 4.34 shows that the calculated P-value was $0.000<0.05$. Therefore, the null hypothesis was not accepted. The link between determinants and the financial viability of community conservancies in Northern Kenya is thus considerably altered by corporate governance.

4.12 Chapter Summary

The findings confirmed that the predictor variables (management competence, staff capacity, community participation, revenue diversification) have a positive and substantial relationship with financial sustainability of community conservancies in Northern Kenya. When all predictors are regressed together, the most significant predictor of financial sustainability was revenue diversification, followed by management competence, followed by community participation and lastly staff capacity.

For management competence, several aspects were identified as essential including experience, delegation of duties, employee empowerment, right attitude and skills. For staff capacity, the key aspects were proper induction, regular trainings and knowledge sharing. For community participation, the essential aspects included decision making process, meetings, organizations personnel and training. On revenue diversification, the key aspects were membership fee, dividends from shares and stocks, and revenue from assets.

The results also showed that the connection between the variables and the financial viability of the community conservancies in Northern Kenya was positively moderated by corporate governance. This indicated that the influence of the predictors on the financial viability of community conservancies is greatly enhanced by good corporate governance.

CHAPTERFIVE

SUMMARY, CONCLUSIONS ANDRECOMMENDATIONS

5.1 Introductions

This chapter provides a summary, conclusions, and suggestions based on the findings of the research. The purpose of the study was to identify the moderating role of corporate governance in the link between the drivers of community conservancies' financial sustainability in northern Kenya. The following goals serve as its guide: to investigate the effects of managerial ability, human capacity, community involvement, and income diversification on the financial viability of protected areas in the community; and to ascertain the moderating impact of corporate governance on the connection between determinants and financial viability of communal maintenance in northern Kenya. The resource dependence theory, agency theory, and dynamic capacity theory are the foundations of this work.

This study follows an explanatory research design. The target population of the study were 31 urban nature parks in northern Kenya. The target participants consist of 199 executives. A questionnaire that was semi-structured was used to collect primary data. The data were tested using descriptive statistics including percentage, mean, and standard deviation. A correlation study was performed to determine the relationship between the variables under examination. The association between the research variables was ascertained through the use of multiple regression analysis.

5.2 Summary

Based on the research goals that were intended to be accomplished, this section provides a summary of the key findings. The results are arranged according to the research objectives. The overall results show that all predictors (management competence, human capacity, community participation and income diversification) together and in combination have a favorable and substantial influence on community conservancies' financial sustainability areas in Kenya. Revenue diversification best explains financial sustainability, followed by management competence, followed by community participation and lastly staff capacity.

5.2.1 Management Competency and Financial Sustainability

The study sought to investigate the effect of management competence on the financial sustainability of community conservancies in Kenya. Descriptive findings revealed that most of the respondents agreed with the following aspects: management has adequate experience, top management support is essential to firm sustainability, leadership approaches adopted such as delegation of duties help the organization to meet its objectives, managers empower employees, managers have the right attitude, and managers have the necessary skills and knowledge.

The correlation results show a strong and favorable association between management skills and the ability of community protected areas to sustain their financial health. The findings of the regression demonstrate that managerial skill has a positive and statistically significant impact on the financial sustainability of the community's natural resources, both alone and in conjunction with other factors. The regression results show that managerial competency has a substantial impact on the financial sustainability of community protected areas in Kenya, rejecting the null hypothesis.

5.2.2 Staff Capacity and Financial Sustainability

The research determined the effect of staff capacity to innovate on the financial sustainability of community conservancies in Kenya. Descriptive findings revealed that most of the participants agreed with the following aspects: new employees are provided with proper induction and this enhances their adjustments to the organization's processes, employees undergo regular trainings and this equip them with the necessary skills, and employees are taught on the importance of knowledge sharing.

The results of the correlation indicate that staff size and the financial viability of community protected areas are positively and significantly related. The results of the regression show that staffing capacity affects the financial sustainability of the community's natural resources favorably and statistically significantly, both on its own and in combination with other factors. The regression results show that staff capacity has a substantial impact on the financial sustainability of community protected areas, rejecting the null hypothesis.

5.2.3 Community Participation and Financial Sustainability

The goal of the study was to evaluate how community involvement affected the financial viability of community conservancies in Kenya. Descriptive findings revealed that the majority of respondents agreed with the following claims: There is involvement of the community in decision making process, community members attend regular meetings to discuss issues relating to the conservancy, community members form part of the organizations personnel and serve in various segments including security department, community members are trained on the importance of conservation, and community has representatives in the management board of the organization.

The correlation results show that community involvement has a strong positive and substantial connection to the financial sustainability of community protected areas. The regression results show that community involvement, separately and together with other predictors, has a positive and statistically substantial influence on the financial sustainability of community protected areas. Based on the regression results, the null hypothesis is rejected, indicating that community involvement has a substantial influence on the financial sustainability of community protected areas in Kenya.

5.2.4 Revenue Diversification and Financial Sustainability

The research evaluated the influence of revenue diversification on the financial sustainability of the community conservancies in Kenya. Descriptive results revealed that most of the respondents disagreed with the following aspects: The organization uses membership fee as an alternative revenue source, the organization uses dividends from shares and stocks as an alternative revenue source and the organization generates additional revenue from assets.

The correlation results demonstrate a strong positive and substantial association between income diversification and the financial viability of community protected spaces. The regression results demonstrate that income diversification has a favorable and statistically substantial impact on the financial sustainability of community protected areas, both alone and in combination with other factors. The null hypothesis is disproved by the regression results, showing that income diversification significantly affects the ability of Kenyan community protected areas to maintain their financial viability.

5.2.5 Determinants, Corporate Governance, and Financial Sustainability

The study's objective was to ascertain how corporate governance affected the interactions between the elements that determine the financial viability of community conservancies in Kenya. According to descriptive findings, the majority of respondents agreed with the following statements: Board meetings are held regularly to deliberate on current state and emerging matters, the board structure is properly stipulated and roles for each member clearly outlined, the board has reasonable membership to facilitate efficiency, especially on matters decision making, and the board has sub-committees with clear roles and this enhances delegation of duties.

According to the regression analysis, corporate governance generally had a favorable moderating impact on the link between the variables and financial sustainability of Kenya's community conservancies. According to this, corporate governance considerably enhances the impact of predictors on the financial viability of community conservancies. The regression results show that corporate governance significantly modifies the link between variables and the financial sustainability of the public dose in Kenya, rejecting the null hypothesis.

5.3 Conclusion of the Research

This section offers conclusions based on the data that are in keeping with the study's goals.

5.3.1 Management competence and financial sustainability

The study found that financial sustainability of community conservancies in Northern Kenya was positively and statistically significantly impacted by managerial competence. The implication is that management competence positively contributes to enhanced financial sustainability. The study identified adequate experience, management support, delegation of duties, employee empowerment, right attitude, and skills and knowledge as key aspects of management competence.

5.3.2 Staff capacity and financial sustainability

The study came to the conclusion that staff capability has a favorable and statistically significant impact on the ability of community conservancies in Northern Kenya to maintain their financial viability. The implication is that staff capacity positively contributes to enhanced financial sustainability. The study identified proper induction, regular trainings and knowledge sharing as essential aspects of building staff capacity.

5.3.3 Community participation and financial sustainability

The study found that community involvement has a favorable and statistically significant impact on the ability of community conservancies in Northern Kenya to maintain their financial viability. The implication is that community participation positively contributes to enhanced financial sustainability. The study identified involvement in decision making, organizations personnel and community members training as critical aspects of community participation.

5.3.4 Revenue diversification and financial sustainability

According to the study's findings, revenue diversification improved the financial stability of community conservancies in Northern Kenya in a way that was statistically significant. The implication is that revenue diversification positively contributes to enhanced financial sustainability. However, the study established that community conservancies were not adequately utilizing alternative revenue sources such as membership fee, dividends from shares and stocks and assets. Instead, the organizations were mainly reliant on financial support from local private individuals and institutions.

5.3.5 Corporate governance, determinants and financial sustainability

The research concluded that corporate governance had a substantial moderating impact on the connection between the determinants and financial sustainability of the community conservancies in Northern Kenya. The study identified board meetings, board structure, board size and sub-committees as key aspects of corporate governance.

5.4 Recommendations

This section presents recommendations on research results, implications on policy, practice, and theory.

5.4.1 Recommendations on study results

The study established that management competence had a favorable and statistically substantial effect on financial sustainability of community conservancies in Northern Kenya. The study recommended that community conservancies management should strengthen aspects related to management competence. There should be proper delegation of duties aimed at empowering employees. Managers should demonstrate right attitude, skills and knowledge.

The study also established that staff capacity had a favorable and statistically substantial effect on financial sustainability of community conservancies in Northern Kenya. The study recommended that community conservancies management should strengthen aspects related to staff capacity. The staff should go through proper induction on what is required in their job. There should be regular training of staff in line emerging trends. There should be timely and effective knowledge sharing between management and staff.

The study further established that community participation had a favorable and substantial impact on financial sustainability of community conservancies in Northern Kenya. The study proposed that administration of community conservancies should increase elements relating to community involvement. The community should be particularly involved in the decision-making process. The number of community members working in the conservancies should be increased. There should be workshops to train and create awareness to community members on the importance of conservation.

In addition, the study established that revenue diversification had a favorable and substantial effect on financial sustainability of community conservancies in Northern Kenya. The study recommended that community conservancies management should strengthen aspects related to revenue diversification. Notably, there is need to identify and adopt alternative revenue sources such as membership fee, dividends from shares and stocks and assets.

Finally, the research determined that corporate governance had a positive moderating impact on the connection between the determinants and financial sustainability of the community conservancies in Northern Kenya. The study recommended that community conservancies management should strengthen aspects related to corporate governance. Board meetings should be held regularly to deliberate on current state and emerging matters. Board structure should be properly stipulated and roles for each member clearly outlined. Board membership should facilitate efficiency, especially on matters decision making and there should be sub-committees with clear roles.

5.4.2 Implications on Policy and Practice

The results indicated have a significant impact on policy and practice in the field of finance. In terms of policy implications, the study informs key policymakers such as management of community conservancies and government agencies. Findings point out the need to streamline policies linked to financial sustainability of community conservancies in Northern Kenya. Based on the study findings, policy makers should particularly focus on revenue diversification, management competence, community participation and staff capacity in that order. In terms of practice, the study informs the management of community conservancies on how best to enhance financial sustainability through various aspects including revenue diversification, management competence, community participation and staff capacity.

5.4.3 Implications on Theory

This study makes a significant contribution towards theoretical development in the field of finance. The findings confirmed the resource dependency theory predication that revenue diversification was a critical resource for financial sustainability. This study established that revenue diversification significantly enhances financial sustainability. Therefore, the study confirms the theoretical prediction based on resource dependency theory. The findings also confirmed the argument based on agency theory that community participation was critical in supporting financial sustainability. This study established that community participation significantly enhances financial sustainability. Hence, the study confirms the theoretical prediction based on agency theory. Further, the findings supported assertion based on dynamic capabilities theory that linked management competence and staff capacity to financial sustainability. This study established that management competence and staff capacity significantly enhance financial sustainability. As such, the study confirms the theoretical prediction based on dynamic capabilities theory.

5.5 Suggestions Further Research

The goal of the study was to ascertain how corporate governance affected the connection between the determinants and the financial viability of community conservancies in northern Kenya. Future studies could focus on determinants of financial sustainability in other sectors such as agriculture, health among others. In addition, the study focused on four determinants (management competence, staff capacity, community participation, revenue diversification), which accounted for 63.3% of variations in the financial sustainability of community conservancies. Future studies could consider other factors that can be attributed to the remaining 36.7%. Additionally, other studies could focus on other moderating variables such as government regulations, organization size, and age.

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APPENDICES

Appendix I: Introductory Letter

Evans Riat Lekaldero

Dear Respondent,

RESEARCH PROJECT

I am a post graduate student at the Kenya Methodist University pursuing a PhD in finance. As part of my requirement of the course I am carrying out research on ‘the predictors of financial sustainability among community conservancies in Northern Kenya’.

I have considered your institution to be a participant in this study. I am therefore requesting you to provide me with the information required through the attached questionnaire. I wish to assure you that the information will be treated with confidentiality and will be used for academic purpose only.

Thanking you in advance.

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Evans Riat

Appendix II: Questionnaire

This Research is meant for academic purposes. Kindly answer all questions as honestly and precisely as possible. Responses to these questions will be treated as confidential. Please do not write your name or that of your school anywhere on this Questionnaire. Put a tick (√) where appropriate or fill in the required information in the spaces provided.

SECTION A: BACKGROUND INFORMATION

1. Gender

    (a) Male [ ]

    (b) Female [ ]

2. Age category

    (a) Below 30 years [ ]

    (b) 31 – 39 years [ ]

    (c) 40 – 49 years [ ]

    (d) 50 years & above [ ]

3. Organization Name ____

4. Department name:____

5. Cadre of management (Please tick)

    (a) Senior [ ]

    (b) Middle level [ ]

(c) Lower level [ ]

6. What is the level of responsibility accorded to your designation?_____

7. Experience in the organization in years ________________________

8. Highest level of education attained (Please tick one)

(a) Primary Level [ ]

(b) Secondary Level [ ]

(c) Tertiary College (Diploma) [ ]

(d) University (Graduate) [ ]

(e) University (Postgraduate) [ ]

SECTION B: MANAGEMENT COMPETENCE

Please indicate the extent to which you agree with each statement with reference to the effect of management competence on the financial sustainability of community conservancies in Kenya. Given a scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral,4= agree, 5= strongly agree.

	Statement on management competence	**1**	**2**	**3**	**4**	**5**
(a)	The management has adequate experience that greatly contributes to firm sustainability					
(b)	Top management support is essential to firm sustainability					

(c)	Leadership approaches adopted such as delegation of duties help the organization to meet its objectives.					
(d)	Managers empower their employees at the lowest hierarchy who must be competent to achieve the organizational goals and objectives.					
(e)	Managers have the right attitude that is critical to firm sustainability					
(f)	Managers have the necessary skills and knowledge that is paramount to firm sustainability.					

In your opinion, how does management competence contribute towards the financial sustainability of the organization?

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PART C: STAFF CAPACITY

Please indicate the extent to which you agree with each statement with reference to the effect of staff capacity on the financial sustainability of community conservancies in Kenya. Given a scale of1-5 where 1=very small extent, 2=small extent, 3=some extent,4= great extent, 5= very great extent.

	Statement on staff capacity	**1**	**2**	**3**	**4**	**5**

(a)	The organization has a robust recruitment program to replace retiring or leaving employees and this ensures that there is no understaffing.					
(b)	Employees are encouraged and facilitated to leverage on new technology.					
(c)	New employees are provided with proper induction and this enhances their adjustments to the organization's processes.					
(d)	Employees undergo regular trainings and this equip them with the necessary skills.					
(e)	Employees are taught on the importance of knowledge sharing and this boost their performance					
(f)	Staff capacity contributes towards the financial sustainability of community conservancies in Kenya.					

In your opinion, how does staff capacity contribute towards the financial sustainability of the organization?

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PART D: COMMUNITY PARTICIPATION

Please indicate the extent to which you agree with each statement with reference to the effect of community participation on the financial sustainability of community conservancies in Kenya. Given a scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral,4= agree, 5= strongly agree.

	Statement on community participation	**1**	**2**	**3**	**4**	**5**
(a)	There is involvement of the community in decision making process on matters that are likely to affect them					
(b)	Community members attend regular meetings to discuss issues relating to the conservancy.					
(c)	Community members form part of the organizations personnel and serve in various segments including security department.					
(d)	Community members are trained on the importance of conservation.					
(e)	The community has representatives in the management board of the organization.					
(f)	Community members play the role of promoting the conservancy to non-locals.					

In your opinion, how does community participation contribute towards the financial sustainability of the organization?

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PART E: REVENUE DIVERSIFICATION

Please indicate the extent to which you agree with each statement with reference to the effect of revenue diversification on the financial sustainability of community conservancies in Kenya. Given a scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral,4= agree, 5= strongly agree.

	Statements on revenue diversification	**1**	**2**	**3**	**4**	**5**
(a)	The organization uses membership fee as an alternative revenue source.					
(b)	The organization uses dividends from shares and stocks as an alternative revenue source.					
(c)	The organization generates additional revenue from assets.					
(d)	The organization generates revenue from activities such as sale of products and services.					

(e)	The organization gets financial support from the government.					
(f)	The organization gets financial support from local private individuals and institutions.					

In your opinion, how does revenue diversification contribute towards the financial sustainability of the organization?

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PART F: CORPORATE GOVERNANCE

Please indicate the extent to which you agree with each statement with reference to extent to which corporate governance effect the relationship between financial sustainability and its determinants in community conservancies in northern Kenya. Given a scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral,4= agree, 5= strongly agree.

	Statements on corporate governance	**1**	**2**	**3**	**4**	**5**
(a)	There is fair representation of both gender in the governance board of the organization.					
(b)	The board members have adequate educational qualification.					

(c)	Board meetings are held regularly to deliberate on current state and emerging matters.					
(d)	The board structure is properly stipulated and roles for each member clearly outlined.					
(e)	The board has reasonable membership to facilitate efficiency, especially on matters decision making.					
(f)	The board has sub-committees with clear roles and this enhances delegation of duties.					

PART G: FINANCIAL SUSTAINABILITY OF COMMUNITY CONSERVANCIES

Please indicate the extent to which you agree with each statement with reference to financial sustainability of community conservancies in northern Kenya. Given a scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral,4= agree, 5= strongly agree.

	Statements on financial sustainability	**1**	**2**	**3**	**4**	**5**
(a)	The organization is able to cover cash expenses and still retain sufficient funds.					
(b)	The organization has available cash flow to pay current debt obligations.					
(c)	There is available cash to fund capital and recurrent expenditure.					

(d)	The management is able to source for funding especially from donor agencies and alternative sources of revenue.					
(e)	The organization total current assets exceed the total current liabilities.					
(f)	The organization asset value decreases due to depreciation and this poses financial risks.					

Appendix III: Northern Kenya Based Conservancies

1. Nanapa Community Conservancy
2. Narupa Community Conservancy
3. Naapu Community Conservancy
4. Nanapisho Community Conservancy
5. Songa Community Conservancy

6. Melako Community Conservancy

7. Shurr Community Conservancy

8. Jaldesa Community Conservacy

9. Pellow Community Conservancy

10. Masol Community Conservancy

11. Ruko Community Conservancy

12. Kaptuya Community Conservancy

13. Kalama Community Conservancy

14. West Gate Community Conservancy

15. Sera Community Conservancy

16. Naibunga Lower Community Conservancy

17. Naibunga Upper Community Conservancy

18. Naibunga Central Community Conservancy

19. Il-Ngwesi Community Conservancy

20. Lekurruki Community Conservancy

21. Meibae Community Conservancy

22. Ltungai Community Conservancy

23. Ngilai Community Conservancy

24. Kalepo Community Conservancy
25. Nalowon Community Conservancy
26. Nkoteyia Community Conservancy
27. Biliqo – Bulesa Community Conservancy
28. Nasuulu Community Conservancy
29. Nakupurat – Gotu Community Conservancy
30. Ngare – Ndare Community Conservancy
31. Leparua Community Conservancy

Source: NGO Coordination Board, 2014

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Our ref: NAC/PHD/1/2022/5 25th APRIL 2022

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear Sir/ Madam,

REF : EVANS RIAT LEKALDERO BUS-4- 0275-1/2014

This is to confirm that the above named is a bona fide student of Kenya Methodist University undertaking a PhD in BUSINESS ADMINITRATION. He is conducting a research titled: THE MODERATING EFFECT OF CORPORATE GOVERNANCE ON THE RELATIONSHIP BETWEEN DERTERMINANTS AND FINANCIAL SUISTAINABILTY OF COMMUNITY CONSEVANCIES IN NORTHERN KENYA.

We confirm that his thesis proposal has been defended and approved by the university.

In this regard, we are requesting your office to issue a permit to enable him to collect data for his PhD dissertation.

Any assistance accorded to him will be appreciated.

KENYA METHODIST UNIVERSITY
Dean
25 MAR 2022
BOARD OF POSTGRADUATE STUDIES
P.O. Box 45240-00100, NAIROBI

Yours faithfully,

Prof. Evangeline Gichunge PhD.
ASS DIRECTOR, RESEARCH DEVELOPMENT AND POSTGRADUATE STUDIES

Encl.

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 869101

Date of Issue: 04/May/2022

RESEARCH LICENSE

This is to Certify that Mr.. Evans Riat Lekaldero of Kenya Methodist University, has been licensed to conduct research in Baringo, Garissa, Isiolo, Laikipia, Marsabit, Meru, Samburu, Westpokot on the topic: THE MODERATING EFFECT OF CORPORATE GOVERNANCE ON THE RELATIONSHIP BETWEEN DETERMINANTS AND FINANCIAL SUSTAINABILITY OF COMMUNITY CONSERVANCIES IN NORTHERN KENYA for the period ending : 04/May/2023.

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