

# Influence of Community Participation on Sustainability of Non-Profit Organizations: The Case of Kenya Wildlife Conservancies Association (KWCA)

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**Abstract:-** This paper examines the influence of community participation on the sustainability of non-profit organizations, with a particular focus on the Kenya Wildlife Conservancies Association (KWCA). Using stakeholder theory and participatory development theory as its theoretical framework, the study employed a descriptive research design and utilized stratified and purposive sampling. Data was collected from 100 respondents—including board members, staff, and stakeholders—via structured questionnaires and analyzed using SPSS with multiple regression. The findings demonstrated a significant positive correlation  $Y = 2.184 + 0.438X_1 + \epsilon$ , between community participation and sustainability of non-profit organizations highlighting that community engagement fosters ownership, responsibility, and long-term support. The study revealed that community participation enhances resource mobilization, accountability, and transparency within non-profit organizations. Respondents emphasized the importance of community involvement in achieving these outcomes, aligning with prior research by Smith et al. (2020) and Mwangi and Njenga (2019), which also underscored the positive impact of community engagement on non-profit effectiveness and sustainability. By integrating community members into decision-making processes, non-profits can leverage local knowledge and skills, ensuring continued support and effective management. Based on these insights, several recommendations are proposed for KWCA and similar organizations. It is essential to prioritize and expand community involvement by developing more inclusive and interactive engagement programs. Establishing robust feedback mechanisms will facilitate community input and foster a sense of ownership. Additionally, investing in capacity-building initiatives to equip community members with the necessary skills and knowledge is crucial. These measures are expected to enhance community engagement, improve program effectiveness, and bolster the overall sustainability of KWCA's initiatives.

**Keywords:-** Sustainability, Community Participation, Non-Profit Organizations, Community-Based Conservation.

## I. INTRODUCTION

Non-profit organizations (NPOs) play a vital role in addressing societal challenges, especially in conservation. In Kenya, the Kenya Wildlife Conservancies Association (KWCA) collaborates with local communities to protect biodiversity and promote sustainable livelihoods. The sustainability of such organizations is closely tied to community participation, which ensures conservation efforts are culturally relevant, strengthens governance, and enhances resource mobilization. This research examined how community involvement in decision-making and resource management affects the sustainability of KWCA, identifying both the challenges and opportunities of community engagement in the organization's conservation efforts.

### A. Background

Non-profit organizations (NPOs) serve as vital actors in promoting development, alleviating poverty, and addressing various societal challenges. Operating across sectors such as health, education, and environmental conservation, these organizations rely on the voluntary involvement of communities and stakeholders to achieve their missions. Sustainability for NPOs is a complex issue, encompassing financial, operational, and environmental stability. Financial sustainability refers to an organization's ability to maintain funding and resources over the long term, while operational sustainability focuses on the continued relevance and effectiveness of the organization's programs (Stewart & Diez, 2018). Environmental sustainability, particularly for conservation-focused NPOs, involves ensuring that natural resources are managed in ways that allow for continued ecosystem services without degradation (Berkes, 2018).

The Kenya Wildlife Conservancies Association (KWCA), like many other NPOs, operates in the environmental conservation sector, where sustainability is a significant concern. The organization seeks to protect wildlife habitats and biodiversity while fostering sustainable livelihoods for local communities. Achieving long-term sustainability requires not only securing financial resources but also ensuring that community members are actively involved in decision-making and program implementation. The success of NPOs, particularly those engaged in

community-based conservation, is often linked to the degree of community participation in governance and operations, which strengthens organizational resilience (Ochieng et al., 2020).

Sustainability is the mitigation of organizational risk, both of which increase the possibility that an organization will survive and prosper in the future (Coetzee, 2017). In order to address sustainability challenges in a worldwide environment, new organizational structures and new forms of governance must emerge and spread (Ehrenfeld, 2017). In view of the dramatic decline of biodiversity over the past ten years with non-profit organizations playing a crucial role in efforts in attempts to reversing the trends, sustainability of these non-profit organisations has been the weak link. Globally, non-profit organisations face several challenges in their quest for sustainability. In the United States, for example, non-profits have increasingly turned to social enterprises and innovative financing mechanisms through stakeholder collaborations such as social impact bonds, to enhance their financial sustainability (Ebrahim & Rangan, 2019).

In Africa, NPOs sustainability has proven to be challenge. With limited access to funding, political instability, socio-economic factors, and a lack of infrastructure (Otoo & Osei-Kojo, 2018), NPOs in Africa have developed innovative strategies to enhance their sustainability. One such strategy is community-based approaches, which involve engaging local communities in the planning and implementation of projects. This approach not only enhances the effectiveness of initiatives but also fosters a sense of ownership and responsibility among community members. Engaging local communities in the planning and implementation of projects fosters a sense of ownership and responsibility, which is critical for the long-term success of initiatives (Ogutu et al., 2020). Community-based approaches enhance the relevance and effectiveness of projects, as they are tailored to the specific needs and priorities of the communities they serve.

On the same wavelength, NPOs in Africa have embraced stakeholder collaboration to achieve sustainability. Partnerships with government entities, private sector players, and other non-profits can provide the necessary resources and support for NPOs to achieve their missions. Effective collaboration with stakeholders enhances resource sharing, coordination, and the overall impact of initiatives. For instance, the Treatment Action Campaign (TAC) in South Africa is an example of successful stakeholder collaboration. TAC has partnered with various stakeholders, including the government, international donors, and other non-profits, to sustain its efforts in combating HIV/AIDS. These collaborations have provided the necessary resources and support for TAC to achieve its mission and ensure the sustainability of its initiatives (Nzama & Mkhize, 2020).

Moreover sustainability is critical for maintaining donor trust. This involves strong leadership, transparent decision-making processes, regular performance evaluations, and active engagement with stakeholders which is evident in

project management practices (Walters, 2019). These practices foster accountability and transparency contribute significantly to the sustainability of NPOs (Carroll & Stater, 2020). In Nigeria, the Nigerian Network of NGOs (NNGO) has implemented robust project management practices, including regular audits, transparent reporting, and active stakeholder engagement, to enhance its sustainability. These practices have helped the organizations maintain donor trust and ensure the effective use of resources (Otoo & Osei-Kojo, 2018).

Thus Community participation in conservation initiatives has gained increased recognition as a critical element of success for NPOs, particularly in Africa. The integration of local communities into conservation efforts promotes the sharing of indigenous knowledge, ensures that programs align with local needs and values, and increases the likelihood of long-term support for conservation objectives (Bennett et al., 2019). Participatory approaches also contribute to more equitable resource management and improved relationships between NPOs and the communities they serve, leading to enhanced conservation outcomes (Murphree, 2019).

The Kenya Wildlife Conservancies Association (KWCA) represents a pioneering model for community-based conservation in Kenya. The organization's mandate involves collaboration with community conservancies to protect wildlife habitats while promoting economic development through eco-tourism and other sustainable livelihood initiatives (KWCA, 2022). KWCA provides a platform for communities to engage in conservation planning, decision-making, and management processes, ensuring that their voices are heard and their concerns addressed. This inclusive approach not only enhances the effectiveness of conservation efforts but also fosters community ownership of the programs, which is essential for their sustainability (Roe, 2020). This enhances the sustainability of its programs and strengthens the resilience of local communities. Therefore understanding the role of community participation in the sustainability of non-profit organizations is critical to the future success of conservation efforts in Kenya and beyond.

### *B. Statement of the Problem*

Significant research has been done to understand many implications of NGOs in development. Often through the lens of analyzing state-NGO relations (Clark 1995, Kameri-Mbote 2000), scholars have examined the growth and impact of NGOs on service provision and development (Kanyinga 1996, Obiyan 2005, Oyugi 2004). The pressure for nonprofits organizations to show quantifiable results is greater than ever; as a result, an organization without a strong sense of strategic direction, system management and the internal data to leverage their performance may not be at competitive edge. In order for Nongovernmental organizations to perform above average, system management ought to be the integral part of their organization.

Examining the sustainability of various Non-profit organisations in spearheading conservation models is important in influencing their conservation mandate and

immediate community's socio-economic status for the better. Notwithstanding these, the success or lack of sustainability of non-profits organisations in the world exhibits numerous varying results, some regard the sustainability models as successful while in other areas it has been regarded unsuccessful (Zhang & Lei, 2012).

In Kenya, very few of initiatives driven by non-profit organisations which have been phased-out, have had major impacts on the community members' overall living standards. Non-profit organisations set up at local level initiated in Kenya may face the same fate as other non-profit organizations and community-based projects (CBPs) that have struggled to make a lasting impact beyond their initial intervention phase.

There are several studies examining the areas where efforts to safeguard biodiversity should be concentrated, but there is a lack of research examining the sustainability of Non-profit organizations and the optimal combination of conservation strategies for a given environment (Fishburn et al., 2009). While some of the barriers are beginning to be lifted, there are still many areas which require further reform and support in order to such organisations to carry out their mission (Garnett and Balmford, 2022).

The execution and realization of adopted strategies have faltered due to insufficient funding, which has rendered the sector poorly governed and limited meaningful engagement with stakeholders. This highlights a crucial knowledge gap that needs to be addressed, as long-term sustainability is essential for non-profit organizations to effectively contribute to biodiversity conservation and social development. Studies such as Githinji (2009) studied the factors that affect the sustainability in Mutomo District of Kitui County and Wilder (2016) did a study on an assessment of ecotourism as an effective tool for sustainable forest management. The study therefore sought to establish the determinants of sustainability of non-profit organizations in conservation and the need to building a sustainable organization with a focus on KWCA.

### C. Objective of the Study

The general objective of this research was to establish the influence of community participation on sustainability of non-profit organizations.

### D. Research Questions

The study sought to answer the following research question

- To what extent does community participation influence sustainability of non-profit organizations?

## II. REVIEW OF RELATED WORKS

### A. Theoretical Review

For this study two underpinning theories which provides a strong theoretical foundation were adopted. They include; Stakeholder Theory and Theory of Participatory Development. Stakeholder Theory introduced by Freeman

(1984) deposits that organizations must account for the interests of all stakeholders in decision-making processes to ensure long-term success and sustainability. In the context of non-profit organizations like the KWCA, this theory highlights the importance of engaging the community as a key stakeholder whose involvement is critical to achieving sustainability. By incorporating local communities in the decision-making and management of conservancies, KWCA can improve both the ecological and socio-economic outcomes, fostering long-term viability for conservation efforts (Freeman, 1984). This theory underscores the idea that community participation not only aligns with ethical considerations but also strengthens the operational and financial sustainability of non-profits through mutual trust and shared goals.

The Theory of Participatory Development on the other hand, popularized by Chambers (1997), emphasizes the involvement of local communities in the development process as a way to enhance the relevance, effectiveness, and sustainability of projects. For the KWCA, this theory suggests that involving communities in the management and conservation of wildlife not only empowers them but also ensures that the interventions address local needs and are more likely to succeed in the long term. Community engagement in decision-making and project execution leads to greater ownership of initiatives, reducing dependency and enhancing the sustainability of non-profit activities (Chambers, 1997).

### B. Empirical Literature Review

According to a report by Armstrong (2012), Community participation is a matter of global concern and the international community has been persuading the developing countries to engage the people in addressing issues that affect their own lives. The need for community participation has been found to be increasingly important in the successful performance of a project and organizational sustainability. Indeed, Hausler (2010) found that the degree to which communities are personally involved in the implementation process will cause great variation in their support for that project.

Galaski (2015) observed that community participation in resource management for has the potential capacity of increasing income and employment, and of developing skills and institutions for empowering local people, sustainability and is only one income stream in resource management other options or benefits is increased productivity of land, diversified sources of livelihoods, climate change resilience and generally community development. Morelli (2011) argued that community participation therefore is an integral part of conversation in order to help increase community's carrying capacity by reducing negative impacts while

In view of the prevalence of the socio-economic problems and geo-physical characteristics, the people in these communities have limited options for their development needs. Consequently, these people remain backward and the mass living in these backward pockets are affected socially and physically. This has resulted in the shaping of their

behavior in tune to the prevailing conditions (Armstrong, 2012).

While in the past arts organizations primarily served the narrow audience of the nobility and the educated, serving an increasingly diverse audience that represents a diverse range of social, cultural, and age groups has become a primary goal of contemporary cultural organizations (Kotler, Kotler, and Kotler 2008). Additionally, since arts and culture organizations in the United States receive negligible financial assistance from the government (Toepler & Wyszomirski 2012), their audiences are a key resource for their survival and longer-term sustainability. Consistent with resource dependency theory, higher levels of organizational participation will increase the ability of organizations to control their environment. For instance, high levels of organizational participation will result in a stronger resource base: participants pay admission fees and may become members who pay annual dues and support organizations in other nonfinancial ways (e.g. volunteering). In the longer term, serving an increasingly diverse public enables arts organizations fulfill their public service missions and justify their social significance, which enhances their intergenerational sustainability.

Audience diversity may be defined in many different ways: audience preferences, prior exposure, personality factors, and socio-demographic and cultural factors. (McCarthy and Kimberly 2001). All these diversity categories are important for cultural institutions, especially organizations located in struggling cities that often suffer from declining audiences and support bases, and which have been searching for ways to expand, diversify, and broaden their audiences (McCarthy, Ondaatje, and Novak 2007). Best management practices aimed at increasing participation and diversity include: diversifying audience engagement practices; engaging in a dialogue with audiences, as opposed to merely displaying and presenting art; adopting new media and technology, which is particularly important for reaching younger generations; and conducting concerts and exhibiting artwork outside of museum buildings and concert halls (Azmat *et al.*, 2014; Borwick 2012; Johanson *et al.*, 2014; McCarthy & Kimberly 2001; Moldavanova 2014). In return for these investments, institutions cultivate committed audiences, a form of organizational social capital that fosters the long-term sustainability of organizations.

### III. RESEARCH DESIGN AND METHODOLOGY

The research study adopted descriptive design where both qualitative and quantitative data was collected. The target population for the study was 1000 participants comprising of staff, board members, and government officials among other stake holders. Mugenda and Mugenda (2012) indicate that a good sample size can consist of 10% of the entire population under study. In this study, a sample of 100 respondents consisting of (10%) of the population was selected from 1000 participants. Saunders (2016), a sampling technique refers to the process of selecting participants for investigation. This study utilized a purposive sampling approach, incorporating the snowball sampling technique.

This method helps the researcher connect with all intended sample members, enhances population representation, identifies numerous known respondents, and simplifies access to sample members. To achieve a representative sample for a research study, directors who were studied (i.e. the subjects) were carefully selected (Amin, 2019). This study used primary data gathered through structured questionnaires. The questionnaires were crafted to capture participants' perceptions of all study variables, with items rated on a 5-point Likert scale. Structured questionnaires were chosen for their ability to elicit detailed responses on each variable under investigation (University of Zagreb, 2017).

To ensure the validity and reliability of the questionnaire, a pilot study was conducted gathering data from 10 respondents representing a 10% of the study's sample size. The pilot study results revealed that there was good reliability ( $\alpha = 0.721$ ) and the items were consistent. According to the statistics when  $\alpha = 1$  there is complete consistency between various items and when  $\alpha > 0.60$  there is good reliability. Thus suggesting that the questionnaire used in the study is reliable and the items are consistent, indicating that the survey instrument is appropriate for investigating the effectiveness and sustainability of non-profit organizations, specifically within the context of the Kenya Wildlife Conservancies Association (KWCA).

The researcher obtained permission from the institution by acquiring an introductory letter from the university and a license from the National Commission for Science Technology and Innovation to collect data from respondents. Two research assistants were hired to assist with gathering data from selected staff, board members, and stakeholders or government organizations involved in sustainability and conservation. Data from the actual study's completed questionnaires was coded, entered into the Statistical Package for Social Sciences (SPSS) Version 26, and cleaned before analysis. The analysis included frequency counts, descriptive statistics, and inferential techniques, such as regression and correlation analyses. Statistical measures, including means, standard deviations, and percentages were used to present results in tables, charts, and graphs. The relationships between study variables was examined using a specified regression model.

$$Y = \beta_0 + \beta_1 X_1 + \hat{\epsilon}$$

Where:

Y = Dependent variable (Sustainability)

$\beta_i$  = coefficients (predicted)

$X_1$  = Community participation

### IV. RESEARCH FINDINGS AND DISCUSSION

This section presents the research findings and explores the influence of community participation on the sustainability of non-profit organizations, with a particular focus on the



Kenya Wildlife Conservancies Association (KWCA). It includes an overview of the respondents' general information and a discussion of the findings related to community participation. The results offer insights into the role of community involvement, the challenges encountered, and possible improvements to strengthen sustainability.

#### A. General Information

Out of 100 questionnaires administered, 95 were returned, reflecting a 95% response rate. This high level of engagement indicates that the findings are both representative and reliable, forming a solid foundation for analyzing the impact of community participation on the sustainability of non-profit organizations, specifically the Kenya Wildlife Conservancies Association (KWCA). The majority of respondents (58%) were male, while females made up 42%, which aligns with the gender composition of the workforce within the surveyed non-profit organizations. The age distribution showed that most respondents were middle-aged, with 35% aged 46-55 and 34% aged 36-45. Fewer respondents were over 55 years (4%) or aged 18-25 (7%), suggesting that middle-aged individuals are more actively involved in the roles and decision-making within these organizations.

In terms of education, the majority (46%) had completed high school, while 31% had college-level education and 14% held degrees, indicating a diverse educational background among the respondents. A minimal number (4%) had dropped out at the primary school level. The respondents were also categorized by their relationship with the KWCA, with stakeholders making up the majority (83%), followed by staff (10%), and board members (7%).

This distribution highlights the strong involvement of external stakeholders, which is crucial for understanding the organization's sustainability from multiple perspectives, including those outside the internal workforce. This diverse respondent base enriches the findings by providing varied insights into the organization's structure, challenges, and potential for improvement.

#### B. Community Participation and Sustainability of Non-Profit Organizations

The study aimed to assess the influence of community participation on the sustainability of non-profit organizations by examining several key factors. These included the presence of a structured community participation approach, tools, and guidelines, whether these tools were being utilized, and their impact on organizational sustainability. The research also explored whether community members felt a sense of ownership and collective responsibility, the extent of participation throughout the decision-making process, equitable sharing of resources and benefits among beneficiaries, and whether the approach and tools were regularly reviewed and updated to inform future community participation and engagement.

Community participation is vital in management as well as in a system organization. From the findings indicated in figure 1, 46 respondents agreed that KWCA has a structured community participation approach, tools and guideline. 1 respondent disagreed to the statement while 18 did have any opinion to the statement. 29 respondents strongly agreed that KWCA has a structured community participation approach, tools and guidelines.

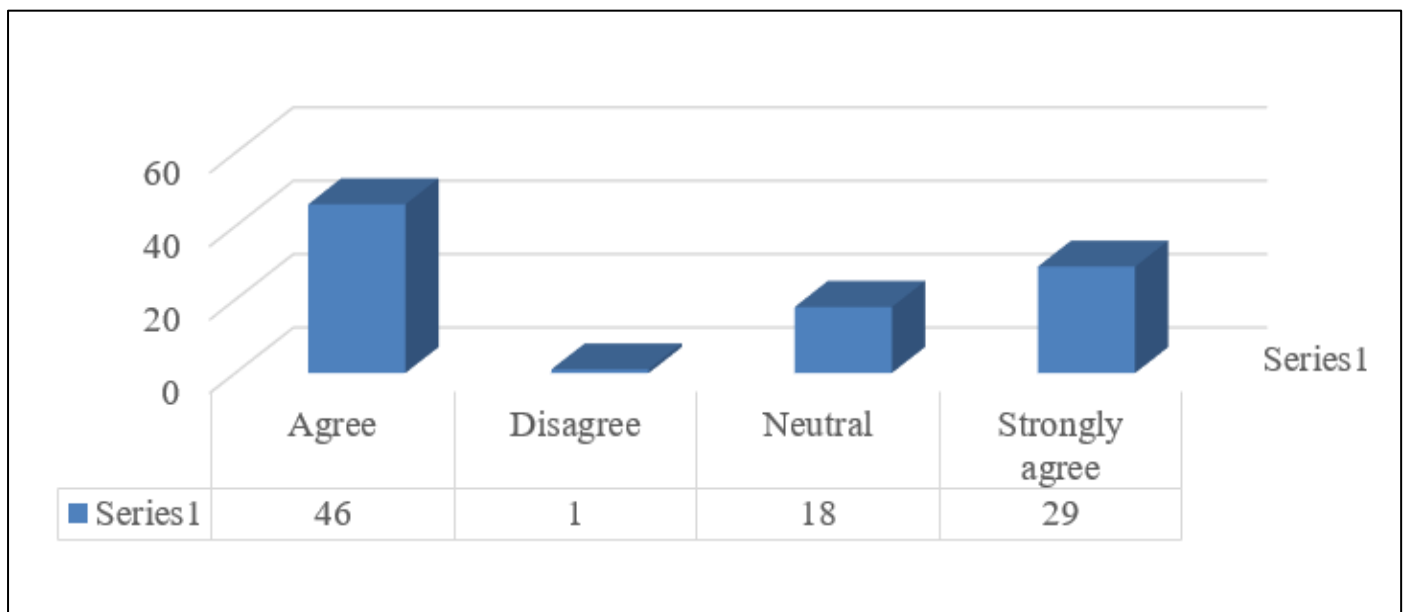


Fig 1 Structured Community Participation Approach, Tools and Guidelines

The study found that the majority of respondents (75 out of 95) agreed or strongly agreed that KWCA has a well-structured approach to community participation, reflecting broad recognition of systematic engagement practices. While a small portion expressed neutrality or dissent, the overall

positive feedback emphasizes the importance of structured community involvement in enhancing the effectiveness, sustainability, and credibility of non-profit organizations by ensuring community input in decision-making processes.

On whether the Structured Community Participation Approach, Tools and Guidelines is in Use, Majority (48 respondents) of the respondents agreed that the KWCA structured community participation approach tools and

guidelines is in use. Twenty six (26) respondents strongly agreed, 14 respondents were neutral while 7 respondents disagreed about the statement.

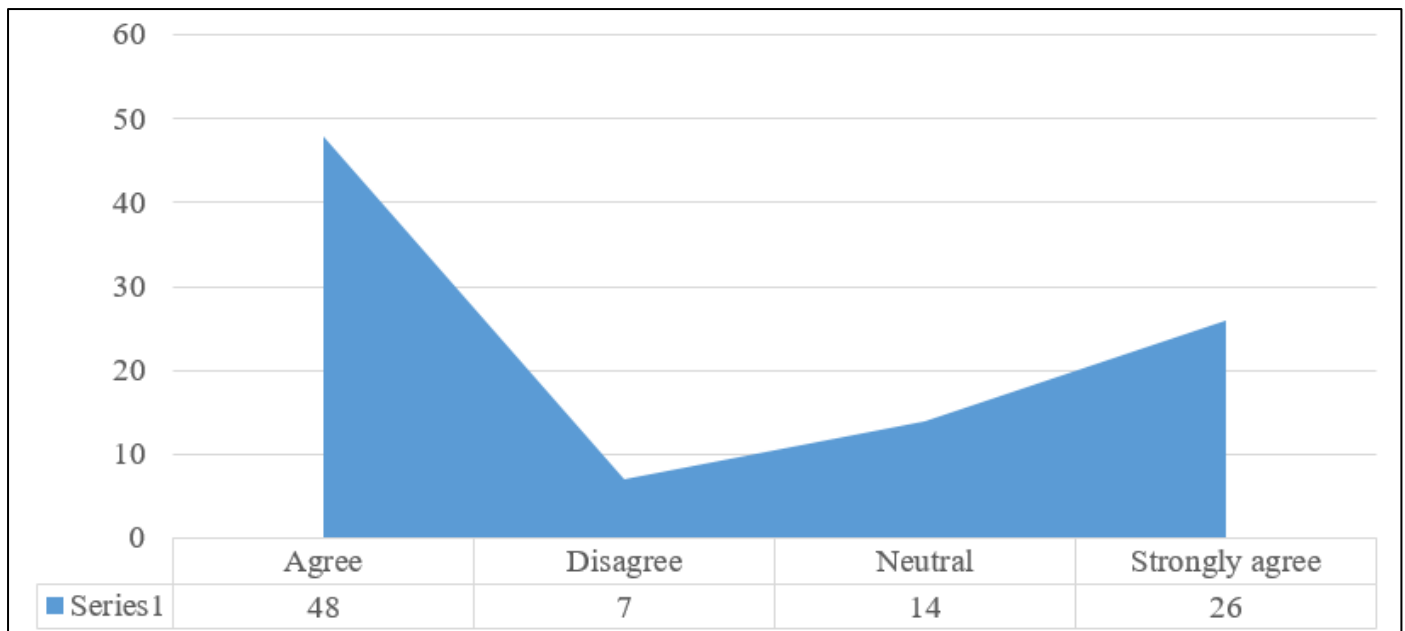


Fig 2 Community Participation Approach, Tools and Guidelines is in Use

The study revealed that most respondents (74 out of 95) agreed that KWCA actively implements its community participation strategies, showing strong support for these practices. However, neutral and dissenting responses suggest that some individuals may be unaware of or question the effectiveness of these tools, highlighting the need for better communication or visibility. Despite this, the overall consensus underscores the significance of structured community participation in enhancing the effectiveness and sustainability of KWCA.

Additionally the research sought to establish whether the Structured Community Participation Approach, Tools and Guidelines Has Had Impact on Organizational Sustainability. Majority (49%) of the respondents agreed that the structured community participation approach, tools and guidelines is impacting the organizational suitability. Twenty six percent (26%) of the respondents strongly agreed while 23 % were neutral. Only 2% disagreed.

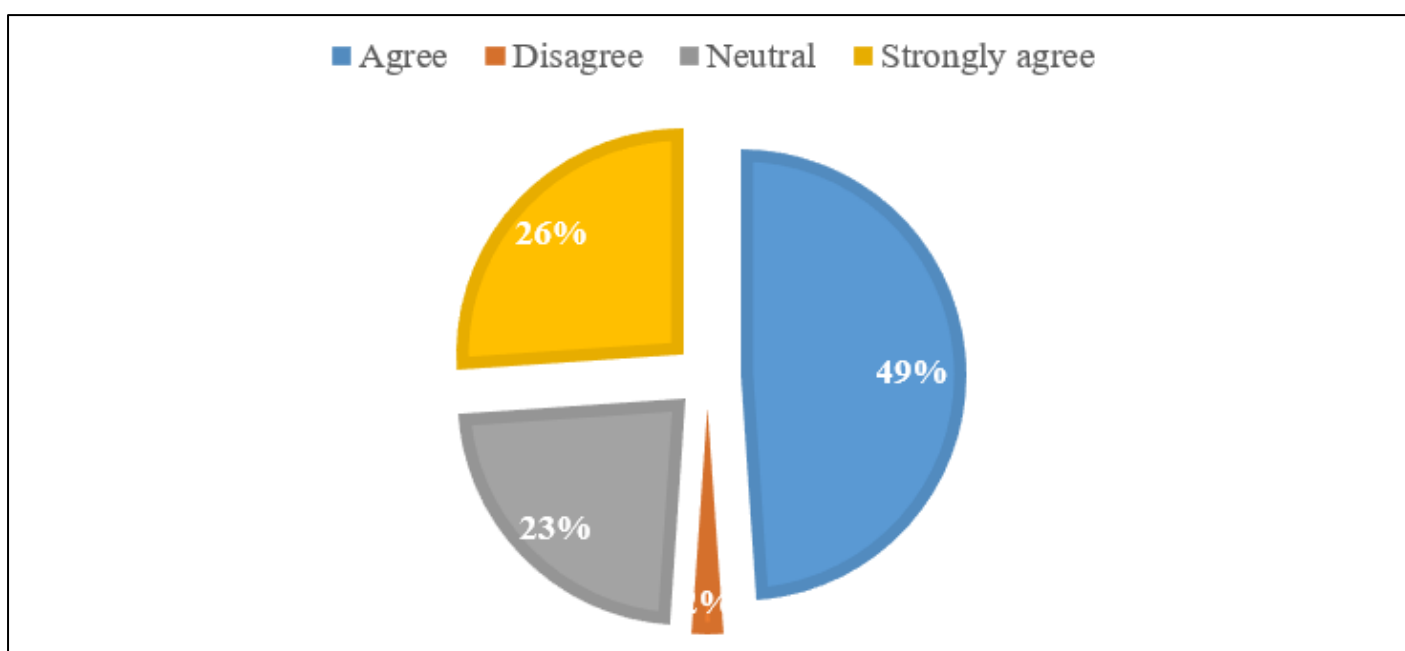


Fig 3 Community Participation Approach, Tools and Guidelines Has Had Impact on Organizational Sustainability

The study found that 75% of respondents agreed that KWCA's structured community participation approach positively impacts sustainability, indicating strong support. However, 23% were neutral, suggesting uncertainty about its effectiveness, highlighting the need for clearer communication. Only 2% disagreed, reflecting minimal skepticism. Overall, the findings underscore the significance of community participation in enhancing KWCA's sustainability, with opportunities to improve awareness of its impact.

Moreover, the researcher sought to establish whether there was sense of ownership of the initiative among community members and collective responsibility. From the findings, majority of the respondents (47%) agreed that ownership of the initiative should be community based and the community should be given the responsibility to participate. Twenty two percent (22%) claimed to be strongly agreeing to the statement. Twenty one percent were neutral while 7 % of the respondents disagreed. Only 2% strongly disagreed.

Table 1 Sense of Ownership of the Initiative among Community Members and Collective Responsibility

Scaling	Frequency	Percentage
Agree	44	47
Disagree	7	7
Neutral	20	21
Strongly agree	21	22
Strongly disagree	2	2
	<b>94</b>	<b>100</b>

The majority of respondents (69%) agreed that community-based ownership and participation are crucial, highlighting broad support for active community involvement. However, 21% were neutral, and a small minority (9%) disagreed, suggesting that some respondents are either unsure or skeptical about its importance. Overall, strong support for community ownership emphasizes its role in enhancing commitment, accountability, and sustainability, with opportunities to improve engagement and communication to address neutral and dissenting views.

With regard to enhanced participation throughout the process of making decision, the analysis portrayed that most of the people (40 respondents) agreed that there is enhanced participation throughout the process of making decision. Twenty eight (28) respondents strongly agreed and 22 of them were neutral. However, some (5 respondents) disagreed to the statement.

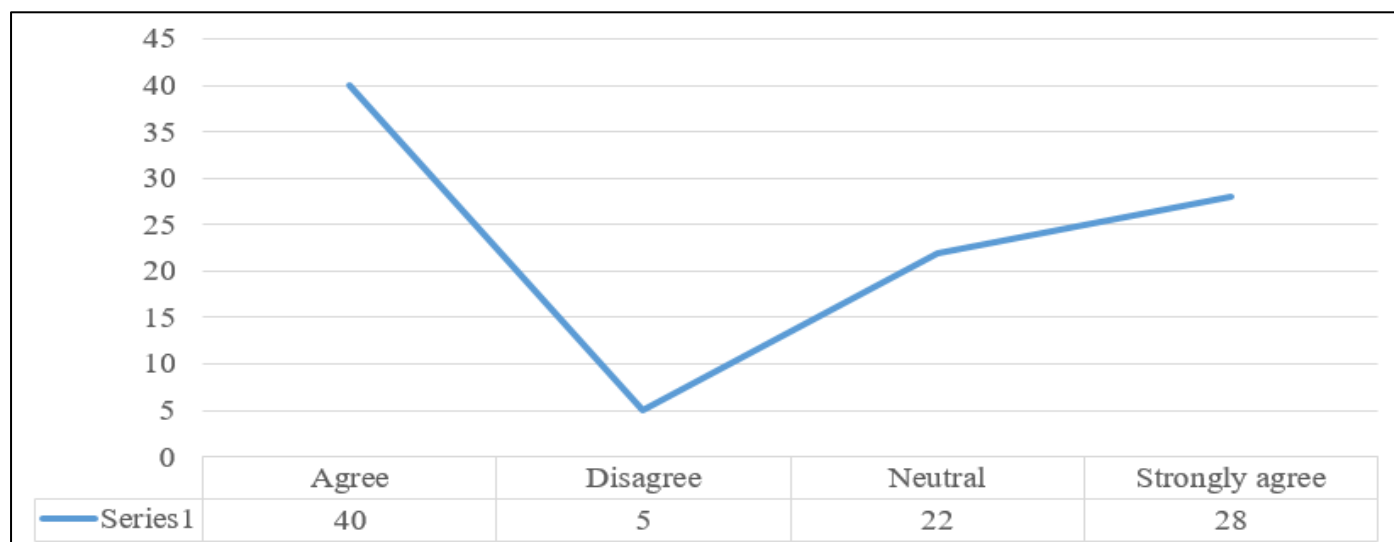


Fig 4 Participation throughout Decision-Making Process ss Enhanced

The majority of respondents (68 out of 95) agreed that participation in decision-making at KWCA has improved, reflecting a generally positive perception of these practices. However, 22 neutral responses suggest some uncertainty or lack of awareness, indicating a need for clearer communication or more inclusive efforts. The small minority who disagreed highlights potential areas for improvement to ensure broader involvement. Overall, KWCA's efforts in enhancing decision-making participation are seen as

successful, though there are opportunities to further engage all members.

On equitable sharing of resources and benefits among beneficiaries (i.e. Community members), Majority of the respondents (44%) agreed that there is equitable sharing of the resources and benefits among the community members and other beneficiaries. On the other hand, 31% of the respondents were neutral while 15% strongly agreed to the statement. Only 1% strongly disagreed

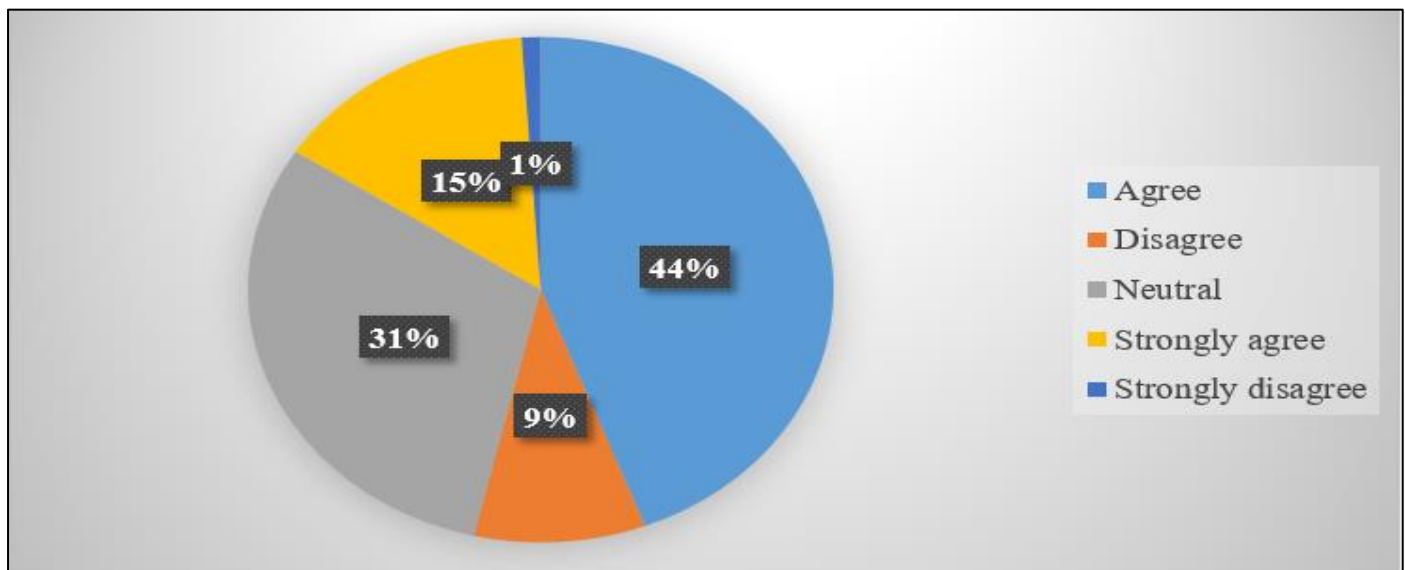


Fig 5 Equitable Sharing of Resources and Benefits among Beneficiaries

The majority of respondents (59%) agreed that there is equitable sharing of resources and benefits within KWCA, reflecting a positive perception of resource distribution. However, 31% were neutral, indicating some uncertainty or lack of information. Only 1% strongly disagreed, showing minimal concern over fairness. Overall, equitable resource sharing is seen as essential for trust and program sustainability, and KWCA's positive standing in this regard

can be strengthened by addressing neutral respondents' concerns and maintaining fairness.

Finally on review and update of the tools and guidelines 41 respondents who agreed with the statement. Out of the total sample size, 28 respondents strongly agreed while 21 were neutral. Merely 5 % of the respondents disagreed with the statement.

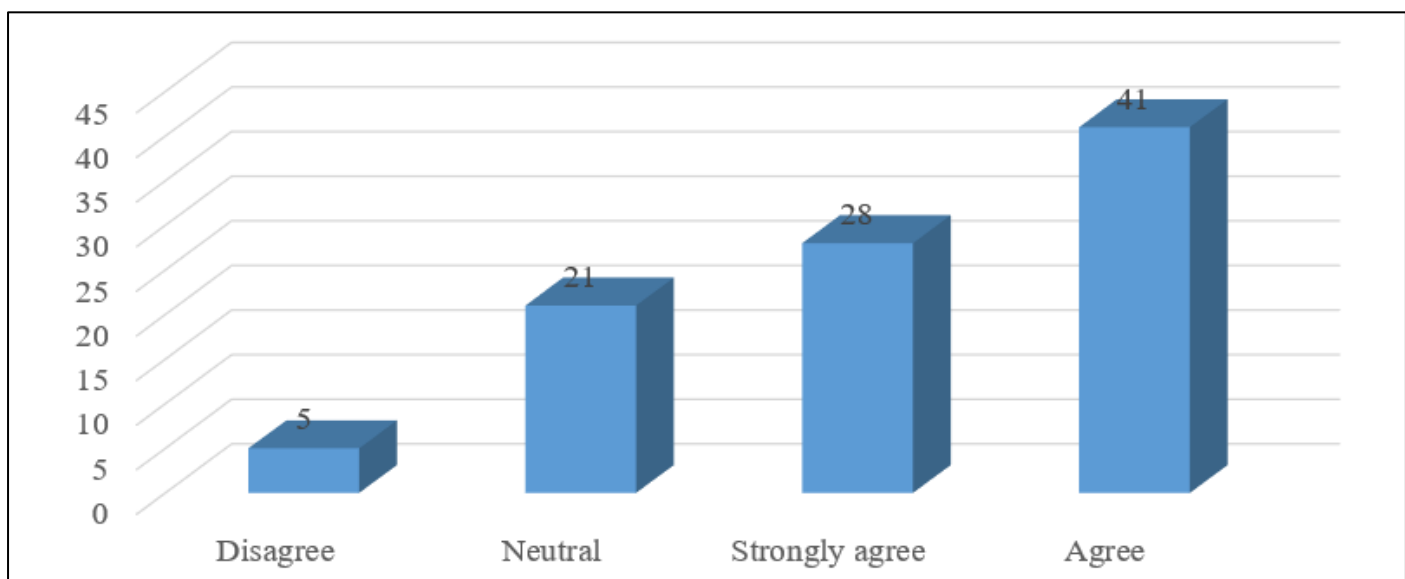


Fig 6 Review and Update of Community Participation Approach, Tools and Guidelines

The majority of respondents (69 out of 95) believe that KWCA regularly reviews and updates its community participation tools and guidelines, reflecting a positive view of these practices. However, 21 neutral responses suggest some uncertainty about the process, and a small 5% expressed concerns about its effectiveness. Overall, the findings highlight strong support for KWCA's efforts to maintain relevant and effective practices, with opportunities to improve communication about the review process to enhance confidence among all respondents

### C. Inferential Analysis

The study aimed to perform correlation and regression analyses using Pearson correlation to assess the strength of the relationship between community participation and the sustainability of non-profit organizations. The results indicated a significant positive relationship between these variables, as detailed in the following sections.



Table 2 Model Summary for Community Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	R Square Change	F Change	df1	df2	Sig. F Change
1	.438	.192	.185	.701	0.044	0.192	22.1	1	94	0.001
<i>a. Dependent Variable: Sustainability of Non-Profit Organizations in Kenya</i>										
<i>b. Predictors: (Constant), Community Participation.</i>										

According to Table 2's regression results, the R value was 0.438, demonstrating a favorable correlation between community participation and sustainability of non-profit organizations. Community participation accounts for 19.2% ( $R^2 = .192$ ) of sustainability other parameters being held constant

Table 3 ANOVA<sup>a</sup> Results for Community Participation

Model	Sum of Squares	df	Mean Square	F	p-value
1					
Regression	427.615	1	427.615	198.72	.001 <sup>b</sup>
Residual	202.288	94	2.152		
Total	629.903	95			
<i>a. Dependent Variable: Sustainability of Non-Profit Organizations in Kenya</i>					
<i>b. Predictors: (Constant), Community Participation.</i>					

The model's F ratio above was significant at 198.72 with a p-value of 0.001, indicating that respondents perceived community participation as having a substantial impact on the sustainability of non-profit organizations (KWCA) in this case.

Table 4 Regression Coefficient for Community Participation

Predictor	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-Value	p-Value
(Constant)	2.184	.226		9.664	.000
Community Participation	0.894	0.063	0.438	6.952	0.001
<i>a. Dependent Variable: Sustainability of non-profit organizations</i>					

The coefficients reflect the contribution of the predictor (community participation) to the sustainability of non-profit organizations. Community Participation has a coefficient of ( $\beta = 0.438$ ) with a p-value below 0.05, indicating statistical significance. Thus, the linear regression model can be expressed as  $Y = 2.184 + 0.438X_1 + e$ , where 2.184 is the constant and  $X_1$  represents the community participation index. This suggests that the community participation index has a positive and significant impact on the sustainability of non-profit organizations. Specifically, a one-unit increase in  $X_1$  results in a 0.438 increase in  $Y$ .

## V. SUMMARY

The research aimed to examine the impact of community participation on the sustainability of non-profit organizations in Kenya, focusing on the Kenya Wildlife Conservancies Association (KWCA). Using a descriptive approach, a survey was conducted with a purposive sample of 100 respondents from a population of 1000, including staff, board members, and stakeholders. Data collected through semi-structured questionnaires were analyzed using SPSS version 26, with results presented in graphs, pie charts, and tables. Pearson's correlation and regression analysis showed that the sustainability of non-profit organizations is positively influenced by community participation. Specifically, the regression equation  $Y = 2.184 + 0.438X_1 + e$  indicated that a unit increase in community participation results in a 0.438 increase in sustainability, highlighting the significant positive

effect of community involvement on organizational sustainability.

The study highlighted the significant impact of community participation on the sustainability of non-profit organizations in Kenya, particularly at KWCA. Findings revealed a strong positive relationship between community involvement and organizational sustainability, with respondents emphasizing the value of community engagement in fostering ownership, responsibility, and long-term support. Community participation enhances resource mobilization, accountability, and transparency, and builds local capacity by leveraging local knowledge and skills. These insights align with Smith et al. (2020) and Mwangi and Njenga (2019), who also found that active community engagement contributes to the effectiveness and sustainability of non-profit organizations.

## VI. CONCLUSIONS

In conclusion, the study underscores the pivotal role of community participation in enhancing the sustainability of non-profit organizations in Kenya, as exemplified by KWCA. The findings affirm that active community involvement not only fosters a sense of ownership and responsibility but also improves resource mobilization, accountability, and transparency. By integrating community members into decision-making processes, non-profits can leverage local knowledge and skills, ensuring long-term support and effective management. These results are consistent with previous research by Smith et al. (2020) and Mwangi and

Njenga (2019), which highlights that robust community engagement is critical for the success and sustainability of non-profit organizations.

### RECOMMENDATIONS

Based on the findings of the study examining the effectiveness and sustainability of non-profit organizations in Kenya, particularly the Kenya Wildlife Conservancies Association (KWCA), several key recommendations are proposed. First, it is crucial to enhance community participation. KWCA should continue to prioritize and expand community involvement in its initiatives. This can be achieved by developing more inclusive and interactive community engagement programs that ensure a higher level of local community involvement. Establishing robust feedback mechanisms to gather community input and address their concerns will further foster a sense of ownership and commitment to the organization's goals. Additionally, investing in capacity-building initiatives is essential to empower community members with the skills and knowledge needed to contribute effectively to conservation efforts. These steps will strengthen community engagement and enhance the overall effectiveness and sustainability of KWCA's programs.

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