STAKEHOLDER-BASED FACTORS AFFECTING THE SUCCESS OF HUMAN-CHIMPANZEE CONFLICT MANAGEMENT PROJECTS IN KASONGOIRE PARISH, MASINDI DISTRICT

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A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF EXECUTIVE MASTER'S IN BUSINESS ADMINISTRATION (PROJECT PLANNING AND MANAGEMENT OPTION) OF UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY (UTAMU)

SEPTEMBER 2016

DECLARATION

I, OSMAN AMULLA ANEWA, do declare that the work herein is presented in its original form and has not been presented to any other university or institution for any academic award whatsoever.

Sign:……

Date:……..……

APPROVAL

This is to certify that this work has been done under my supervision and submitted for examination with my approval.

Signature:…….…….

Dr. Dan Ayebale

Date:…….……

ACKNOWLEDGEMENTS

In a very special way, I wish to appreciate my supervisor, Dr. Dan Ayebale, for his personal and relentless commitment to read my drafts and provide guidance in a timely manner, the fruit of which is this report. In a related way, I acknowledge all my other lecturers, most specially Professor Benon C. Basheka, who provided much of the foundation in form of the theories needed for this work. All of you, therefore, have a special place in my heart for all the efforts towards my completion of the Executive Master's in Business Administration (Project Planning and Management Option) of Uganda Technology and Management University (UTAMU).

Further, I extend my appreciation to my coursemates with whom we shared a lot on the course, especially in the matter of this research and its report. Similarly, I wish to extend my heartfelt gratitude to all my work colleagues at the Jane Goodall Institute both in Uganda and the Global office in the United States of America for appreciating that I was a student and therefore giving me the leeway to study unhindered.

Notwithstanding, my family members including children Vonette Anewa Kwiyocwiny, Victor Anewa Nimungu and Valencia Anewa Piyic with their mother, Ms. Brenda Margaret Pinycwa, deserve special acknowledgement for withstanding my absence during the weekends and late-coming during the entire study period. Again, I say thanks for your understanding and because of this, I owe you this achievement. Finally, I praise the Almighty God our Father in Heaven. May Glory and Honour be unto Him for the knowledge, wisdom; and opportunity to be alive and able to successfully study.

DEDICATION

To the Almighty God, our Father in Heaven. To my children namely: Vonette Kwiyocwiny Anewa, Victor Nimungu Anewa and Valencia Piyic Anewa. And to my lovely wife, Ms. Brenda Margaret Pinycwa.

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LIST OF ABBREVIATIONS

BCFS	Budongo Conservation Field Station
BSCLG	Budongo Sub County Local Government
CITES	Convention on International Trade in Endangered Species
ECOTRUST	Environmental Conservation Trust of Uganda
FAO	Food and Agriculture Organization
IUCN	International Union for Conservation of Nature
JGI	Jane Goodall Institute
KSWL	Kinyara Sugar Works Limited
LC 1	Local Council 1
LG	Local Government
MDLG	Masindi District Local Government
NFA	National Forestry Authority
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
SPSS	Statistical Package for Social Scientists
UTAMU	Uganda Technology and Management University
UWA	Uganda Wildlife Authority

ABSTRACT

The study investigated the stakeholder-based factors affecting the success of human-chimpanzee conflict management projects in Kasongoire Parish, Masindi district. It had the following three objectives: i) to analyse how meeting stakeholder needs and expectations is associated with the success of human-chimpanzee conflict management projects in Kasongoire Parish; ii) to examine how stakeholder status is associated with their evaluation of the success of human-chimpanzee conflict management projects in Kasongoire Parish; and iii) assess how stakeholder management processes are associated with the success of human-chimpanzee conflict management projects in Kasongoire Parish. The study adopted descriptive and explanatory designs to seek opinions of respondents on the issues under investigation. Qualitative and quantitative data methods were used to complement each other in anaysis. The return rate of respondents was 254 (91.0%) out of 279 targeted respondents targeted. Respondent households were selected using simple random sampling technique across the four villages (strata) and probabilistic sampling technique was used to select respondents across the four villages, while non-probabilistic sampling technique was used to select respondents for qualitative research. Findings of the study revealed that there is a very high and significantly high positive relationship between stakeholder needs and expectations; and their perceptions of project success ($r=0.776$, $p<0.01$); there was a significant positive relationship between stakeholder status and how successful these perceive the project of interest ($r=0.978$, $p<0.01$); and finally, there was a very high and significantly high positive relationship between stakeholder management processes and project success ($r=0.854$, $p<0.01$). It is recommended to engage as many as possible of the local direct beneficiaries of the project to work with the team on human-chimpanzee conflict management projects in Kasongoire Parish for success.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study investigated stakeholder-based factors affecting the success of human-chimpanzee conflict management projects in Kasongoire Parish, Masindi district. Stakeholder-based factors were the independent variables. These include stakeholder needs and expectations; stakeholder status; and stakeholder management processes with their corresponding list of attributes describing them. On the other hand, success of human-chimpanzee conflict management projects was the dependent variable. Success is assessed in terms of conflict reduction, conflict prevention, and conflict control. This chapter includes background of the study, problem statement, purpose of the study, specific objectives, research questions, hypotheses of the study, scope, conceptual framework and operational definitions.

1.2 Background to the Study

1.2.1 Historical background

Project Management Institute defines stakeholder as an individual, group, or organization who may affect or be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project, programme, or portfolio (PMI, 2013a). According to Freeman et al. (2010), the word "stakeholder", the way we now use it, first appeared in an internal memorandum at the Stanford Research Institute, now SRI International, Inc., in 1963. They argued the term was meant to challenge the notion that stockholders are the only group to whom management needs to be responsive.

By the late 1970s and early 1980s scholars and practitioners were working to develop management theories to help explain management problems that involved high levels of uncertainty and change (Freeman et al. (2010). Previously, with the influence of Weberian bureaucratic theory, much management vocabulary assumed that organizations were in relatively stable environments. In addition since Barnard (1938), little attention had been paid to the ethical aspects of business or management; and management education was embedded in a search for theories that allowed more certainty, prediction and behavioural control. It was in this environment that Freeman suggested that managers apply a vocabulary based on the "stakeholder" concept (Freeman, 1984). Throughout the 1980s and 1990s Freeman and other scholars shaped this vocabulary to address these three interconnected problems relating to business (Freeman et al., 2010). First, from a stakeholder perspective, business can be understood as a set of relationships among groups that have a stake in the activities that make up the business (Freeman, 1984; Jones, 1995; Walsh, 2005). Where stakeholder interests conflict, the executive must find a way to re-think problems so that the needs of a broad group of stakeholders are addressed, and to the extent this is done even more value may be created for each (Harrison, Bosse, & Phillips, 2010). Second, although effective management of stakeholder relationships helps businesses survive and thrive in capitalist systems, it is also a moral endeavour because it concerns questions of values, choice, and potential harms and benefits for a large group of groups and individuals (Phillips, 2003). Finally, it describes management which focuses attention on the creation, maintenance and alignment of stakeholder relationships and which in turn, better equips practitioners to create value and avoid moral failures (Post, Preston, & Sachs, 2002; Sisodia, Wolfe & Sheth, 2007). To date, the stakeholder perspective has been

widely applied in a wide variety of disciplines, including law, health care, public administration, environmental policy and ethics (Freeman et al. (2010).

1.2.2 Theoretical background

This study was premised on stakeholder theory. Throughout the 1980's and 1990's Freeman and other scholars shaped this vocabulary to address these three interconnected problems relating to business (Freeman et al., 2010): a) the problem of value creation and trade. That is, in a rapidly changing and global business context, how is value created and traded? b) the problem of the ethics of capitalism. That is, what are the connections between capitalism and ethics? c) the problem of managerial mindset. That is, how should managers think about management to: better create value and, explicitly connect business and ethics?

According to Freeman et al. (2010), stakeholder theory suggests that if we adopt as a unit of analysis the relationships between a business and the groups; and individuals who can affect or are affected by it, then we have a better chance to deal effectively with these three problems. Because of the instrumental or strategic nature of stakeholder theory, the inclusion of stakeholders in project processes is increasingly recognized as an important factor in delivering satisfactory project outcomes (Fro¨dell, 2008). This stream has generally focused on the way in which relationships with stakeholder groups are managed, and on the impact of stakeholders on the firm, employing means-ends reasoning (Karlsen et al., 2008). Using this theory, managers must develop relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver the value the firm promises. The theory claims that whatever the ultimate aim of the corporation or other form of business activity, managers and

entrepreneurs must take into account the legitimate interests of those groups and individuals who can affect (or be affected by) their activities (Donaldson and Preston, 1995; Freeman, 1994). It is quite natural to suggest that the very idea of value creation and trade is intimately connected to the idea of creating value for stakeholders. The best deal for all is if managers try to create as much value for stakeholders as possible. The recent studies including by KPMG New Zealand multi-industrial survey (KPMG, 2010), as well as the 2000–2011 CHAOS report (Standish Group, 2000-2011) confirm high rates of project challenges and failures. Scholars have cited "the ignorance or poor stakeholder management" as one of the key reasons responsible for project failure (Aaltonen, 2011; Chang, Chih, Chew & Pisarski, 2013; Hietbrink, Hartmann & Dewulf, 2012; Yang, Shen, Ho, Drew & Xue, 2011; Zolin, Cheung & Turner, 2012). Findings indicate that issues within the stakeholder environment are mainly related to the stakeholder influential attributes, behaviours, their understanding; and management (Beringer, Jonas & Kock, 2013; Fageha & Aibinu, 2013; Mitchell, Agle & Wood, 1997; Rowley & Moldoveanu, 2003), which require exhaustive analysis, broader knowledge, and inclusive management methodology, techniques and tools in order to effectively be assessed, utilized and managed to ensure projects' well-being and success.

1.2.3 Conceptual background

The main concepts of this study were stakeholder factors as the independent variables while the success of human-chimpanzee conflict management was the dependent variable. Pinto (1986) reported that while project management process is complex, successful project implementation would also depend on addressing a specialized set of critical success factors. Kerzner (1987) defined critical success factors as elements which must exist within the organization in order to

create an environment where projects may be managed with excellence on a consistent basis. According to Kerzner (1998: 25), project success can be measured using five criteria including completion in time, within budget, completion at the desired level of quality, acceptability by the customer and resulting in customers allowing its use as a reference. In this study, Kerzner's criteria can be translated to assess conflict reduction, conflict prevention or conflict control as dimensions of project success. Hughes (1986) conducted a survey in which he identified the factors that affect project performance and concluded that projects fail because of improper basic managerial principles, such as the improper focus of the management system, by rewarding the wrong actions, and the lack of communication of goals. In a related study, Morris and Hough (1987) gave many illustrations of governments being influential external factors and showed how crucial the public attitude towards a project could become. These help to explain that the critical role of stakeholders may contribute to project success (Decker et al., 1996:72). Stakeholder involvement in various aspects of wildlife management can yield many benefits (Chase et al., 2000).

Chimpanzee-human interactions in Kasongoire parish frequently occur within a remnant of mostly private or community riverine forests that connect the northern and southern forests of Budongo and Bugoma respectively. These forests combined, provide a habitat for over 1,000 chimpanzees that move to and fro through this corridor. These interactions for over a decade have resulted into various forms of conflicts involving chimpanzees, human and their property especially livestock and agricultural crops on farmland adjacent to this corridor. The environment and the work of conservation agencies have also been affected. Human-chimpanzee conflict is indeed a big concern to the Kasongoire community as it affects differently given the

many stakeholders to it. To date, many community-based interventions for human-chimpanzee conflict management had been implemented in this place using mainly conservation and community-centred approaches. This aimed at creating a win-win situation benefiting both wildlife and communities without much harm to each other and reducing conflicts. A multiplicity of stakeholders and partners including projects and conservationists were increasingly getting interested in this problem.

1.2.4 Contextual background

Over 30 years ago, the global chimpanzee population was over one million, with Uganda having about 30,000 of these in the same time. Chimpanzees have already disappeared from four African countries, and are nearing extinction in many others. Deforestation and commercial hunting for bush meat (in some West African countries) are taking a terrible toll on most populations (http://wwf.panda.org/what_we_do/endangered_species/great_apes/chimpanzees/). Despite the limited survey data from most habitats, this source also estimates the current global population at 150,000 to 250,000 chimpanzees. This is down from about 170,000 - 300,000 globally, several decades ago with Uganda having about 5,000 (JGI/UWA, 2002) and to date a stable population has been reported (http://kabiza.com/kabiza-wilderness-safaris/chimpanzee-background-information-habits-uganda-rwanda/ accessed on May 27, 2016). Human-chimpanzee conflicts are on the increase and these are partly attributed to the ensuing human-chimpanzee competition over dwindling shared resources within Kasongoire forest fragments. These forest fragments are generally threatened by human activities. Waller (1995), Fawcett (2000), Waller and Reynolds (2001), and Grant and Ralston (2002) have shown Budongo's fauna to be threatened by snaring. The adjacent Kasongoire forest fragment with a huge hunter community is

similarly affected. Relatedly, a study by D. M. Tumusiime et al. (2010, p.132) reported that crop raiding by the reserve's resident fauna has resulted in substantial human-wildlife conflicts especially at the southern edge of Budongo forest, notably Kasongoire which is bordered by sugar cane plantations. Increasingly, chimpanzee-inflicted injures on human populations have continued often resulting into deaths. With this decreasing population, the chimpanzees are regarded as an endangered species under the Convention on International Trade in Endangered Species (CITES) which regulates trade in animals and plants or their parts under different categories. When the species' conservation status is of particular interest, it is specified according to the International Union for Conservation of Nature (IUCN) Red List of threatened species (2005). These reductions are mainly a result of increasing human population pressure on the forest leading to gradual habitat loss thus creating close proximity and interactions between chimpanzees and humans (FAO, 2009:18). FAO further reported that as wildlife range continues to get fragmented and wildlife confined into smaller pockets of suitable habitats, humans and wildlife increasingly come into contact and conflict.

1.3 Statement of the Problem

From 2003, communities in Kasongoire Parish have repeatedly reported cases of human-chimpanzee conflicts with incidents of crop destruction; and deaths and injuries to chimpanzees and or humans and their livestock in communities adjacent to the several forest patches reminiscent of unsustainable human activities. Belonging to Appendix I of the Red List category, targeted local and international efforts aim to protect chimpanzees by reducing human activities that decimate their populations or cause harm to them. Despite many project actions often involving partners and stakeholders aimed at mitigating this problem, the conflict continues escalating. The conflicts are beginning to assume newer forms and spreading beyond their

current geographical scope. Many of these projects including snare removal and other complementary activities in Budongo and adjacent forests to promote human-chimpanzee co-existence (Budongo Forest Project, June 2003, p.2) have been short-lived and implemented between one to a maximum of two years with different combinations of stakeholders and project partners. Similarly, attempts by organizations such as ECOTRUST to improve management of the forest by involving Kasongoire local communities have so far come to naught (JGI, 2015). Communities also reported that a local hotelier was illegally using this forest fragment for chimpanzee tourism; a practice that was stopped because of conflicting interests and role-play. All these efforts seem not to have solved the problem; not even creating community resilience to the problem.

Though stakeholders involved have varied nature, objectives and attributes for success, Lim and Mohamed (1999) considered the following success factors for projects: completion in time, within budget, completion at the desired level of quality, acceptability by the customer and resulting in customers use as a reference. However, even using these success factors, no significant mitigation of the human-chimpanzee conflict has been reported. There has been no systematic investigation of how the current efforts have succeeded or can be used to enhance acceptance of the human-chimpanzee conflict management projects. It is these gaps that the study attempts to address.

1.4 Purpose of the Study

The purpose of the study was to determine the stakeholder-based factors affecting the success of human-chimpanzee conflict management projects in Kasongoire Parish, Masindi district.

1.5 Objectives

Objectives of this study were to:

i. Analyse how meeting stakeholder needs and expectations is associated with the success of human-chimpanzee conflict management projects in Kasongoire Parish;
ii. Examine how stakeholder status is associated with their evaluation of the success of human-chimpanzee conflict management projects in Kasongoire Parish;
iii. Assess how stakeholder management processes are associated with the success of human-chimpanzee conflict management projects in Kasongoire Parish.

1.6 Research Questions

The study aimed to answer the following research questions:

i. How is meeting the stakeholder needs and expectations associated with the success of human-chimpanzee conflict management project in Kasongoire Parish?
ii. How is stakeholder status associated with their evaluation of the success of human-chimpanzee conflict management project in Kasongoire Parish?
iii. How are stakeholder management processes associated with the success of human-chimpanzee conflict management project in Kasongoire Parish?

1.7 Hypotheses of the Study

H1: Meeting stakeholder needs and expectations is positively associated with the success of human-chimpanzee conflict management project in Kasongoire Parish.

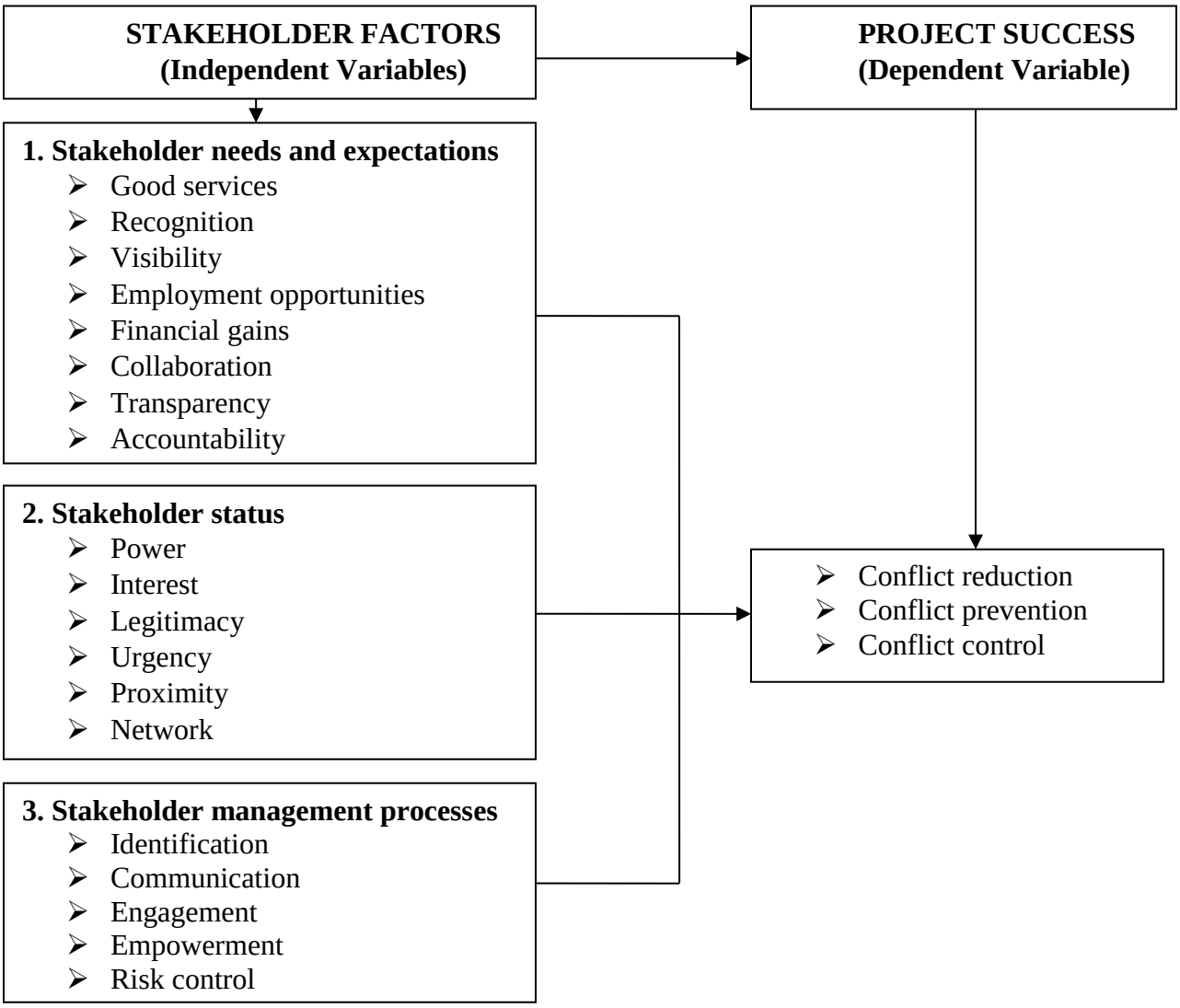
H2: Stakeholder status would differentially explain the differences with which their evaluation is associated with the success of human-chimpanzee conflict management project in Kasongoire Parish.

H3: Stakeholder management processes are associated with the success of human-chimpanzee conflict management project in Kasongoire Parish.

1.8 Conceptual Framework

Conceptual framework is defined as an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts (Svinicki, 2010). It shows the relationship between the independent and dependent variables. The conceptual framework of this study draws on stakeholder theory, chosen as the basis because it has been used in various areas such as corporate social responsibility (Wang and Huang, 2006), business ethics and project management (Kenneth and Reed, 2004). According to Fro¨dell (2008), the strategic nature of stakeholder theory recognizes the inclusion of stakeholders in project processes and is increasingly becoming recognized as an important factor in delivering satisfactory project outcomes. This theory has generally focused on the way relationships with stakeholder groups are managed, the impact of stakeholders on the firm, employing means-ends reasoning (Karlsen et al., 2008). For this study as illustrated in Figure 1 below, the stakeholder-based factors were the independent variables (stakeholder needs and expectations; stakeholder status; and stakeholder management processes) while project success is the dependent variable (conflict control, prevention or reduction).

Figure 1. Conceptual Framework



Source: *Adapted from and modified from Jaccard & Jacoby (2010), Baron & Kenny (1986), Johnson and Scholes (1999), Olander and Landin (2005), Mitchell et al. (1997), Bourne and Walker (2006).*

In the above conceptual framework as depicted in Figure 1, stakeholder-based factors being the independent variable (IV) were conceptualized to positively influence the success of human-chimpanzee conflict management projects in Kasongoire Parish. It shows that stakeholder needs and expectations; stakeholder status; and stakeholder management processes which form the IV, directly influenced the success of human chimpanzee conflict management projects in

Kasongoire Parish (DV). From the same figure, the success of human-chimpanzee conflict management projects was assessed in terms of conflict reduction, conflict prevention, and conflict control. These assessments are the outputs or outcomes of the conflict management emanating from the use of stakeholder needs and expectations; stakeholder status; and stakeholder management processes with their corresponding attributes.

1.9 Significance of the Study

This study was considered to impact this and other researchers, conservation biologists, and policy makers with wildlife interest, human-wildlife conflict management in general, and human-chimpanzee conflict management specifically. The National Forestry Authority (NFA) and Uganda Wildlife Authority (UWA) could also find it useful in planning management and conservation strategies for improving conservation integrity of threatened habitats. The output of this study could be replicated to provide management insight. This would help guide decision-making for and by agencies mandated with the management of these private and community forests; and NFA and UWA. The study outcome would also contribute towards an academic award for the researcher. Finally, it could provide a baseline for in-depth studies in this theme or used as related literature in similar studies.

1.10 Justification of the Study

Human-chimpanzee conflicts negatively affect the health, habitats and livelihoods of both chimpanzees and humans in various ways, including destruction of property, injuries and deaths to humans and or chimpanzees; and disease exchange between the two given their close genetic relationship. Despite these, humans and agencies remain the key management and affected stakeholders. Classified as endangered, chimpanzee populations have reportedly dropped from

about two million to some 150,000 currently in just a hundred years spread in over 21 African nations. CITES mandates all signatory countries to conserve and protect all endangered species of flora and fauna including chimpanzees. It makes global hunting, killing and selling of endangered animal and plant species and or their parts illegal. Studying the stakeholder factors affecting project success could provide insight into the management of these recurrent and rising cases of human-chimpanzee conflicts in Kasongoire parish. These worrying trends if left unattended will decimate further the population viability of these already endangered animals in the area by the retaliating human population whose livelihoods are reversely affected by the increasing conflict. It is thus important to understand these factors in order to plan protective and conservation actions.

1.11 Scope of the Study

1.11.1 Geographical Scope

Kasongoire, Waipacu, Kisagura and Kimanya 1 villages were the 4 out of the 8 villages of Kasongoire Parish, Bujenje County in Budongo Sub County, Masindi district that were covered by the study. These have significant patches of riverine forests, higher human populations; and human-chimpanzee conflicts.

1.11.2 Time Scope

The study covered the year 2003 to date when major Kasongoire human-chimpanzee conflict reporting and project implementations were done. Data collection was however done from May to June 2016; when farmers were mostly on-farm and easy to locate.

1.11.3 Content Scope

The study focused on needs and expectations; the current stakeholder status; and stakeholder management processes in the projects.

1.12 Operational Definitions

Human-chimpanzee conflict. Refers to interaction between chimpanzees in the wilderness and people; and the resultant negative impact on people or their resources. It is a subset of human-wildlife conflict also defined as 'any human-great ape interaction resulting in negative effects on human social, economic or cultural life, great ape social, ecological or cultural life or the conservation of great apes and their environment' (adapted from the IUCN/SSC African Elephant Specialist Group).

Conflict. Is a difference within a person or between two or more people [or between groups of people] that touches them in a significant way (LeBaron and Pillay, 2006: 12). Conflict often manifests itself in ''expressed disagreements among people with incompatible goals and potential interference in achieving these goals'' (Peterson et al., 2013: 94). The definition is adapted to explain human-chimpanzee conflicts.

Recognition. Is acknowledgement of something's existence, validity, or legality (https://www.google.com/#q=recognition+defined accessed on September 7, 2016).

Visibility. Is the degree to which something has attracted general attention; prominence (https://www.google.com/#q=visibility+defined accessed on September 7, 2016).

Collaboration. Generally refers to cooperative arrangement in which two or more parties (which may or may not have any previous relationship) work jointly towards a common goal

(http://www.businessdictionary.com/definition/collaboration.html accessed on September 7, 2016).

Transparency. Is operating in such a way that it is easy for others to see what actions are performed. It has been defined simply as "the perceived quality of intentionally shared information from a sender" *(*Schnackenberg, Andrew K.; Tomlinson, Edward C. (March 2014*).* It guides an organization's decisions and policies on the disclosure of information to its employees and the public, or simply the intended recipient of the information.

Accountability. Is defined as an obligation or willingness to accept responsibility or to account for one's actions (http://www.merriam-webster.com/dictionary/accountability accessed on September 7, 2016).

Identification. Is the act of finding out who someone is or what something is; the act of identifying someone or something (http://www.merriam-webster.com/dictionary/identification accessed on September 7, 2016).

Communication. Is a two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings but also create and share meaning. In general, communication is a means of connecting people or places. In business, it is a key function of management--an organization cannot operate without communication between levels, departments and employees (http://www.businessdictionary.com/definition/communication.html accessed on September 7, 2016).

Engagement. Refers to the process by which a company communicates or interacts with its stakeholders in order to achieve a desired outcome and enhance accountability. In addition, empowerment is a management practice of sharing information, rewards, and power with

employees so that they can take initiative and make decisions to solve problems and improve service and performance (http://www.businessdictionary.com/definition/empowerment.html accessed on September 7, 2016).

Risk control. Is the method by which firms evaluate potential losses and take action to reduce or eliminate such threats using findings from risk assessments (http://www.investopedia.com/terms/r/risk-control.asp accessed on September 7, 2016).

Power. Is the capacity or ability to direct or influence the behavior of others or the course of events (https://www.google.com/#q=power+defined accessed on September 7, 2016).

Interest. Refers to the feeling of a person whose attention, concern, or curiosity is particularly engaged by something (http://www.dictionary.com/browse/interest accessed on September 7, 2016).

Legitimacy. Is defined as the lawfulness or authenticity of something (https://www.google.com/#q=legitimacy+defined accessed on September 7, 2016).

Urgency. Refers to how urgent stakeholders' claims are based on time sensitivity and criticality (Mitchell et al. 1997).

Proximity. Refers to the stakeholders' relationship based on their ties with the project management team and processes (Bourne & Walker, 2006).

Network. This is a group or system of interconnected people or things (https://www.google.com/#q=network+defined accessed on September 7, 2016).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents review of related literature on the work from various referenced sources including books, journal articles, reports both personal and documented, dissertations and other publications. The chapter includes theoretical review, conceptual review/conceptual framework, empirical studies; and synthesis of literature. It will also provide related literature on how stakeholder needs and expectations; stakeholder status; and stakeholder management processes as attributes of the independent variables affect project success according to the objectives of the study.

2.2 Theoretical Review

Stakeholder theory was the main theory informing this research. The focus of stakeholder theory was articulated in two core questions (Freeman, 1994). First, what is the purpose of the firm? This encourages managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. This propels the firm forward and allows it to generate outstanding performance, determined both in terms of its purpose and marketplace financial metrics. In essence, this perspective of stakeholder theory implies that unless stakeholders have a common value they may not actually work together. Secondly, what responsibility does management have to stakeholders? This pushes managers to articulate how they want to do business specifically, what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose. This idea of maximizing for stakeholders evolved through Freeman's "Strategic

Management: A Stakeholder Approach" which became the theoretical ground for further developments. According to this, stakeholders have a central role they play in projects and businesses and are therefore considered as a critical part of these initiatives. Therefore according to strategic management, stakeholder theory is defined as a theory of organizational management and ethics (Phillips, Freeman & Wicks, 2003). It opposes the free market norm of shareholder capitalization and promotes stakeholder maximization. For decades, economists have been defining the purpose of a business as an instrument to capitalize on shareholders. Stakeholder scholar Stout (2012) stated the purpose of a project as an instrument established to deliver benefits to its stakeholders including the project owner. In this study, the benefits are project success described in terms of conflict reduction, conflict prevention or conflict control.

2.3 Conceptual Review

One of the earliest broad and classic definitions of stakeholder was introduced by Freeman (1984) who defined it as "any group or individual who can affect or be affected by the achievement of the organization's objectives". Influenced by the Freeman's theory, but interested more in project outcome, Cleland (1986) provided a more narrow view defining project stakeholder as individuals or institutions that are either under or beyond project manager's authority, and directly or indirectly get affected by the project's outcome, and have share or stake or an interest in project.

PMBOK guide (PMI, 2013, p. 29) defines stakeholders as "individual, group, or organization who may affect or be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, who may be actively involved in the project or have interests that may be positively or negatively affected by the performance of completion of the project". Littau,

Jujagiri, and Adlbrecht (2010) conducted a meta-analysis study on stakeholder theory in project management discipline and found out that from 2006, the PMBOK guide definition has become the dominant stakeholder definition in the field of project management. This research expands on defining project stakeholder as individual(s), or group(s), or organization(s) who have property rights, or an interest (self or moral) or human rights in the project, and can affect or be affected by the project activity or its outcome.

Because of its relevance to this study, critical success factors (CSFs) that was first developed by Rockart (1979) was also used to explain the concept of project success. To identify the essentials of stakeholder management, Critical Success Factors (CSFs) approach was used and now finds relevance in this study. Rockart, defined CSFs as "areas, in which results, if they are satisfactory, will ensure successful competitive performance for the organisation" (Rockart, 1979). Similarly, many researchers including Chan et al. (2001), Jefferies et al. (2002), Yu et al. (2006) have used this method as a means to improve the performance of the management process. In the field of stakeholder management, Cleland and Ireland (2002) consider it important that the project team should know whether or not it is successfully "managing" the project stakeholders. They viewed CSFs as those activities and practices that should be addressed in order to ensure effective management of stakeholders. Relatedly, Jergeas et al. (2000) identified communication with stakeholders; and setting common goals, objectives and project priorities as the two aspects of improvements for managing stakeholders. In addition, Landin (2000) reported that the long-term performance of any construction and its ability to satisfy stakeholders depends on decisions made and the care taken by decision-makers in stakeholder communication. Arguably, the key issue in project stakeholder management is managing the relationship between the project and its

stakeholders (Aaltonen et al. (2008). It can be deduced that the critical success factors for stakeholder management viewed in construction projects may apply in all cases of public projects since they do not exhibit differences on expected priorities in the execution of public projects. This conceptual framework views project success as conflict control, conflict prevention; and conflict reduction.

2.4 Stakeholder Needs and Expectations, and Project Success

Both literature and this study appreciate that stakeholders vary a lot and these have an implication for project outcomes. In any project or organizational setup, stakeholders vary by type, background and objectives, with each having a different set of needs and expectations. To the stakeholders, these may have implications for project success. For example, Wells (1986), Masterman (1992), Anyaegbunam (2002), PPA (2007), and Park et al. (2012) indicated that some goals or measures of success on a public project include but are not limited to: (a) project implementation at least or budgeted cost; (b) project implementation at least or budgeted time; (c) project implementation to meet agreed or expected quality considerations; (d) transparency and accountability; (e) project implementation to promote technology transfer to nationals; (f) project implementation to generate employment opportunities for nationals; (g) project implementation in such a way as not to affect health and safety and the environment or ecosystem, or project implementation using the principle of sustainability; and (h) poverty alleviation and other socio economic goals. Given their relevance to project success, they have been adopted for use in this conceptual frame. The first three goals or objectives are regarded as the traditional micro-measures of success or project performance. Pinto and Slevin (1988) equally developed what they termed surrogate measures to determine project success; however

some of these are limited to the project or are at the project level and are not intertwined with any political or national vision.

Park et al. (2012) argue that profitability may not be a top requirement for some public projects, explaining that in some international development projects, which are examples of public projects, the target or driver of the project may not be profitability but poverty reduction. Forrer et al. (2010) provided an analytical framework in which the use of public-private-partnership (PPP) for procurement of goods and services can meet public sector requirements of efficiency, effectiveness and equity. Forrer et al. (2010) also added accountability as a requirement in modelling the procurement of public projects. These stakeholder needs and expectations have been wholly or partly captured in the conceptual framework as demands for good services, recognition, visibility, employment opportunities, financial gains, collaboration; and transparency. Stakeholder needs and expectations to an extent depend on the stakeholder status by describing attributes such as influence. This status has an influence on project success and the subsequent section explains this further. It is also likely that stakeholders may possess both power and legitimacy to attribute urgency at a later stage, and very often move into the definitive class implying that stakeholder needs and expectations can be dynamic and their positions; and level of influence can keep changing. Therefore managers should be really careful in differentiating the stakeholder types and identifying the specific needs each one has (Mitchell et al. 1997, pp. 874-878; Mitchell et al. 2011, pp. 239- 240).

2.5 Stakeholder Status and Project Success

Lindsay Mckenna Limited (2001) defined stakeholder influence as the ability of the person to undermine or promote achievement of the goals. Accordingly, a number of stakeholder influential attributes can be used to define project stakeholder status and includes: power, interest, network, proximity, legitimacy; and urgency. This resulted from scholars' disagreement and diverse opinions on Freeman's principles of who and what counts, prompting Mitchell et al. (1997) to develop stakeholder salience theory which explains the conditions under which managers consider certain classes of entities as stakeholders. This helps management response to various stakeholders. Mitchell et al. (1997) added two more variables of legitimacy and urgency to fill the gaps related to the single variable of power. However, the salience framework was criticized for ignoring stakeholders beyond the economic value of the firm or project (Banerjee, 2008; Bourne & Walker, 2005; Yang, Shen & Ho, 2009).

The next popular framework is the power/interest matrix which was formulized by Johnson and Scholes (1999). Based on Mitchell et al.'s (1997) salience framework, Bourne and Walker (2006) introduced the typology of power, urgency and proximity. The authors added a new dimension and eliminated legitimacy's restriction by replacing it with proximity. However, these efforts were also criticized for remaining within the traditional framework of power, ignoring the dynamism of stakeholder environment and other influential attributes (Banerjee, 2008). Arguably, the traditional power-based frameworks with their strengths and weaknesses miss out important critical factors such as the complexity of relationship network and the significance of stakeholders' moral interest in favour of others. For a fresh insight to fill the gap, they moved

beyond the salience-based frameworks employing all six key influential attributes as discussed in the following section.

Power: Is the ability used by some to bring the outcomes they wish (Salancik & Pfeffer, 1974). Power was cited by Mitchell et al. (1997) through organizational theories of agency, resource dependence and transaction cost. In organizational settings, Etzioni (1964) categorized power as coercive power (physical resources or force), utilitarian (financial resources), and normative (prestige). A number of researchers have argued that a project's survival and well-being is influenced by stakeholders' power. Power debate has been ongoing and many stakeholder scholars including Freeman (1984), Donaldson and Preston (1995), and Clarkson (1995) challenged the importance of power in favour of legitimacy in stakeholder-manager relationship. However, this study retains power for further assessment.

Interest: Johnson and Scholes (1999) modified the stakeholder environment scanning model introduced by Mendelow (1981) to measure stakeholder interest through formulated power/interest matrix (Olander & Landin, 2005). Authors' organizational stakeholder mapping is about how interested stakeholders are in pursuing their expectations and whether they have the power to push for. Contrary to the power-dependent arguments, Rowley and Moldoveanu (2003) stated that interest-based perspective is capable of mobilizing stakeholder group and influence the focal organization independent from power or urgency. Additionally, Freeman, Harrison, Wicks, Paramar, and Colle (2011) added to the topic stressing the moral interest as an important criterion for identifying who counts. This research will retain interest as an independent influential variable for further examination.

Legitimacy: Is often coupled with power as a socially acted attribute; it is also referred to as legitimate or illegitimate usage of power (Davis, 1973). According to Mitchell et al. (1997) both variables of legitimacy and power are linked while being independent. Authors argued that a firm's stakeholder may have a legitimate claim to make but will not receive salience from management unless he/she has either the power to push for or has a high degree of urgency to drive the claim forward. Bourne and Walker (2006) replaced legitimacy with proximity, claiming it ignores stakeholders beyond contractual rights. Yang, Shen, Bourne, et al. (2011) also replaced legitimacy with proximity due to its complication and restriction. Contrary to the above power-dependent approaches, scholars have described legitimacy through a broader notion that explains the subject as a socially constructed concept with ownership title, moral rights, interest (self or moral), legal, contractual, and exchange relationship (Carroll & Buchholtz, 2011; Phillips, 2003; Suchman, 1995). This study will retain legitimacy as one of the key factors in stakeholder-manager relationships.

Urgency: Mitchell et al. (1997) proposed urgency to respond to the dynamism of situation. Urgency refers to how urgent stakeholders' claims are based on time sensitivity and criticality (Mitchell et al. 1997). Other researchers also confirmed the importance of urgency in project (Bourne & Walker, 2006; Yang, Shen, Bourne, et al., 2011). This study will retain urgency for further assessment.

Proximity: This evaluates stakeholders' relationship based on their ties with the project management team and processes (Bourne & Walker, 2006). Proximity with other attributes will add a dimension enabling project managers to analyze community of stakeholders based on their

closeness, role and relationships with the team and processes. This study finds proximity relevant and will retain it for further analysis.

Network: Rowley (1997) argued that stakeholder network topology of relationship was more complex than it was described by Freeman (1984). The author argued that the relationship does not happen in dyadic form but in the form of network of influences with direct links among stakeholders. The characteristics of these relational networks lead to density and or centrality of relationships which may cause coalitions or conflicts among stakeholders (Rowley, 1997). Yang, Shen, Bourne, et al. (2011) tested the stakeholder relationship management and found it significant. Authors categorized it into first, promoting the relationship between project stakeholders; and second, analyzing the stakeholders' impact through networks of relationships. This study finds relationship network relevant for further analysis.

Finally, during times of crisis for a company it is crucial for crisis managers and crisis communicators not only to identify the crisis type and choose the most appropriate crisis communication response(s) but also to recognize the different types of stakeholders and focus on the ones that influence the company/ crisis the most. In a study, the main finding the authors made is that stakeholder status is impermanent and is determined by the decision-makers and the way they see things (Magness, 2008, p. 177). From the stakeholder theory point of view, this may not be easy to understand in a study of cross-sectional nature, a gap whose importance should be underscored.

2.6 Stakeholder Management Process and Project Success

The successful delivery of any project highly depends on effective stakeholder engagement and management (Chang et al., 2013), and this relies on project managers' ability to identify stakeholders' expectations from the beginning to close-up (Cleland, 1999). Researchers have described project stakeholder management as a process in which a project team facilitates the needs of stakeholders to identify, discuss, agree, and contribute to achieving their objectives (Brammer & Millington, 2004; Pajunen, 2006; Rowlinson & Cheung, 2008). Similarly, Kerzner (2011, p.34) describes stakeholder relationship management through six continuous processes including identifying stakeholders, analyzing, engaging, identifying information flow, enforcing stakeholder agreement, and stakeholder debriefing. While in agreement with stakeholder theory suggested by Freeman et al. (2010), most of the projects however do this as a one-time activity and perhaps at project close-up without having a continuous engagement in these areas for good success.

From the base-organization viewpoint, Eskerod and Jepsen (2013) suggested three processes of stakeholder identification, assessment, and prioritization. These are essential for proper stakeholder management for success. It is important to assess the current levels of engagement for stakeholders, as well as the planned engagement levels that are required for project success. PMBOK® 5th Edition recommends classifying the engagement level of stakeholders with the following classifications: unaware, resistant, neutral, supportive; and leading. Accordingly, PMBOK® 5th Edition suggests the use of a matrix as a good tool for comparing current and desired engagement levels for each stakeholder. Most if not all the Kasongoire human-chimpanzee conflict management projects lacked this kind of assessment.

Relatedly, Collins (2001) and Collins and Porras (1994) have found compelling answers to the two core questions posed by stakeholder theory, which underscore the moral presuppositions of managing and these are about purpose and human relationships as necessary for project success. Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business, and rejects the separation thesis (Freeman, 1994). From these illustrations, it is apparent that without values, projects may not succeed. This is because for project success, the project and its entire list of stakeholders should be able to share common values which actually bring them together. It is therefore imperative to identify as many stakeholders for the project as possible and assess them based on interest, power, influence, and impact as suggested by PMBOK® 5th Edition. This, it added, helps to categorize and group stakeholders for easier management; further adding that identified stakeholders can be a great source for determining unidentified stakeholders. For example, the stakeholder register for a previous similar project may help but this endeavour is likely ignored in most of these projects, thus leading to a correspondingly limited knowledge of the stakeholders. From this illustration, knowing the current and past stakeholders has a big implication for stakeholder planning and management processes. Therefore, a good tip would be to start identifying stakeholders close to the project and work outwardly.

In addition while identifying stakeholders should not be new, identifying stakeholders was (and is) a key input into a communications management plan for the project to make sure that the right stakeholders are sent the right information at the right time (PMI, 2013). This is because the project stakeholders are usually a broad and diverse group, with different personalities, different communication styles, and different communication needs. Stakeholder salience theory

as provided by Mitchel et al. (1997) suggests that a contrary argument that stakeholder theory by Freeman et al (2010) is too restrictive in terms of not considering all the attributes or criteria for classifying stakeholders. As a result, Mitchell and his co-authors, Agle and Wood, classified different types of stakeholders in accordance to the attributes they possess (Gago & Antolin 2004, p. 67). As Mitchell et al. (1997, p.878) defined salience as "the degree to which managers give priority to competing stakeholder claims" (therefore stakeholder salience will be high where all of the three stakeholder attributes are perceived by managers to be present). Stakeholder salience model has stakeholder classes which are separated in three main groups 1) latent stakeholders– those stakeholder groups who possess only one of the three attributes of power, legitimacy and urgency; 2) expectant stakeholders– those groups who possess two attributes; and 3) definitive stakeholders– those who possess all three attributes. Groups or individuals possessing none of the attributes are classified as non-stakeholders or potential stakeholders (Mitchell, Agle and Wood, 1997, pp. 872-874).

The latent stakeholder class of dormant (possessing power), discretionary (possessing legitimacy) and demanding (possessing urgency) stakeholders is considered as low salience group. Theory suggests managers pay little or no attention to stakeholders possessing only one of the attributes as these stakeholders are no likely to influence the company in any way. On the other hand, the expectant stakeholder class is trusted to be of essential significance for the company. On this basis, some stakeholders may be most engaged when sent a bulleted email, while others may prefer a phone call, while others may prefer meeting for coffee. Also, the engagement of some stakeholders is more important to project success than others.

2.7 Empirical Studies

Human-wildlife conflicts in their various forms occur world over and therefore have a global significance as various reports seem to indicate an increase despite several remedial interventions. An increasing level of these conflicts with incidents of crop raiding, human and chimpanzee injuries as well as deaths, have been reported in the past over 10 years in Kasongoire parish (Community reports). Traditional remedial actions for management by community seem to promote aggressive behaviours against wildlife effects on both wildlife and habitats; humans and their property with attack or defence waged from either side. This is partly because existing wildlife laws in Uganda are conservation-centred and seem to work against affected population, especially given the policy of no compensation for victims of wildlife attacks. Wildlife laws in Uganda prohibit unauthorized killing of wildlife except vermin (Uganda Wildlife Act, 1996). In support for this position, FAO argues that human-wildlife conflict management should be compatible with current legislation and local culture, and politically acceptable (FAO, 2009: 79). This does not seem to address stakeholder concerns adequately. JGI (2015) reported that a number of organizations over the past 10 years of the conflict incidents have implemented short-lived projects that too, were more top-down and conservation-centred in nature with apparently an overwhelming implementer power and interest. While PMBOK Guide (2000) advocates for a wide stakeholder involvement to cater for their carried expectations, FAO (2009) insists on adequate time and rigour to expedite processes that are effective with a permanent outcome. Similarly, the study by Keogh, Fourie, Watson and Gay (2010) on the department of health and science proves the importance of stakeholder involvement in the development of a new curriculum for its success. Toor and Ogunlana's (2010) research findings on large public sector

development projects moved the topic beyond the traditional iron triangle and concluded that stakeholder' perception and satisfaction are key to project success.

From the project owner's viewpoint, Eskerod and Jepsen (2013) reconfirmed the importance of stakeholders by stating that a project can only be successful if stakeholders are first motivated and in return have contributed to the project. According to community reports, a number of projects under different funding in the area were conceived and implemented by agencies in collaboration with beneficiary communities, and local governments without much success given limited stakeholder consideration.

2.8 Synthesis of the Literature Review

From literature, stakeholder theory is a useful tool for project success as it concerns itself with a participative process involving stakeholders of a project. Literature reviewed also indicate that most project failures stem partly from the lack or inadequate involvement of stakeholders, each with their various needs, interest, power and expectations are also satisfied differently depending on their yardstick for describing project success. It is therefore apparent that interventions for human-chimpanzee conflict management must be able to use various measurements for project success in order to cover all the stakeholders. Again, stakeholder management process should be systematic and effectively managed. PMBOK describes some of these as identification, communication, engagement, empowerment; and risk control. These lead to successful projects described by timely delivery of quality project within budget; and is acceptable to customers who are able to use the project as a reference. PMBOK Guide (2000) supports this with emphasis on time management as one of the key knowledge areas. Similar literature provided by FAO (2009:

79) reported that management response should be swift and should generate effective and permanent results. However, literature does not indicate the amount of time and resources invested in the reported interventions. Finally, there are no explicit indications of measures of project success. From these and previous literature, it may not be possible to have a universally defined and agreed measure of project success as funders and stakeholders tend to have different measurement parameters. This study hopes to provide answers to some of these questions.

In the most recent Project Management Book of Knowledge (PMI, 2013), the importance of Stakeholder Management has been elevated as a new Knowledge Area. Stakeholder Management consists of the following four processes: identify stakeholders, plan stakeholder management, manage stakeholder engagement; and control stakeholder engagement. Therefore, stakeholder management processes is an important factor of the independent variable (IV) in this study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The purpose of this study was to determine the stakeholder success factors affecting the success of human-chimpanzee conflict management projects in Kasongoire Parish, Masindi district. This chapter explains how the whole study was conducted. It includes the study design, study population, sample size determination, sampling technique and procedure, data collection methods, data collection instruments, pre-testing, procedure of data collection, data analysis and measurement of variables.

3.2 Research Design

This case study used descriptive and explanatory designs. These sought opinions of respondents on the issues under investigation; and explained the relationship between independent and dependent variables. Burns and Grove (2003:195) defined research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. According to Reis and Judd (2000: 17), it can also be defined as the systematic planning of research to permit valid conclusion. However, both qualitative and quantitative data methods were used to complement each other. The qualitative approach was mainly used to describe the respondents' verbatim statements from interviews and open-ended questions (Mugenda and Mugenda, 2003. On the other hand, the quantitative methods helped to generate numerical data that was statistically analysed through descriptive statistics. This involved analysis of frequencies and percentages; and inferential statistics, to test hypotheses aligned to each objective using correlations and coefficients of determination (Amin, 2005). Overall, the

study was cross-sectional, implying that data was collected at one point in time. Prior studies have found this study design to be helpful in investigating related issues such as in trying to understand a "snapshot" situation of the frequency and characteristics of an incident in a population at a particular point in time. Following those studies, it was also found appropriate to use the same design. However over time, the lack of follow-up in this kind of study may have limitation on any effort to understand the direction of how the stakeholder factors affect the success of human-chimpanzee conflict management projects.

3.3 Study Population

The study population was 338 people drawn from community households and institutions. This included four of the eight villages in Kasongoire Parish as follows: Kasongoire (112), Waipacu (55), Kisagura (96) and Kimanya I (55) available from the democratic update (UBOS, 2011) in addition to LC1s (4) and opinion leaders (8) corresponding to these villages. The study population also included: KSWL (1), Masindi District Local Government (MDLG) (1), Budongo Sub County Local Government (BSCLG) (1); Health Centre (1), NFA (1) and UWA (1) mandated with the management of CFRs and wildlife respectively; Budongo Conservation Field Station (BCFS) (1), ECOTRUST (1); and JGI (1) that have been implementing chimpanzee-related research and projects in the area.

3.4 Determination of the Sample Size

The sample of 279 was drawn from across the four target villages and the nine (9) institutions. The village household samples were determined using Slovin's formula (Amin, 2005) and the entire study population was considered for the other population categories. Slovin's formula (n =

N / 1 + N (e) ^{2}) Where n = sample size, N = total population (for each village), e = level of precision/sampling error (0.05). This was preferred because it was exact and not estimated. Due diligence was made to observe a 5% margin of error and confidence level of 95% as a basis for reliability of data. Table 1 below, provides a summary of respondent category, study population, sample size (determination) and sampling technique used.

Table 1. Respondent Category, Household Population, Sample Size and Sampling Technique

No.	Category of respondent	Study population, N	Sample size, n	Sampling technique
1	Kasongoire Village	112	88	Simple random
2	Waipacu Village	55	48	Simple random
3	Kisagura Village	96	74	Simple random
4	Kimanya I Village	55	48	Simple random
5	LC 1	4	4	Purposive/Convenience
6	Opinion leaders & Elders	8	8	Purposive/Convinience
7	KSWL	1	1	Purposive/Convinience
8	MSDLG	1	1	Purposive/Convinience
9	BSCLG	1	1	Purposive/Convinience
10	Health Centre	1	1	Purposive/Convinience
11	NFA	1	1	Purposive/Convinience
12	UWA	1	1	Purposive/Convinience
13	BCFS	1	1	Purposive/Convinience
14	ECOTRUST	1	1	Purposive/Convinience
15	JGI	1	1	Purposive/Convinience
	Total	**339**	**279**	

3.5 Sampling Techniques and Procedure

The researcher worked with the Local Council (LC 1) authority of the villages to access without any bias, the list of vulnerable households especially those with incidents of past or present human-chimpanzee conflicts. Selection priority was given to those who have stayed longer in the area to enhance reliability of information.

3.5.1 Probabilistic Sampling Technique

Respondent households were selected using simple random sampling technique across the four villages (strata). This technique was used to select 258 respondent households for the study. This sampling technique was chosen because this was a fairly big sample and therefore probabilistic sampling of this nature reduced bias and spread the chances of sample selection with each being independent of the others (Babbie, 2011; Mugenda and Mugenda, 2003). Each village population, *N*, was divided by the proposed sample size of *n,* as determined using Slovin's formula (Amin, 2005) so that gave the interval *I,* after which every sample was picked. Mathematically, I = N/n, and alternatively, the next knowledgeable person in order of hierarchy within the household was selected for interview in case the household head was absent.

3.5.2 Non-probabilistic Sampling Technique

A non-probability sampling technique, i.e. purposive sampling, was used to select 21 respondents from the following 11 respondent categories: LCs; opinion and LG leaders, Kinyara Sugar Works Limited (KSWL), Masindi District Local Government (Masindi DLG), Budongo Sub County Local Government of Budongo (BSCLG); NFA, UWA; Budongo Conservation Field Station (BCFS); and Health Centres. As argued by Amin (2005) and Babbie (2011), it was appropriate for these respondents given their mandate and were presumed to obviously have the required information with respect to the study objectives. According to Mugenda and Mugenda (2003) convenience sampling was necessary to use for certain respondents as they became available and was only used to interview substitute respondents.

3.6 Data Collection Methods

Quantitative data was collected using surveys conducted among respondent households across the four target villages. On the other hand, qualitative data was collected using direct interviews. Both data collection methods therefore produced primary data for the study and below are explanations for the methods that were used in both the survey and direct interview:

3.6.1 Survey

Given the need to gather respondents' views and opinions, questionnaire survey method was used. This information being non-observable could not be collected using other means and therefore this method involved interviewer-respondent interface. Besides being a cheap method, the survey increased the degree of reliability and prospects for data validity (Amin, 2005). The survey also helped to provide background information of respondents; it also helped to assess the respondents' importance and satisfaction of the items under investigation.

3.6.2 Direct Interview

Charmaz explained that interviewing is a very useful approach for data collection as it gives the researcher control over the construction of the data and it has the flexibility to allow issues that emerge during dialogue and discussion to be pursued (Charmaz, 2002). This method was used for each of the respondent categories including key informants, local leaders and agency staff to get sensitive information not easily obtainable through questionnaire method (Mugenda and Mugenda, 2003).

3.7 Data Collection Instruments

The instruments for this study included Questionnaire and Interview Guide as explained below:

3.7.1 Questionnaire

Kothari (2004) defines questionnaire as a set of questions sent to a person concerned with a request to offer answers and return the questionnaire. This is an appropriate and cost-effective method that is free from the interviewer's bias (Babbie, 2011). According to Sekaran (2003: p. 249), questionnaire is a popular method of collecting data because researchers can gather information fairly easily and responses are easily coded. The data was collected using a mixture of close-ended and open-ended questionnaires. The former has questions with choice answers while the latter allows the respondent o explain his or her mind providing his or her own version of the answer, thereby giving an in-depth understanding of the situation. It was preferred that each respondent filled the questionnaire him/herself except where the respondent required assistance because of inability to read and or write.

3.7.2 Interview Guide

An interview guide prepared with a set of questions was used to solicit responses from respondents. According to McNamara (2009), an interview guide is a set of questions that the researcher asks during the interview. Accordingly, the interview is an interactive question-and-answer session involving the interviewer and respondent aimed at meeting the study objectives. Questions requiring clarity were explained to the respondent and in the same way unclear responses were probed for clarity especially for open-ended questions.

3.8 Quality Control/Pre-testing

3.8.1 Reliability of Instruments

Schumacher and Millan (1993:386) defined reliability as the researcher's interactive style, data recording, data analysis and interpretation of participants actions and opinions from the data. It was ensured by creating good relations and rapport with the participants and being able to provide clear explanations of what the questions actually meant. Pre-testing the questionnaire in a non-target village ensured reliability of the instruments and data collected. This experience was used to improve the data collection methods and instruments; and solve any other problems unfolding or unforeseen situations. This was necessary to ensure consistency in the kind of data collected.

3.8.2 Validity of Instruments

According to Schumacher and Millan (1993:392), validity refers to the extent to which the information collected is true and represents an accurate picture of what is being studied. Administering open-ended questions to elicit sufficient and unlimited responses ensures validity. At least two knowledgeable people in research instrument design evaluated the relevance of each instrument, item by item, in relation to the objectives using a four-Lickert Scale of 1, Not relevant 2, Somewhat relevant 3, Quite relevant; or 4. Very relevant. Thus, instruments Content Validity Index (CVI) was calculated as:

$$\text{CVI} = \frac{\text{Items rated relevant/Very relevant by both rates (3 or 4)}}{\text{Total number of items in the instrument}}$$

A total of 55 out of 71 items were rated giving a CVI = 0.77 (or 77%). According to Amin (2005), valid instruments have items with CVI ≥ 0.70 (or 70%) and thus, the CVI of 77% was acceptable.

3.9 Procedure of Data Collection

Two-days training was done to acquaint the data collection team with the procedures and use of the various instruments. UTAMU provided the researcher with an introductory letter introducing him to the local authority and respondents as he also explained the purpose and objectives of the study. A quick scan of all the target villages was done with the LC1s before sending the data collection team, and to confirm or re-define the target villages and respondents. A visit to each household by the team with the LC 1s or other more familiar and responsible person built the required confidence, security and created rapport. Sensitive information was also gathered through observation and recorded away from the interview site. Access to physically unavailable respondents was through phone calls to capture and record their responses in the questionnaire form. Social roles within the institutions or target groups were identified for key informants and other respondent groups.

3.10 Data Analysis

Shamoo and Resnik (2003) state that data analysis provides a way of making references from data collected and distinguishing the same from what is not proven. This is a systematic process of generalizing data collected.

3.10.1 Quantitative Data Analysis

The data from the quantitative research was cleaned, categorized, coded and analysed using Statistical Package for Social Scientists (SPSS Version 12) software to test for relationships between the independent and dependent variables. SPSS is user-friendly and cheaper to acquire than most other analytical software which the researcher was not comfortable with. This study also had many attributes of social sciences and therefore generating simple data sets using SPSS was possible. The data was grouped according to objectives and themes. SPSS was used to understand patterns and important relationships, e.g., various cross-tabulations to draw deductions; and other important parameters for analysis including significance and reliability tests. Analysed data was presented mathematically and graphically as percentages, ratios, frequencies, means, standard deviations, etc. as necessary. SPSS was run to perform correlation tests using the Pearson's Product Moment Correlation Coefficient (*r*) to determine the relationship between the stakeholder-based factors and project success. John et al (2007: 197) defined Pearson's Product Moment Correlation Coefficient (*r*) as a measure of the degree of association between variables. According to this source, it is a value between –1 and 1 so that *r* near to 1 indicates strong positive association, *r* near to –1 indicates a strong negative linear association; and $r = \pm$ this indicates that the two variables are perfectly correlated. Using correlation (r), it was therefore possible to test the directional Hypotheses (H1, H2 and H3) and rejecting the Null hypothesis for computed value less than 0.05.

3.10.2 Qualitative Data Analysis

Qualitative data analysis can be looked at as the process of interpreting data collected during the course of qualitative research. This was used to analyse narrative data collected from direct

interviews of respondents and open-ended questions from LC Is, opinion leaders and elders as well as nine LCs institutions. Information from all selected interviewees was coded and similar information sets were grouped together as common responses while ensuring that bias was minimized. Data reduction was done to drop off the less commonly coded data while adopting the more common ones which were later grouped or categorized. These were then used to substantiate quantitative data in form of direct quotations from the respondents as suggested by Kothari (2003). To determine the adequacy, credibility and consistency of collected information, content analysis method was used (Mugenda & Mugenda, 1999). According to these authors, this method was also necessary to determine the usefulness of the information. To ensure usefulness, the help of another knowledgeable person was also sought for data reduction and validation.

3.11 Measurement of Variables

Two forms of data sets were generated and grouped according to the variable and measurement types which according to Alan (2012: 335) were categorized as follows:

Nominal or categorical variables: These categories cannot be rank ordered. They have two or more categories, but there are no intrinsic ordering to the categories, e.g. gender (male and female), hair (brown, black, red, etc.) which are descriptive variables. In addition, Jamieson (2004) argues that non-parametric data (not relying on numbers) such as nominal and ordinal variables will require using the Likert Scale to measure beliefs from respondents based on their opinions, for example, by using a five measurement scale such that 0 = Don't agree, 1 = Disagree, 2 = Strongly disagree, 3 = Agree, 4 = Strongly agree.

Interval/ratio variables: These are variables where the distances between the categories are identical across the range even when the groupings are not systematically following one another, e.g. groupings of incomes, household size, land size, age, years of existence in the area, etc.

Ordinal variables: These are variables whose categories can be rank-ordered (as in the case of interval/ratio variables) but the distances between the categories are not equal across the range, e.g. people's ages recorded as 16-20, 21-25, etc. with the same interval. The frequency and percentage of these classes was calculated. In addition, SPSS Version 12 was run to calculate Spearman's rank correlations for this type of data.

Dichotomous variables: These are a type of categorical variables containing data that have only two categories, for example, male or female, pass or fail, etc. The number of respondents belonging to any of the groups can be tallied as a frequency distribution and calculated in percentages of males, females, etc.

3.12 Ethical Considerations

Ethical considerations ensured research credibility, minimized errors and bias due to open and shared information from which respondents would be tempted to concoct responses. Also through ethical considerations, no respondent was harmed by the research activity (Cooper and Schindler, 2001:112). This was done by ensuring that:

a) Respondents were introduced to the research purpose and objectives.
b) Respondents' selection was not through coercion and information was provided on willful volition.
c) Respondents' names were neither recorded nor disclosed.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The study examined stakeholder-based factors affecting the success of human-chimpanzee conflict management projects in Kasongoire Parish in Masindi district. This chapter is a presentation and discussion of the findings of the study as well as analysis and interpretation of the findings. The report is presented in line with specific objectives and hypotheses of the study. The actual conclusion of the study is drawn on the study hypotheses. This chapter presents the response rates and background of respondents, while the last part provides the statistical results based on the study objectives and hypotheses.

4.2 Respondents' Response Rates

In research of a survey nature, respondents' response rate is very important as higher response rates tend to minimize sampling bias. Response rate, usually expressed as a percentage, is the number of respondents (r) who were accessed and actually answered the survey questions divided by the number of pre-determined sample size (n), that is, (r/n) x 100%. It is possible that a lower rate could promote sampling bias especially when non-response is unequal among the respondents regarding exposure and / or outcome.

Table 2 below shows the breakdown of the respondents by their category. From the total of 258 questionnaires that were distributed across four villages and the actual respondents were as follows: Kasongoire (81 out of 88), Waipacu (42 out of 48), Kisagura (69 out of 74) and Kimanya I (44 out of 48) giving corresponding return rates of 92.05%, 87.5%, 93.2% and 91.7%

respectively. From this quantitative research alone, a total of 236 of 258 respondents were interviewed giving a respondent rate of 91.5%. Interview questions were also administered to all four targeted LC Is representing 100% return rate, while only five out of the targeted eight opinion leaders and elders were interviewed representing a return rate of 62.5%. However, interviews with all the nine targeted institutions had 100% return rate. Therefore from this qualitative research involving the LC Is, opinion leaders and institutions, a total of 18 out of 21 respondents were interviewed producing a response rate of 85.7%. As seen in Table 2. For all the categories combined, the overall response rate was therefore 254 out of 279 respondents (91.0%); and accordingly as Sekaran (2003) suggested, this high response rate forms the basis for generalizing the findings of this study as representative.

Table 2. Response Rates to the Study

No.	Category of respondent	Sample Size (n)	Actual Response	Percentage
1	Kasongoire Village	88	81	92.05%
2	Waipacu Village	48	42	87.5%
3	Kisagura Village	74	69	93.2%
4	Kimanya I Village	48	44	91.7%
5	LC 1	4	4	100.0%
6	Opinion leaders & Elders	8	5	62.5%
7	KSWL	1	1	100.0%
8	MSDLG	1	1	100.0%
9	BSCLG	1	1	100.0%
10	Health Centre	1	1	100.0%
11	NFA	1	1	100.0%
12	UWA	1	1	100.0%
13	BCFS	1	1	100.0%
14	ECOTRUST	1	1	100.0%
15	JGI	1	1	100.0%
	Total	**279**	**254**	**91.0%**

Source: Primary Data

4.3 Background Information of the Respondents

In this section, respondents provided information on their age, sex, residence, education level, duration of stay in the place, proximity of residence to forest; as well as proximity of farmland to forest. Table 3 below provides a summary of the background information of the respondents.

Table 3. Background Information of the Respondents

Characteristic	Category	Frequency	Percentage
Age of respondent	Less than 26 years	23	9.7%
	26-35 years	61	25.8%
	36-45 years	67	28.4%
	46-55 years	42	17.8%
	56+	43	18.2%
Gender of respondent	Female	96	40.7%
	Male	140	59.3%
Residence of respondent	Village	232	98.3%
	Others	4	1.7%
Title of respondent	Civil servant	2	0.8%
	Private sector staff	2	0.8%
	Private business	1	0.4%
	Religious leader	5	2.1%
	Opinion leader	36	15.3%
	LC	9	3.8%
	Peasant	181	76.7%
Education level of respondent	Diploma	5	2.1%
	Certificate	9	3.8%
	A-level	7	3%
	O-level	37	15.7%
	Primary	174	73.7%
	Others	4	1.7%
Duration of respondent's stay	less than 5 years	6	2.25%
	5-10 years	12	5.1%
	11-15 years	8	3.4%
	16-19 years	14	5.9%
	21-25 years	33	14%

	26+	163	69.1%
Proximity of residence to forest	less than 1 km	96	40.7%
	1-5 km	133	56.4%
	6-10 km	7	3%
Proximity of farmland to forest	less than 1km	105	44.5%
	1-5km	128	54.2%
	6-10km	3	1.3%

Source: Primary Data

Table 3 above, shows that the majority 67 (28.4%) of the respondents fall in the age bracket of 36 – 45 years of age; followed by 61 (25.8%) in the age bracket of 25-35 years. Respondents of 56 years and above are the next, 43 (18.2%), followed by the age bracket of 46-55 which is 42 constituting 17.8%, while the least recorded frequency is 23 representing 9.7% for the respondents who were below 26 years of age. Given that majority of the respondents were 25 and above years of age, it is possible to conclude that these had a good understanding of the conflict and interface with various projects in human chimpanzee conflict management. The table also shows that among those included in the study, males were 140 (59.3%) and females were 96 (40.7%). In addition, a majority of 232 (98.3%) resided in the village while a mere 4 people, representing 1.7%, resided in other locations. In terms of occupation, the majority respondents were peasants constituting 181 people (76.6%) and these were the common people. This was followed by opinion leaders at 36 (15.3%), another 9 (3.8%) were LCs and religious leaders at 5 (2.1%). Meanwhile both civil servants and private sector staff were 2 respondents each constituting 0.8%; and only 1 (0.4%) private business person was the least recorded respondent. This was probably during questionnaire administration, this category was simply mindful of their businesses as much as the private sector staff and civil servants were all busy in their respective sectors. It can be seen that the others who are the common dwellers are most of

the time available within their locations and more willing to avail information as they were also likely to be the majority beneficiaries of the projects.

Table 3 above also shows that majority of the respondents were educated up to primary level (174 or 73.7%), followed by 37 (15.7%) educated up to O-level, 9 (3.8%) had certificate level, 7 (3%) had A-level, while 5 (2.1%) were diploma holders; and others were the least respondents (4 or 1.7%). From this data, it can generally be seen that the least educated have the time on projects as it could be imagined that with higher education and qualifications targeted respondents were likely to be busy in other engagements and probably non-project participants. The table also shows that 163 (69.1%) respondents had stayed in the place for more than 26 years, followed by those who had stayed for 20 to 25 years (33 or 14%); the those who had stayed for 16 to 19 years (14 or 5.9%). Also, 12 (5.1%) had stayed in the area for at least 5 to 10 years; followed by 8 (3.4%) respondents who had stayed for 11 to 15 years; while the least, (6 or 2.5%) had stayed in the area for less than 5 years.

It can be seen that 133 (56.4%) respondents were the majority with residence between 1 to 5 km radius of the forest edge; followed by those staying less than 1 km (96 or 40.7%) and the least number of respondents, 7 (3%) stayed 6 to 10 km. It is possible that those closer are at the forest edge with less population of chimpanzees or denser forest where the chimpanzees find almost all their resources. The chimpanzee's most likely move out of the forest area and are able to get their resources within the 1 to 5 km radius from the forest edge, while beyond this distance, it may be too far for them and are more likely to interface with more human population. Relatedly, the table also shows that the majority of the respondents, 128 (54.2%) had farmland located between 1 to 5 km, followed by those at less than 1 km (105 or 44.5%) while owners of farmland

located between 6 to 10 km had the least recorded respondents (3 or 1.3%). Again it is also possible that human-chimpanzee conflict management projects were prioritized for farmland owners of up to 5 km radius from the forest edge who, therefore, had the information to provide.

4.4 Stakeholder-based Factors Affecting the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

This section provides results on the different stakeholder factors. The section includes descriptive statistics, correlation and regression analysis. In answering the objective of identifying and analyzing the stakeholder needs and expectations on the success of human-chimpanzee conflict management projects in Kasongoire Parish the respondents were requested to respond to a number of questions on stakeholder needs and expectations. Responses were provided on a five-point Likert scale of SD=Strongly Disagreed, D=Disagreed, N=Not decided, A=Agreed and SA = Strongly Agreed.

4.4.1 Importance of meeting the stakeholder needs and expectations on the success of human-chimpanzee conflict management projects in Kasongoire Parish

Table 3 below shows the descripted statistics. It is in two parts. The first part shows the degree to which stakeholders are satisfied with the way in which their needs and expectations are met in the human-chimpanzee conflict management projects. In the second part of the table is a presentation of the importance that the stakeholders included in the study attach to the items evaluated in terms of reducing, preventing or controlling conflict that the human-chimpanzee conflict management projects in Kasongoire parish seek to address.

Table 4. Satisfaction from Stakeholder Needs and Expectations; and their Importance in the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

Item	Satisfaction					Important				
	SD	**D**	**N**	**A**	**SA**	**SD**	**D**	**N**	**A**	**SA**
I receive from the project all that they intended	10 (4.2%)	46 (19.5%)	1 (0.4%)	121 (51.3%)	58 (24.6%)	3 (1.3%)	43 (18.2%)	0%	103 (43.6%)	87 (36.9%)
I often receive direct financial support from the project	46 (19.5%)	129 (54.7%)	6 (2.5%)	28 (11.9%)	26 (11%)	26 (11%)	121 (51.3%)	4 (1.7%)	56 (23.7%)	29 (12.3%)
I am happy that my presence is given attention in the project	2 (0.8%)	13 (5.5%)	1 (0.4%)	151 (64%)	69 (29%)	2 (0.8%)	14 (5.9%)	1 (0.4%)	93 (39.4%)	126 (53.4%)
I am happy for the chance to work in these projects	8 (3.4%)	46 (19.5%)	0%	102 (43.2%)	80 (33.9%)	1 (0.4%)	43 (18.2%)	0%	99 (41.9%)	93 (39.4%)
I am satisfied with the way I am involved	0%	19 (8.1%)	0%	138 (58.5%)	79 (33.5%)	0%	13 (5.5%)	0%	132 (55.9%)	91 (38.6%)
I am satisfied that the projects work with others	0%	6 (2.5%)	0%	132 (55.9%)	98 (41.5%)	0%	2 (0.8%)	0%	125 (53%)	109 (46.2%)
The work of these projects is clear to see	0%	4 (1.7%)	0%	88 (37.3%)	144 (61%	0%	3 (1.3%)	0%	83 (35.2%)	150 (63.6%)
I am convinced with the implementation of these projects	0%	6 (2.5%)	0%	120 (50.8%)	110 (46.6%)	0%	3 (1.3%)	0%	118 (50%)	115 (48.7%)
I am happy that attention is given to the roles of beneficiaries	2 (0.8%)	13 (5.5%)	1 (0.4%)	151 (64%)	69 (29%)	2 (0.8%)	14 (5.9%)	1 (0.4%)	93 (39.4%)	126 (53.4%)

Source: Primary Data

Table 4 above also indicates that the majority, 75.9% respondents agreed to have received from the project all that it intended and 80.5% respondents considered this as being important for the project's success. To confirm this, one of the elders in a direct interview reportedly said, "They may say that I am always drunk but at least I received whatever I was interested in such as three species of exotic trees for planting, and groundnut seeds; knowledge on how to live with

wildlife." But, he added that he had also wanted to see development of area schools through stakeholder support which none of the projects provided. When it comes to financial support, the evidence reveal that majority of the respondents (74.2%) disagreed that they received the necessary support expected, yet these consider this attribute to be vital in reducing conflict. In terms of stakeholder presence given attention, 93% agreed that their presence was given attention in the project and this was also generally considered to be important for the success of human-chimpanzee conflict management projects. Meanwhile, only 77.1% of respondents reported being happy to have had the chance to work in these projects and considered further that this was vital for human-chimpanzee conflict management projects success. A direct interviewee also reported thus: "Providing short-term jobs /employment for the stakeholders was one of the specific needs and expectations that stakeholders have in a human-chimpanzee conflict management project", and this confirmed the latter response.

Similarly, the findings also show that 92% of respondents were satisfied with their involvement in the projects and they also believed that this was important for the project's success. Relatedly, 97.4% of respondents were satisfied that the projects worked with others and continued to report that this was an important attribute for the project's success. This table of results also shows that 98.3% of respondents agreed that the work of the projects was clear to see and that it was important for the project's success. Another majority (97.4%) also agreed to have been convinced with implementation of these projects and they also reported that this was important for the project's success. Further, 93% of respondents agreed to being satisfied and happy with the attention given to beneficiary roles in the project, yet they also said this was important for the project's success. To confirm this finding, through one of the independent interviews, it was

commented that, “once key partners and stakeholders feel left out, they can work to frustrate a project”.

Table 5. Relationship between Stakeholder Needs and Expectations and Project Success

		Satisfaction of Stakeholder Needs and Expectations	**Project Success**
Satisfaction of Stakeholder Needs and Expectations	Pearson Correlation	1	0.776**
	Sig. (2-tailed)		.000
	N	236	236
Project Success	Pearson Correlation	0.776**	1
	Sig. (2-tailed)	0.000	
	N	236	236
**Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

The information in Table 5 above, indicate that there is a high positive relationship between stakeholder needs and expectations and project success ($r=0.776$, $p<0.01$). This therefore supports the hypothesis that meeting stakeholder needs and expectations positively affects the success of human-chimpanzee conflict management projects in Kasongoire Parish. This also means that, as a project it would be important to evaluate and consider various stakeholder needs and expectations for the successful management of human-chimpanzee projects in Kasongoire. Regression analysis was also performed as summarized in Table 6 below, to determine the extent to which stakeholder status affects the success of human-chimpanzee conflict management project in Kasongoire Parish.

Table 6. Regression Analysis Showing the Extent to which Meeting Stakeholder Needs and Expectations Influenced Human-chimpanzee Conflict Management Projects in Kasongoire Parish

R squared = 0.602, P = 0.000		
	Standardized Coefficients	Significance
	Beta	
Stakeholder Needs and Expectations	0.602	0.000

Source: Primary Data

From Table 6 above, the coefficient of determination, R^2 for stakeholder needs and expectations is 0.602. This means that 60.2% of the variation in the success of human-chimpanzee conflict management projects in Kasongoire Parish is due to stakeholder needs and expectations. The standardized beta coefficient of (B = 0.602, $p<0.01$) means that stakeholder needs and expectations is significantly related with the success of human-chimpanzee conflict management projects in Kasongoire Parish. This also implies that there is a significantly high positive effect on the success of human-chimpanzee conflict management projects in Kasongoire Parish. Practically, this factor could significantly and positively affect the success of human-chimpanzee conflict management projects in Kasongoire Parish.

4.4.2 Influence of Stakeholder Status and their evaluation of the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

Table 7 below shows the descripted statistics. It is in two parts. The first part shows the degree to which stakeholders are satisfied with the way in which their statuses affect the success of human-chimpanzee conflict management projects. In the second part of the table, the presentation of the importance that the stakeholders included in the study attach to the items evaluated in terms of

reducing, preventing or controlling conflict that the human-chimpanzee conflict management projects in Kasongoire parish seek to address.

Table 7. Satisfaction from Stakeholder Status and its Importance in the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

Item	Satisfaction					Importance				
	SD	D	N	A	SA	SD	D	N	A	SA
I have a lot of interest in these projects	0%	10 (4.2%)	0%	98 (41.5%)	128 (54.2%)	0%	10 (4.2%)	0%	88 (37.3%)	138 (58.5%)
There are other things I want from these projects	1 (0.4%)	13 (5.5%)	0%	86 (36.4%)	136 (57.6%)	0%	11 (4.7%)	0%	71 (30.1)	154 (65.3%)
I am always made part of these projects	2 (0.8%)	42 (17.8%)	1 (0.4%)	126 (53.6%)	65 (27.5%)	1 (0.4%)	36 (15.3%)	0%	116 (49.2%)	83 (35.2%)
I have influence on the project implementation	5 (2.1%)	20 (8.5%)	0%	134 (56.8%)	77 (32.6%)	3 (1.3%)	23 (9.7%)	2 (0.8%)	110 (46.6%)	98 (41.5%)
I want my concerns given priority and immediate attention	0%	5 (2.1%)	1 (0.4%)	94 (39.8%)	136 (57.6%)	0%	6 (2.5%)	1 (0.4%)	81 (34.3%)	148 (62.7%)
In my view projects target the right people and area	0%	10 (4.2%)	0%	76 (32.2%)	150 (63.6%)	0%	6 (2.5%)	0%	70 (29.7%)	160 (67.8%)
I have a close working relationship with the project leadership	4 (1.7%)	26 (11.0%)	3 (1.3%)	127 (53.8%)	76 (32.2%)	2 (0.8%)	27 (11.4%)	2 (0.8%)	115 (48.7%)	90 (38.1%)

Source: Primary Data

According to Table 7 above, 95.7% of respondents reported having a lot of interest in these projects but also said that this was an important attribute for the success of the human-chimpanzee conflict management project in Kasongoire Parish. In addition, 94% of respondents agreed that there were other things they wanted from these projects and that this was important for the project's success. This rise in the respondents' number could represent those who had

already benefited but needed additional benefits probably outside the project scope of provision. The findings in this table also revealed that 91.1% of respondents agreed that they were always made part of these projects and, in fact, this was important for the project's success. It was reported of an interviewee in Kasongoire village who said, "As an opinion leader I can either allow or refuse a project in this village if it does not come through some of us but since 2006 I have always been made part of the decision-making on the projects whenever they reached here." This revelation confirmed how important it was for the projects to involve key individuals right from onset of project implementation. A proportion of 89.4% of respondents also agreed that they had influence on the project implementation, adding that this was an important attribute for the project'a success. Meanwhile, 89.4% of respondents in this study agreed that they had influence on the projects. They also agreed that having influence of the projects was important for its success.

However, a majority of respondents (97.4%) agreed that they wanted their concerns given priority and immediate attention while it was also agreed that it was important for the success of human-chimpanzee conflict management projects in Kasongoire Parish. This finding was confirmed by an interviewee in Kamanya I village who reportedly said, "Most projects in this area initially failed because they were conceptualized from the project office without collecting community views." She noted that since 2011 whenever the implementers started consulting with the Sub County Local Government they started succeeding. This also means that projects need to implement activities in line with beneficiaries' identified immediate needs and priorities. These could probably be set and agreed together with the beneficiaries. In terms of target beneficiaries and geographical scope, a big majority of 98.8% agreed that the projects targeted

the right people and area. They also added that the right choice of beneficiary and area scope was an important attribute for the project's success.

Additionally, up to 86% of respondents agreed to have had a close working relationship with the project leadership; yet again they agreed that it was important for the project's success. A participant during one of the direct interviews lamented, "Let there be a good relationship between our established community group and the project leaders so that we get regular updates." Similarly, to confirm this, in Kisagura village a direct interviewee noted thus, "A good relationship between the different stakeholders has been established". From these findings, it is apparent that projects need to identify and work with stakeholders while aware what their individual statuses are. Various stakeholders engage differently on human-wildlife conflict management. For example, some of this work for conflict control, reduction and prevention and the way to engage with them based on their respective statuses is very important.

Table 8. Relationship between Stakeholder Status and Project Success

		Stakeholder Status	**Project Success**
Stakeholder Status	Pearson Correlation	1	0.978**
	Sig. (2-tailed)		0.000
	N	236	236
Project Success	Pearson Correlation	0.978**	1
	Sig. (2-tailed)	0.000	
	N	236	236
**Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

As seen in Table 8 above, there a significant positive relationship between stakeholder status and project success ($r=0.978$, $p<0.01$). Given the positive correlation value, the hypothesis implies that stakeholder status would positively affect the success of human-chimpanzee conflict

management projects in Kasongoire Parish. It also implies that consideration for various stakeholder statuses would be key in the successful management of human-chimpanzee projects in Kasongoire. Regression analysis was also performed as summarized in Table 9 below, to determine the extent to which stakeholder status affects the success of human-chimpanzee conflict management project in Kasongoire Parish.

Table 9. Regression Analysis Showing the Extent to which Stakeholder Status Influenced Human-chimpanzee Conflict Management Projects in Kasongoire Parish

R. squared = 0.956, P = 0.000		
	Standardized Coefficients	Significance
	Beta	
Stakeholder Status	0.956	0.000

Source: Primary Data

The regression results summarized in Table 9 above indicate that the coefficient of determination (R^2) for stakeholder status is 0.956. This means that 95.6% of the variation in the success of human-chimpanzee conflict management projects in Kasongoire Parish can be explained by stakeholder status. The standardized beta coefficient of (B = 0.956, $p<0.01$) means that stakeholder status is significantly related with the success of human-chimpanzee conflict management projects in Kasongoire Parish. It also indicates that stakeholder status has a very high positive effect on the success of human-chimpanzee conflict management projects in Kasongoire Parish.

4.4.3 Effect of Stakeholder Management Processes on the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

Table 10 below shows the descripted statistics. It is in two parts. The first part shows the degree to which stakeholders are satisfied with the way in which their stakeholder management processes affect the success of human-chimpanzee conflict management projects. In the second part of the table the presentation of the importance that the stakeholders included in the study attach to the items evaluated in terms of reducing, preventing or controlling conflict that the human-chimpanzee conflict management projects in Kasongoire parish seek to address.

Table 10. Satisfaction from Stakeholder Management Processes and their importance on the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

Item	Satisfaction					Importance				
	SD	D	N	A	SA	SD	D	N	A	SA
In my view project participants have been carefully identified and selected through participative processes	2 (0.8%)	11 (4.7%)	7 (3.0%)	127 (53.8%)	89 (37.7%)	1 (0.4%)	11 (4.7%)	7 (3.0%)	127 (53.8%)	89 (37.7%)
In my view project participant interests have been accommodated through participative planning and decision making	2 (0.8%)	9 (3.8%)	7 (3.0%)	144 (61.0%)	74 (31.4%)	1 (0.4%)	5 (2.1%)	5 (2.1%)	145 (61.4%)	80 (33.9%)
I am continuously involved in the projects throughout their lifecycles	2 (0.8%)	19 (8.1%)	0%	131 (55.5%)	84 (35.6%)	1 (0.4%)	17 (7.2%)	1 (0.4%)	118 (50.0%)	99 (41.9%)

I am convinced that there is a smooth exchange of information and feedback to and fro the participants at all times	2 (0.8%)	8 (3.4%)	2 (0.8%)	137 (58.1%)	87 (36.9%)	0%	7 (3.0%)	2 (0.8%)	132 (55.9%)	95 (40.3%)
As a participant I have considerable influence on the project and have opportunity to actively participate	2 (0.8%)	13 (5.5%)	0%	147 (62.3%)	74 (31.4%)	1 (0.4%)	12 (5.1%)	0%	131 (55.5%)	92 (39.0%)
I am regularly consulted on key project issues	6 (2.5%)	28 (11.9%)	1 (0.4%)	138 (58.5%)	63 (26.7%)	4 (1.7%)	22 (9.3%)	1 (0.4%)	141 (59.7%)	68 (28.8%)

Source: Primary Data

According to results in Table 10 above, it was the view that project participants have been carefully identified and selected through participative processes as reported by 91.5% of respondents who also said that this was important for the success of the projects. Similarly, project participants' interests have been accommodated through participative planning and decision making, a view that was reported by 92.4% of respondents. In Kasongoire village, an interviewee thus confirmed this saying, "Once they wanted water and a borehole was sunk in the centre and that is when community members started becoming hopeful in the future of projects coming to the area. He continued that the water helped their children from the frequent chimpanzee attacks whenever they went to collect water from the forest. They also agreed that this attribute was important for the human-chimpanzee conflict management project's success in Kasongoire parish. The results in the table also reveal that 91.1% of respondents agreed that they were continuously involved in projects throughout their lifecycles and this, they argued, was important for the project's success. In terms of information flow, 95% of respondents agreed that

there was a smooth exchange of information and feedback to and fro the participants at all times and this was reported to be important for the project's success.

As part of project management process, 97.7% of respondents agreed to having considerable influence on the project and having opportunity to actively participate. Accordingly, they also reported that this was an important element for the project's success. Lastly, 85.2% reported having been regularly consulted on key project issues and that this was considered to be an important ingredient for the project's success. Apparently from these findings, it would be necessary for projects to regularly seek guidance from beneficiaries to help steer the project towards success and this could be important before it veered off its intended course. Regression analysis was also performed as summarized in Table 11 below, to determine the extent to which stakeholder management processes affect the success of human-chimpanzee conflict management project in Kasongoire Parish.

Table 11. Relationship between Stakeholder Management Processes and Project Success

		Stakeholder Management Processes	**Project Success**
Stakeholder Management Processes	Pearson Correlation	1	0.854**
	Sig. (2-tailed)		.000
	N	236	236
Project Success	Pearson Correlation	0.854**	1
	Sig. (2-tailed)	.000	
	N	236	236
**Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

There is a significant positive relationship between stakeholder management processes and project success ($r=0.854$, $p<0.01$) as seen in Table 10 above**.** The hypothesis that stakeholder

management processes affect human-chimpanzee conflict management projects in Kasongoire Parish is acceptable. It also implies that stakeholder management processes are important for the success of human-chimpanzee conflict management projects in Kasongoire Parish. Regression analysis was also performed as summarized in Table 12 below, to determine the extent to which stakeholder management processes affect the success of human-chimpanzee conflict management project in Kasongoire Parish.

Table 12. Regression Analysis showing the extent to which stakeholder management processes affect human-chimpanzee conflict management projects in Kasongoire Parish

R. squared = 0.729, P = 0.000		
	Standardized Coefficients	Significance
	Beta	
Stakeholder Management Processes	0.729	0.000

Source: Primary Data

The result of the regression analysis summarized in Table 12 above shows that the coefficient of determination (R^2) for stakeholder management processes is 0.729. This means that 72.9% of the variation in the success of human-chimpanzee conflict management projects in Kasongoire Parish can be attributed to stakeholder management processes. The standardized beta coefficient (B = 0.729, $p<0.01$) means that stakeholder status is significantly related with the success of human-chimpanzee conflict management projects in Kasongoire Parish. This also shows that stakeholder management processes have a high positive effect on the success of human-chimpanzee conflict management projects in Kasongoire Parish.

4.4.4 The success of human-chimpanzee conflict management projects

Table 13 below shows the descripted statistics. It shows the importance that the stakeholders included in the study attach to the items evaluated in terms of reducing, controlling or preventing the human-chimpanzee conflict management projects in Kasongoire parish seek to address.

Table 13. Respondents' Opinions on Successful Human-chimpanzee Conflict Management Project

Item	Importance				
	SD	D	N	A	SA
I am satisfied with these projects	6 (2.5%)	24 (10.2%)	2 (0.8%)	110 (46.6%)	94 (39.8%)
I am no longer placing hunting or trapping and snaring chimpanzees	3 (1.3%)	6 (2.5%)	0%	68 (28.8%)	159 (67.4%)
I am no longer interested in causing injuries to chimpanzees	6 (2.5%)	1 (0.4%)	0%	78 (33.1%)	151 (64.0%)
I am no longer interested in killing chimpanzees	5 (2.1%)	1 (0.4%)	0%	85 (36.0%)	145 (61.4%)
I see or hear reduced cases of chimpanzee-human injuries	6 (2.5%)	19 (8.1%)	2 (0.8%)	139 (58.9%)	70 (29.7%)
I have reduced crop damage by chimpanzees	3 (1.3%)	14 (5.9%)	0%	135 (57.2%)	84 (35.6%)
I think there are reduced incidents of domestic animals injured by chimpanzees	25 (10.6%)	43 (18.2%)	0%	118 (50.0%)	50 (21.2%)
I think there are reduced incidents domestic animals killed by chimpanzees	5 (2.1%)	14 (5.9%)	1 (0.4%)	158 (66.9%)	58 (24.6%)
I am now farming away from the forest edge to avoid conflicts with chimpanzees	4 (1.7%)	13 (5.5%)	1 (0.4%)	150 (63.6%)	68 (28.8%)
Close to the forest edge I only grow crops that chimpanzees are not interested in and cannot destroy	12 (5.1%)	29 (12.3%)	0%	114 (48.3%)	80 (33.9%)
I am willing to reduce human-chimpanzee conflicts	2 (0.8%)	10 (4.2%)	33 (14.0%)	99 (41.9%)	75 (31.8%)
I am willing to control human-chimpanzee conflicts	3 (1.3%)	4 (1.7%)	0%	75 (31.8%)	154 (65.3%)
I am willing to prevent human-chimpanzee conflicts	4 (1.7%)	2 (0.8%)	0%	74 (31.4%)	156 (66.1%)

Source: Primary Data

From the findings in Table 13 above, 85.4% of respondents agreed that satisfactory delivery of the human-chimpanzee conflict management projects in Kasongoire parish was important for its success. This finding also relates well with the revelation that up to 96.2% agreed that cessation hunting or trapping or snaring chimpanzees was important for the project's success. Response from a respondent through direct interview in Kisagura village reportedly confirmed this, saying, "The project has helped people to learn how to live with chimpanzees and therefore people have reduced on the forest destruction in the area". This was resounded in Waipachu village when another direct interviewee reported that, "Community members have stopped setting snares and other traps to kill chimpanzees thereby promoting co-existence between chimpanzees and humans." The respondents (97.1%) further considered important for the project's success the fact that they were no longer interested in causing injuries to chimpanzees; while an equally significant proportion of up to 97.4% of the respondents reported that they were no longer interested in killing chimpanzees. A direct interviewee confirmed this saying, "There is reduction in chimpanzees killed by community members". This too, was important for the project's success since the human-chimpanzee conflict management projects are concerned about the plight of the chimpanzees. Similar findings reveal that having seen or heard of reduced cases of human-chimpanzee injuries by 88.6% was important for the project's success. This was confirmed by one of the opinion leaders during the direct interview who reported, "Not long ago before interventions in the area there were frequent cases of injuries involving humans and chimpanzees and now these have significantly reduced with the implementation of various projects." He added that each implemented project actually has had a progressive reduction to the level that we see today.

Conflicts involving wildlife including chimpanzee damage to crops used to be rampant but its reported reduction by 92.8% of respondents was considered important for the project's success. Similarly, 71.2% of respondents reported reduced incidents of domestic animals injured by chimpanzees as important for human-chimpanzee conflict management projects in Kasongoire parish. This could be attributed to change in community behaviour and attitudes as a result of project interventions. For example, 92.4% of respondents reported to be farming away from the forest edge to avoid conflicts with chimpanzees and this is an important success factor for the project. At least 82.2% of these respondents reported as important, a change in practice where close to the forest edge they only grew crops that chimpanzees were not interested in and cannot destroy.

Apparently, this culminated into responses pointing to successful human-chimpanzee conflict management projects. For example, from these data sets, it was reported as important by 73.7% of the respondents that they were willing to reduce human-chimpanzee conflicts; while 97.1% reported their willingness to control human-chimpanzee conflicts as important for the project's success. And lastly, another 97.5% agreed to their being willing to prevent human-chimpanzee conflicts was important for the project's success.

Table 14. Relationship between Stakeholder-based Factors and Project Success

		Stakeholder-based factors	Project Success
Stakeholder-based factors	Pearson Correlation	1	0.966**
	Sig. (2-tailed)		0.000
	N	236	236
Project Success	Pearson Correlation	0.966**	1
	Sig. (2-tailed)	0.000	
	N	236	236
**Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

There is a significant positive relationship between stakeholder-based factors and project success (r=0.966, p<0.01) as seen in Table 14 above**.** For all the three combined factors (Independent Variables) it therefore holds that stakeholder-based factors affect human-chimpanzee conflict management projects in Kasongoire Parish is acceptable. It also implies that stakeholder-based factors are important for the success of human-chimpanzee conflict management projects in Kasongoire Parish. Regression analysis was also performed as summarized in Table 15 below, to determine the extent to which stakeholder-based factors (stakeholder needs and expectations; stakeholder status; and stakeholder management processes) affect the success of human-chimpanzee conflict management project in Kasongoire Parish.

Table 15. Relationship between stakeholder-based factors and success of human-chimpanzee conflict management projects in Kasongoire Parish

R. squared = 0.933, P = 0.000		
	Standardized Coefficients	Significance
	Beta	
Stakeholder-based factors	0.933	0.000

Source: Primary Data

Regression analysis summarized in Table 15 above, shows that the coefficient of determination (R^2) for stakeholder-based factors is 0.933. This means that 93.3% of the variation in the success of human-chimpanzee conflict management projects in Kasongoire Parish can be attributed to stakeholder-based factors. The standardized beta coefficient of (B = 0.933, p<0.000) means that stakeholder-based factors are significantly related with the success of human-chimpanzee conflict management projects in Kasongoire Parish. This practically implies that stakeholder-based factors, generally combined, have a strong positive effect on the success of human-chimpanzee conflict management projects in Kasongoire Parish. Additionally, stakeholder-based

factors are important for projects to consider for delivering success on human-chimpanzee conflict management projects in Kasongoire Parish.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study investigated stakeholder-based factors affecting the success of human-chimpanzee conflict management projects in Kasongire Parish in Masindi district. The chapter is arranged according to the study objectives. It presents the summary, discussion, conclusions and recommendations arising out of the study findings according to the objectives.

5.2 Summary of Findings

5.2.1 Meeting Stakeholder Needs and Expectations and the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

The study tested the first hypothesis; *"*Meeting stakeholder needs and expectations are positively associated with the success of human-chimpanzee conflict management project in Kasongoire Parish*".* This hypothesis was supported. This is because there was a high significantly positive relationship (r=0.776) between stakeholder needs and expectations and project success. In this case, careful consideration of stakeholder needs and expectations in human-chimpanzee conflict management projects can be seen to improve their chances of success especially if in combination with other factors. The study found out that stakeholders received from the project all that they intended, and that they often received direct financial support from the project. They were also satisfied with the way they were involved; and the chance to work in these projects. Stakeholders were further satisfied that the projects work with others and that it was clear to see the work of these projects. They also reported that they were satisfied with the implementation of

these projects and happy that attention was given to the roles of beneficiaries. From the results, stakeholder needs and expectations accounted for 60.2% variance in affecting the success of human-chimpanzee conflict management projects in Kasongoire Parish.

However, some respondents also disagreed that they often received direct financial support from the project; but interestingly, they also disagreed that this kind of support was important for the success of human chimpanzee conflict management projects in Kasongoire Parish. This can be confirmed by a comment during the survey which was resounded during a direct interview with an opinion leader who said, "Projects have improved peoples livelihoods through giving enterprises like goats and pigs". This meant that it was not financial but rather material support that was key to the beneficiaries.

Overall, the findings indicate that stakeholder needs and expectations; and the success of human-chimpanzee conflict management projects generally had a significant positive relationship. In other words, stakeholder needs and expectations were found to have a positive association with the success of human-chimpanzee conflict management projects in Kasongoire Parish.

5.2.2 Influence of Stakeholder Status and the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

The second hypothesis the study tested was, *"*Stakeholder status would differentially explain the differences with which their evaluation is associated with the success of human-chimpanzee conflict management project in Kasongoire Parish*".* This hypothesis was supported. This is because there was a very high significantly positive relationship (r=0.978) between stakeholder

status and project success. From the study, it was found out that the stakeholders had a lot of interest in these projects; there were other things they wanted from these projects; and that they were always made part of these projects. They also reported having influence on the project implementation as they wanted their concerns given priority and immediate attention. It was also their view that projects targeted the right people and area; and had a close working relationship with the project leadership. From the study, stakeholder status accounted for 95.6% variance in affecting the success of human-chimpanzee conflict management projects in Kasongoire Parish. The findings in general indicate that stakeholder status and the success of human-chimpanzee conflict management projects had a significant positive relationship. This implies that stakeholder status was found to have a positive association with the success of human-chimpanzee conflict management projects in Kasongoire Parish.

5.2.3 Stakeholder Management Processes and the Success of Human-chimpanzee Conflict management projects in Kasongoire Parish

The third hypothesis of the study tested was, *"*Stakeholder management processes are associated with the success of human-chimpanzee conflict management project in Kasongoire Parish". This hypothesis was supported. This is because there was a very high and significantly positive relationship (r=0.854) between stakeholder management processes and project success. According to the study, it was the view of the stakeholders that project participants have been carefully identified and selected through participative processes; and that project participant interests have been accommodated through participative planning and decision making while continuously involving them in the projects throughout their lifecycles. They were further convinced that there was a smooth exchange of information and feedback to and fro the

participants at all times and as participants they have considerable influence on the projects. They also reported that they have opportunity to actively participate and get regularly consulted on key project issues. However, stakeholder management processes accounted for 72.9% variance in affecting the success of human-chimpanzee conflict management projects in Kasongoire Parish. In general, the findings show that stakeholder management processes and the success of human-chimpanzee conflict management projects in Kasongoire Parish had a significant positive relationship. What this means is that stakeholder management processes were found to have a positive association with the success of human-chimpanzee conflict management projects in Kasongoire Parish.

5.3 Discussion of Findings

5.3.1 Stakeholder Needs and Expectations and the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

The study found a high significantly positive relationship between stakeholder needs and expectations; and the success of human-chimpanzee conflict management projects in Kasongoire Parish. This implies that addressing the various stakeholder needs and expectations can improve the success of human-chimpanzee conflict management projects in Kasongoire Parish. This can be attributed to the fact that there are usually many stakeholders with their various needs and expectations. The number and combination of these stakeholders together with their corresponding needs and expectations as well as the dynamics within the same stakeholders may keep changing in the course of the project implementation. As some drop out, new stakeholders may emerge and these can have different and often changing stakes (needs and expectations) at any time during the project implementation. In a related article, Nguyen et al. (2009) argued that

to achieve project success, it is critical to understand both interests of stakeholders and the means through which stakeholders attempt to achieve their interests and objectives. Some of these stakeholders singly or in combination may use different strategies including their influence to have their needs and expectations met. Accordingly, Nguyen et al (2009) recommended that the overall stakeholder impact, power and other criteria could be influenced by factors including the type of project, the procurement method, and the size of project, the procurement method, and the size of project. Therefore, the project type, size and activities may influence a certain number and type of stakeholders with their host of needs and expectations; and base on these, stakeholder involvement affects the project success. These needs and expectations will most likely depend entirely on the perspective of each stakeholder or the groups involved.

From this finding, it is also possible that better success of human-chimpanzee conflict management projects in Kasongoire Parish could be achieved when stakeholder needs and expectations are considered especially in combination with other factors including an enabling environment including sound social, economic and political environment or a combination of these. The positive association of stakeholder needs and expectations with the success of human-chimpanzee conflict management projects in Kasongoire Parish in this study, therefore, means that there is need to maintain or strengthen the conditions that enable the same to flourish.

5.3.2 Stakeholder Status and the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

The study found a very high significantly positive relationship between stakeholder status and the success of human-chimpanzee conflict management projects in Kasongoire Parish. This

implies that stakeholder status has a very big role in the success of human-chimpanzee conflict management projects in Kasongoire Parish. Therefore the stakeholder status including power, interest, legitimacy, urgency, proximity; and network may tend to remain key attributes for the success of human-chimpanzee conflict management projects in Kasongoire Parish. Therefore, efforts that identify, affirm and improve stakeholder status could lead to better success of the projects. To support this study, Nguyen et al. (2009) further proposed an overview of key stakeholders' factors in influencing project performance including legitimacy, urgency, proximity, vested interest, stakeholder attitude, stakeholder knowledge, and stakeholder impact analysis. This could be a whole list of factors that are not considered in this study and worth noting.

Relatedly, Olander and Landin (2005) argued that stakeholder analysis based on the stakeholder impact index can be adopted as a tool for planning, execution and evaluation of a project. Stakeholder analysis can help to obtain feedback on alternative options to proceed that will affect the positive or negative impact of stakeholders to make decisions in project management especially based on their status. The place of stakeholder status in projects can be a highly important one for project success. This may require project management to be flexible to accommodate the different statuses to achieve success. This can partly be attributed to the fact that the attributes describing stakeholder status can keep changing as different stakeholders emerge or pull out; or even for the same stakeholders that continue to exist. Therefore the positive association between stakeholder status and the success of human-chimpanzee conflict management projects in Kasongoire Parish may mean that projects remain keen on maintaining or promoting stakeholders in their status-quo.

5.3.3 Stakeholder Management Processes and the Success of Human-chimpanzee Conflict Management Projects in Kasongoire Parish

The study found a high significantly positive relationship between stakeholder management processes and human-chimpanzee conflict management projects in Kasongoire Parish. This implies that application of the right stakeholder management processes can improve the success of human-chimpanzee conflict management projects in Kasongoire Parish. This is because projects need to carefully, effectively and efficiently interact with their various stakeholders to maximize benefits or success. However, this will depend on projects' and stakeholders' definition of success since this can mean different things (product success or project management success) to different people leading to disagreements about whether a project is successful or not (Liu and Walker, 1998). From this study it is likely that quality human-chimpanzee conflict management project success measured in terms of human-chimpanzee conflict control, prevention; or reduction was achieved in time and cost objectives. Therefore, it demonstrates how it may be necessary to set out project management processes right from the beginning in order to achieve the success of human-chimpanzee conflict management projects. In addition, Pinto and Slevin (1988) found the following 10 factors affecting the success of a project: project mission and goals, top management support, project planning, client consultation, personnel issues, technical issues, client acceptance, project control, communication, and troubleshooting. And as noticed, these may not have been considered in this study as important stakeholder attributes for success. They argued that the traditional concept to measure a project's success was indicated by punctual time completion, budget precision, and qualifications which meet stakeholders' expectations.

Ling et. al. (2009) suggested that in addition to the measurement of time, budget, quality, customer satisfaction alluded to by (Pinto and Slevin, 1987), the overall stakeholders' satisfaction should be considered. Ling et al. (2009) believed that project operational performance to reach project success could be found by project-related factors, project procedures, human-related factors, and external environment. Furthermore, they explained that project-related factors covered schedule performance, while project procedures involved budget performance. Meanwhile, they argued that human-related factors and external environment compressed profitability and owner satisfaction and public satisfaction. The positive association depicted in this study therefore means that there is need to continue to continue placing emphasis on improving stakeholder management processes in order to achieve the success of human-chimpanzee conflict management projects in Kasongoire Parish.

5.4 Conclusions

5.4.1 Stakeholder needs and expectations; and the success of human-chimpanzee conflict management projects in Kasongoire Parish

According to the hypothesis, it was concluded that stakeholder needs and expectations have a significant positive association with the success of human-chimpanzee conflict management project in Kasongoire Parish. While there is a significantly high positive relationship, the study also confirmed that stakeholder needs and expectations account for 60.2% of human-chimpanzee conflict management projects in Kasongoire Parish. However, much as the stakeholders did not receive direct financial support from the project, they received from the project all that was intended and they were happy that attention was given to their presence in the project. They were happy for the chance to work in these projects and were also satisfied with the way they were

involved. They were satisfied that the projects worked with others and that the work of these projects was clear to see. Again they were convinced with the implementation of these projects and, at the same time, happy that attention was given to the roles of beneficiaries in the project. Generally according to the study, efforts were aimed at addressing the various stakeholder needs and expectations towards success of the human-chimpanzee conflict management processes in Kasongoire Parish.

5.4.2 Stakeholder status and the success of human-chimpanzee conflict management projects in Kasongoire Parish

Based on the hypothesis of this study, it was concluded that there is a significantly very high positive relationship between stakeholder status and the success of human-chimpanzee conflict management projects in Kasongoire Parish. The study also confirmed that 95.6% of the success of human-chimpanzee conflict management projects is accounted for by stakeholder status. Accordingly, it was found out that the stakeholders had a lot of interest in these projects and that there are other things they wanted from these projects. It was also found out that the stakeholders were always made part of these projects and that they had influence on the project implementation. In addition, it was found out that the stakeholders wanted their concerns given priority and immediate attention much as it was also their view that the projects targeted the right people and area. The study also confirmed that the stakeholders had a close working relationship with the project leadership. Generally, the projects recognized the various stakeholder statuses and their respective roles.

5.4.3 Stakeholder management processes and the success of human-chimpanzee conflict management projects in Kasongoire Parish

The study concluded that stakeholder management processes have a high significantly positive association with the success of human-chimpanzee conflict management projects in Kasongoire Parish. According to this study based on its hypothesis, 72.9% of the success of human-chimpanzee conflict management projects was accounted for by stakeholder management process. According to the study, it was that project participants have been carefully identified and selected through participative processes. Again, it the stakeholder opinion that the views of project participant interests has been accommodated through participative planning and decision making. The study also confirmed that stakeholders were continuously involved in the projects throughout their lifecycles while they were also convinced that there was a smooth exchange of information and feedback to and fro the participants at all times. It was also reported that, according to the study, stakeholders had considerable influence on the projects and have opportunity to actively participate, and regularly have been consulted on key project issues. Generally, stakeholder management processes affect the success of human-chimpanzee conflict management projects in Kasongoire Parish.

5.5 Recommendations

5.5.1 Stakeholder needs and expectations and the success of human-chimpanzee conflict management projects in Kasongoire Parish

i. There is need to continuously identify stakeholders with their needs and expectations throughout the project phase. It is important to address these needs and expectations as

various new stakeholders emerge and even when the existing stakeholders change their needs and expectations.

ii. There is need to identify and address stakeholder needs and expectations that have more influence on the success of human-chimpanzee conflict management project.

iii. Efforts aimed at improving stakeholder needs and expectations should be encouraged for the success of human-chimpanzee conflict management projects.

5.5.2 Stakeholder status and the success of human-chimpanzee conflict management projects in Kasongoire Parish

i. Stakeholders should always be made part and parcel of the projects in order that they own them in terms of both their implementation and success. There is need to engage all key stakeholders

ii. Given that stakeholders have influence on project implementation, it can easily lead to its success and therefore the position of stakeholders in projects should be one of the areas for these projects to pay attention. For example, project leadership should ensure that they have a close working relationship with the key stakeholders.

5.5.3 Stakeholder management processes and the success of human-chimpanzee conflict management projects in Kasongoire Parish

i. There is need to engage stakeholder management processes in all phases of the project. This is partly because project stakeholders may keep changing and therefore factors like stakeholder identification, communication, etc. should be observed throughout the project period in order to achieve project success

ii. For stakeholder management processes to contribute to the success of human-chimpanzee conflict management projects in Kasongoire Parish, projects should ensure that key stakeholder interests have been accommodated through participative planning and decision making.

5.6 Limitations of the Study

First, the respondent majority was farmers which meant that locating most of them on first visit was a problem as they were busy during most of the days in their gardens and therefore repeated appointments had to be made leading to unplanned delays. Second, most of the respondents could only communicate well in their local dialects not known to the researcher and this necessitated translations. It is possible that certain facts were distorted or misrepresented and therefore their accuracy could not be wholly trusted. In addition, some respondents were not very willing to avail information as they expected to provide information at a certain fee which was not possible for the researcher. Lastly, based on this, it is possible that some responses were not objective but rather subjective. Therefore from the stakeholder point of view, the results of this research might not be conclusive enough to provide an overall picture of the success of human-chimpanzee conflict management projects in Kasongoire Parish.

5.7 Contributions of the Study

Future projects aimed at managing human-chimpanzee conflicts might benefit from this information through adoption of important lessons and experiences. Despite the fact that the project generally satisfied the diverse stakeholder needs and expectations, its findings can be used to justify modalities of working with the disproportionately small number of those who

were not satisfied or opposed to the items in questions. The projects should focus on such areas to bring better or all-round success. These findings should be able to guide human-chimpanzee conflict management projects to revise or improve their implementation with various stakeholders to achieve success. Finally, such projects will identify which stakeholder-based factors are particularly more critical for the success of human-chimpanzee conflict management in Kasongoire Parish; as well as those aspects that can be replicated to other sites for similar interventions.

5.8 Recommendations for Further Research

Given that the study only focused on three stakeholder-based factors that affect the success of human-chimpanzee conflict management in Kasongoire Parish, future research should be able to investigate other factors. This will confirm whether these project successes could be a result of attribution factors. Again, the stakeholder factors that were investigated might not necessarily be the only factors for the success of the human-chimpanzee conflict management in Kasongoire Parish and thus, the need to clarify those that may contribute when singly or in combination. This being a cross-sectional study, it provided a snap shot assessment and could not explain the success of the human-chimpanzee conflict management projects in Kasongoire Parish overtime and therefore, a longitudinal study is recommended to do this. This will help to define which stakeholders and associated factors are operational over time.

Finally, it will also be good to revise the study topic and conduct another study on the stakeholder-based factors to investigate each of the attributes independently. Similarly, the study recommends that each of the factors in the independent variable list could be independently investigated against conflict reduction, conflict prevention, and conflict control which are the

attributes for measuring the success of human-chimpanzee conflict management projects in this study. Again the study finds this possible through a longitudinal study.

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APPENDIX I: CERTIFICATE OF PROOF THAT DISSERTATION HAS BEEN EDITED

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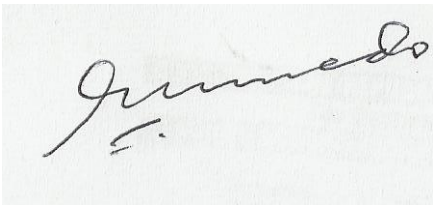
20th September 2016

CERTIFICATE OF PROOF THAT DISSERTATION HAS BEEN EDITED

This is to certify that the Master's Degree dissertation entitled, **Stakeholder-based Factors Affecting Success of Human-Chimpanzee Conflict Management Projects in Kasongoire Parish, Masindi District by Osman Amulla Anewa,** has been reviewed and corrected in order to ensure clarity of expression and consistency regarding key style aspects like general grammar, sentence structure to ensure logical flow and effectiveness of meaning, all-round punctuation, use of articles, use of tenses, use of quoted matter, citation and referencing.



Mukotani Rugyendo

Professional Editor

APPENDIX II: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION (Please circle as appropriate).

1	**AGE**				
	Less than 25 years	26 – 35 years	36 – 45 years	46 -55 years	56 year & above
	1	2	3	4	5

2	**SEX**	
	Female	Male
	1	2

3	**RESIDENCE**		
	Village (name)	Town (name)	Others (state)
	1	2	3

4	**TITLE**							
	Civil servant	NGO staff	Private sector staff	Private business	Religious leader	Opinion leader	LC (state level)	Others (state)
	1	2	3	4	5	6	7	8

5	**EDUCATION LEVEL**								
	PhD	Masters	Bachelors	Diploma	Certificate	A-level	O-level	Primary	Others (State)
	1	2	3	4	5	6	7	8	

6	**DURATION OF STAY IN THE PLACE**					
	Less than 5 years	5 - 10 years	11- 16 years	17-20 years	20 - 25 years	Above 26 years
	1	2	3	4	5	

7	**PROXIMITY OF RESIDENCE TO FOREST**			
	Less than 1 km	1 – 5 km	6-10 km	Others (state)
	1	2	3	4

8	**PROXIMITY OF FARMLAND TO FOREST**			
	Less than 1 km	1 – 5 km	6-10 km	Others (state)
	1	2	3	4

Questions in B, C and D have two parts. Here, you will be asked to provide your opinion on the question, 'to what extent are you satisfied with the various aspects under the stakeholder dimensions and indicate how these aspects are important to you?' Using the Likert scale provided below, please circle the number that best indicates your opinion on the question. In Section E, you are required to circle what best suits your opinion based on the importance of the question in relation to project success.

LIKERT SCALE	1	2	3	4	5
	Strongly Disagree (SD)	Disagree (D)	None of these (N)	Agree (A)	Strongly Agree (SA)

	Section B: Stakeholder needs and expectations	**Satisfaction**					**Important**				
1	I receive from the project all that they intended	1	2	3	4	5	1	2	3	4	5
2	I often receive direct financial support from the project	1	2	3	4	5	1	2	3	4	5
3	I am happy that my presence is given attention in the project	1	2	3	4	5	1	2	3	4	5
4	I am happy for the chance to work in these projects	1	2	3	4	5	1	2	3	4	5
5	I am satisfied with the way I am involved	1	2	3	4	5	1	2	3	4	5
6	I am satisfied that the projects work with others	1	2	3	4	5	1	2	3	4	5
7	The work of these project is clear to see	1	2	3	4	5	1	2	3	4	5
8	I am convinced with the implementation of these projects	1	2	3	4	5	1	2	3	4	5
9	I am happy that attention is given to the roles of beneficiaries	1	2	3	4	5	1	2	3	4	5
	Section C: Stakeholder status.	**Satisfaction**					**Importance**				
10	I have a lot of interest in these projects	1	2	3	4	5	1	2	3	4	5
11	There are other things I want from these projects	1	2	3	4	5	1	2	3	4	5
12	I am always made part of these projects	1	2	3	4	5	1	2	3	4	5
13	I have influence on the project implementation	1	2	3	4	5	1	2	3	4	5
14	I want my are concerns given priority and immediate attention	1	2	3	4	5	1	2	3	4	5
15	In my view projects target the right people and area	1	2	3	4	5	1	2	3	4	5
16	I have a close working relationship with the project leadership	1	2	3	4	5	1	2	3	4	5
	Section D: Stakeholder management processes.	**Satisfaction**					**Importance**				

17	In my view project participants have been carefully identified and selected through participative processes	1	2	3	4	5	1	2	3	4	5
18	In my view project participant interests have been accommodated through participative planning and decision making	1	2	3	4	5	1	2	3	4	5
19	I am continuously involved in the projects throughout their lifecycles	1	2	3	4	5	1	2	3	4	5
20	I am convinced that there is a smooth exchange of information and feedback to and fro the participants at all times	1	2	3	4	5	1	2	3	4	5
21	As a participants I have considerable influence on the project and have opportunity to actively participate	1	2	3	4	5	1	2	3	4	5
22	I am regularly consulted on key project issues	1	2	3	4	5	1	2	3	4	5

	Section E. Project success	**Importance**				
		SD	**D**	**N**	**A**	**SA**
1	I am satisfied with these projects	1	2	3	4	5
2	I am no longer placing hunting or trapping and snaring chimpanzees	1	2	3	4	5
3	I am no longer interested in causing injuries to chimpanzees	1	2	3	4	5
4	I am no longer interested in killing chimpanzees	1	2	3	4	5
5	I see or hear reduced cases of chimpanzee-human injuries	1	2	3	4	5
6	I see or hear reduced cases of human-chimpanzee injuries	1	2	3	4	5
7	I have reduced crop damage by chimpanzees	1	2	3	4	5
8	I think there are reduced incidents of domestic animals injured by chimpanzees	1	2	3	4	5
9	I think there are reduced incidents domestic animals killed by chimpanzees	1	2	3	4	5
10	I am now farming away from the forest edge to avoid conflicts with chimpanzees	1	2	3	4	5
11	Close to the forest edge I only grow crops that chimpanzees are not interested in and cannot destroy	1	2	3	4	5
12	I am willing to reduce human-chimpanzee conflicts	1	2	3	4	5
13	I am willing to control human-chimpanzee conflicts	1	2	3	4	5
14	I am willing to prevent human-chimpanzee conflicts	1	2	3	4	5

E1 Please provide a brief comment on the overall human-chimpanzee conflict management project success

……

……

E2 In your view, what could be done to enhance human-chimpanzee conflict management project success?

……

……

Stakeholder needs and expectations

1) What are the specific needs and expectations that stakeholders have in a human-chimpanzee conflict management project?
2) How can an effective communication feedback mechanism between stakeholders and projects contribute to the success of human-chimpanzee conflict management project?

Stakeholder status

3) In what ways can the stakeholder relationship with project leadership affect the success of a human-chimpanzee conflict management project?
4) How do you think working with various stakeholder categories can affect the success of human-chimpanzee conflict management projects?
5) Which stakeholder status can affect the success of a human-chimpanzee conflict management project?

Stakeholder management process

6) What stakeholder management processes can contribute to human-chimpanzee conflict management projects?

7) How do stakeholder management processes contribute to the success of human-chimpanzee conflict management projects?
8) What are the current challenges with stakeholder management processes in human-chimpanzee management projects?
9) How would you ensure that stakeholder management processes contribute to the success of human-chimpanzee conflict management projects?

Project success

10) As stakeholders, what do you envisage from a successful human-chimpanzee conflict management project?
11) How do you explain your satisfaction with the delivery of these projects?

Thank you for your participation!!

APPENDIX III: INTERVIEW GUIDE

The purpose of the interview is to gather useful information from key project stakeholders other than the direct project beneficiaries on all the independent variables under study.

1) a) In your view what stakeholder-needs and expectations are necessary for the success of human-chimpanzee conflict management projects?

   b) What challenges do the projects face in meeting stakeholder needs and expectations?

   c) What can be done to ensure that stakeholder needs and expectations contribute to human-chimpanzee conflict management projects?

2) a) How does stakeholder status contribute to the success of human-chimpanzee conflict management projects?

   b) What can be done to ensure that stakeholder status contribute to the success of human-chimpanzee conflict management projects?

3) a) How do stakeholder management processes contribute to the success of human-chimpanzee conflict management projects?

   b) What are the challenges to stakeholder management processes in ensuring the success of human-chimpanzee conflict management projects?

   c) How would you ensure that stakeholder management processes contribute the success of human-chimpanzee conflict management projects?

Thank you for participation!!

APPENDIX IV: UNIVERSITY INTRODUCTORY LETTER TO CONDUCT THE STUDY

UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY

UTAMU

For an Open Mind

13th April 2016

TO WHOM IT MAY CONCERN

RE: AMULLA ANEWA OSMAN - REG. NO. MAY15/EMBA/0518U

This is to introduce Mr. Osman Amulla Anewa who is a student in the School of Business and Management pursuing an Executive Masters in Business Administration (Project Planning and Management) of Uganda Technology And Management University (UTAMU).

As part of the course, he wishes to undertake a research study on **"FACTORS AFFECTING HUMAN-CHIMPANZEE CONFLICTS IN KASONGOIRE PARISH, MASINDI DISTRICT"**

Any assistance rendered to him will highly be appreciated. In case you need any further information, do not hesitate to contact the undersigned.

Sincerely,

Dr. Dick N. Kamuganga
Ag. Dean, School of Business and Management

Cc. Dean, Graduate School, UTAMU
Director, Academic Affairs, UTAMU

APENDIX V: SELF-INTRODUCTORY LETTER

Dear Respondent,

My name is Osman Amulla Anewa, a student of Uganda Technology and Management University (UTAMU), Kampala pursuing an Executive Masters in Business Administration (EMBA) – Project Planning and Management option. As part of the student's research process, the questionnaire aims to gather useful information on the topic, 'Stakeholder-based factors affecting the success of human chimpanzee conflict management projects in Kasongoire Parish, Masindi District'.

In completing this questionnaire, you have been selected as one of the respondents. However, this study is purely academic and all responses provided here will be accorded the highest degree of confidence. Kindly, complete the questionnaire to enable the researcher complete the study, one of whose aims will be to provide useful feedback that will shape the management of human-wildlife conflict management projects in Kasogoire Parish and other areas.

Please respond as per the instructions in each section.

Thank you in advance for your participation.

Sincerely,

Osman Amulla Anewa

Student.

APPENDIX VI: SUMMARY OF ITEM STATISTICS FOR THE RELIABILITY COEFFICIENT

Item Statistics	N	Mean	Std. Deviation
I receive from the project all that they intended satisfaction	236	2.5212	.85277
I receive from the project all that they intended	236	2.6102	.79395
I often receive direct financial support from the project	236	1.4873	.84290
I often receive direct financial support from the project	236	1.7373	.95808
I am happy that my presence is given attention in the project	236	2.8686	.49219
I am happy that my presence is given attention in the project	236	2.8602	.50691
I am happy for the chance to work in these projects	236	2.5424	.84192
I am happy for the chance to work in these projects	236	2.6271	.78058
I am satisfied with the way I am involved	236	2.8390	.54531
I am satisfied with the way I am involved	236	2.8898	.45726
I am satisfied that the projects work with others	236	2.9492	.31549
I am satisfied that the projects work with others	236	2.9831	.18372
The work of these project is clear to see	236	2.9661	.25871
The work of these project is clear to see	236	2.9746	.22453
I am convinced with the implementation of these projects	236	2.9492	.31549
I am convinced with the implementation of these projects	236	2.9746	.22453
I am happy that attention is given to the roles of beneficiaries	236	2.8686	.49219
I am happy that attention is given to the roles of beneficiaries	236	2.8602	.50691
I have a lot of interest in these projects	236	2.9153	.40373
I have a lot of interest in these projects	236	2.9153	.40373
There are other things I want from these projects	236	2.8814	.47346
There are other things I want from these projects	236	2.9068	.42250
I am always made part of these projects	236	2.6059	.79453
I am always made part of these projects	236	2.6864	.72873
I have influence on the project implementation	236	2.7881	.61681
I have influence on the project implementation	236	2.7712	.63126
I want my concerns given priority and immediate attention	236	2.9534	.29526
I want my concerns given priority and immediate attention	236	2.9449	.32146
In my view projects target the right people and area	236	2.9153	.40373
In my view projects target the right people and area	236	2.9492	.31549
I have a close working relationship with the project leadership	236	2.7331	.67219
I have a close working relationship with the project leadership	236	2.7458	.66122

In my view project participants have been carefully identified and selected through participative processes	236	2.8602	.48107
In my view project participants have been carefully identified and selected through participative processes	236	2.8602	.48107
In my view project participant interests have been accommodated through participative planning and decision making	236	2.8771	.44929
In my view project participant interests have been accommodated through participative planning and decision making	236	2.9280	.34379
I am continuously involved in the projects throughout their lifecycles	236	2.8220	.57065
I am continuously involved in the projects throughout their lifecycles	236	2.8432	.53475
I am convinced that there is a smooth exchange of information and feedback to and fro the participants at all times	236	2.9068	.41231
I am convinced that there is a smooth exchange of information and feedback to and fro the participants at all times	236	2.9322	.35078
As a participant I have considerable influence on the project and have opportunity to actively participate	236	2.8729	.48897
As a participant I have considerable influence on the project and have opportunity to actively participate	236	2.8898	.45726
I am regularly consulted on key project issues	236	2.7076	.70508
I am regularly consulted on key project issues	236	2.7754	.62941
I am satisfied with these projects	236	2.5847	.80769
I am no longer placing hunting or trapping and snaring chimpanzees	236	2.9237	.38386
I am no longer interested in causing injuries to chimpanzees	236	2.9407	.34002
I am no longer interested in killing chimpanzees	236	2.9492	.31549
I see or hear reduced cases of chimpanzee-human injuries	236	2.7797	.62071
I have reduced crop damage by chimpanzees	236	2.8559	.51819
I think there are reduced incidents of domestic animals injured by chimpanzees	236	2.4237	.90771
I think there are reduced incidents domestic animals killed by chimpanzees	236	2.8347	.54794
I am now farming away from the forest edge to avoid conflicts with chimpanzees	236	2.8517	.52108
Close to the forest edge I only grow crops that chimpanzees are not interested in and cannot destroy	236	2.6525	.75936
I am willing to reduce human-chimpanzee conflicts	236	2.7585	.53488
I am willing to control human-chimpanzee conflicts	236	2.9407	.34002
I am willing to prevent human-chimpanzee conflicts	236	2.9492	.31549