

SCHOOL OF POSTGRADUATE STUDIES

RESEARCH PROPOSAL

ON

**AN INVESTIGATION INTO THE EFFECTIVENESS OF THE COMMUNITY RESOURCE
BOARD (CRB) IN GAME MANAGEMENT.**

A CASE OF CHIAWA GAME MANAGEMENT AREA, KAFUE DISTRICT

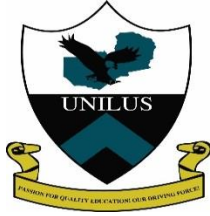
BY

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**A Dissertation Submitted to the University of Lusaka in Partial Fulfilment of the
Requirements to attain a Master's Degree in Development Studies**

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CHIAWA GAME MANAGEMENT AREA, KAFUE DISTRICT**

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Declaration

I **Catherine Mubanga** declare that the dissertation submitted to the University of Lusaka School of Post-graduate Department of Development Studies, has never been submitted before by any person for any undergraduate degree or postgraduate degree at this school or any other University in Zambia or across the world. The information used in this dissertation has been fully acknowledged through complete references.

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Dedication

I dedicate my research to my lovely parents **Mr. Chrispin Mubanga** and **Mrs. Charity Chanda Mubanga** for the love and support which they have rendered for many years enabling me to attain an education fit enough to acquire a master's degree. I am grateful for the provision, the support and the belief in my abilities to further my education with your support, prayers, and blessings to God be the glory.

Acknowledgment

To begin with, I acknowledge and thank God almighty for the strength he gave me throughout my research study in the midst of challenges. Am so grateful for he came through for me in many ways and times may his name be exalted.

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Lastly, I would want to thank the residents of Chiawa Game Management Area for the support they rendered in making sure that data collection is done and this research study becomes a success.

I sincerely thank you all.

Abstract

Globally, literature has shown that Community Resource Boards play an instrumental role in promoting sustainable resource management through linking local decision-making to the top management, and addressing the unique needs of different communities. The purpose of this study therefore, was to investigate the effectiveness of the Community Resource Board in Game management, the case of Chiawa Game management area, Kafue District. The study applied single method which was qualitative approach. Case study research design was used in this qualitative research because of the nature of the target population. The total sample size of the study was 40 determined by the principle of saturation. It applied criterion sampling method and purposive to capture the participants. Data was collected through interviews by utilizing semi-structured interview guides as tools for data collection. The raw data that was collected through semi-structured interview guide was analyzed using thematic analysis by following Braun and Clarke' (2006) 6 step process. Two theories were used in this study, the theory of collective action and the theory common pool resource to guide the research. The research results revealed that the Chiawa CRB maintain transparency in its operations through regular meetings with the local community members which allows them to openly take part in decision-making processes. The results also revealed that the CRB work with the traditional leaders by informing them to call for meetings where Chiawa game management programs are shared with the local community members. It was also revealed that the CRBs call local community members regularly for activity planning concerning Chiawa game management area. The results indicates that through CRBs in Chiawa, the local community members are able to play their role towards game management, the government also play it's role and the conservation provides the services needed by working together for the benefits of the future generation. The findings also revealed that the Chiawa CRBs engage the local community in wildlife monitoring which triggers the sense of ownership and responsibility among local people in Chiawa chiefdom. It was also revealed that the CRB has enhanced communication channels between the local community and other stakeholders. The findings also shows that the Chiawa CRB is involved in awareness trainings within the community to inform the local community members about the dangers of poaching and other bad activities. It also revealed that the Chiawa CRB as a link ensures that local community members take part in the decision-making related to wildlife management. It was concluded that therefore, the Chiawa CRBs has effectively managed Chiawa game area by acting as a link between community members and the management in Chiawa game area. It was recommended that therefore, the government to support the CRBs with financial support so that they can continue to conduct education, awareness and capacity building programs if sustainable game and wildlife management was to be achieved in Chiawa and Zambia in particular. In the future the study proposed to conduct a mixed method so that variables on this topic can be measured since this was a pure qualitative.

Keyword: *Effectiveness, Community Resource Board, Chiawa Game Management*

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ACRONYMS

AWF- Africa Wildlife Foundation

CAs- Control Areas

CBD- Control on Biological Diversity

CHAs- Control Hunting Areas

CRBs- Community Resource Boards

GMAs- Game Management Areas

GRZ- Government of the Republic of Zambia

LIRDp- Lupande Integrated Resource Development Project

PAs – Protected Areas

TANAPA- Tanzania National Parks

USAID- United States Agency for International Development

US- United States

ZAWA- Zambia Wildlife Authority

ZNCRBA- Zambia Nation Community Resource Board Association

ZWT- Zambia Wildlife Trust

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Across the world as literature has shown, rural economies and people's livelihoods depend almost entirely on renewable natural resources such as biodiversity, vegetation, animals, swamplands, fish, and water. This is why the involvement of the local communities in the management of such resources especially game management is cardinal. As pointed out by Sinclair et al (2011) that Community Resource Boards (CRBs) play a vital role at global, or regional level by fostering community development and empowering of the community members. These boards across the world are instrumental in promoting sustainable resource management, enhancing local decision-making, and addressing the unique needs of diverse communities. By encouraging collaboration and inclusivity, CRBs contribute to the effective utilization of resources, social cohesion, and the overall well-being of communities. Therefore, the aim of this research was to assess the effectiveness of the Community Resource Board in game management, focusing on the case of Chiawa game management area in Kafue District. Chapter one comprised the introduction, background to the study, statement of the problem, study objectives, research questions, the importance of the study, scope of the study, and the operational definition of key terms.

1.1 Background to the Study

Scholars like Agrawal & Gibson (2009), Barret & Arcese (2005), Heagney et al. (2015), and McNeely (2018) have reached the consensus that Community Resource Boards (CRBs) play a crucial role as advocates, enabling communities to directly benefit from wildlife and fostering the development of a conservation ethic. Therefore, through residents' ability to generate revenues from tourism, safari hunting, and meat sales and

consumption, local people come to realize the long-term benefits of healthy wildlife populations. It shows the importance of the community involvement in game management through the Community Resource Boards.

CRBs are essential because they establish a connection between game management authorities and the community. This connection ensures that community-led wildlife conservation efforts have a sustainable economic basis. When local residents actively participate in wildlife supervision and derive economic benefits from it, a mutually beneficial situation emerges where wildlife is preserved, and community well-being improves simultaneously (Adams & Hutton, 2017). Gurvinder (2018) emphasizes that wildlife conservation, being a renewable resource, has significantly contributed to the economic development of various countries worldwide. Revenue generated from National Parks and protected areas is utilized to boost different sectors of the economy within those nations. In the Valmiki Tiger Reserve (VTR) in India, employing more local people living in or near protected areas as wildlife scouts has proven effective in reducing poaching activities.

In an African context, Vedeld (2012) affirms that revenue sharing with local communities highlights the economic value of protected areas. He further notes that the principle of revenue sharing is at the core of a win-win narrative that harmonizes environmental conservation with local development. Participation of people living in and around secure areas and linking wildlife conservation objectives with local development needs is epitomized in Integrated Conservation and Development Projects, which began in East Africa in the 1980s, and 1990s (Newmark and Hough, 2010). It demonstrates the importance of the local people involvement for example, through the Community Resource Boards (CRBs) which plays a pivotal role in promoting sustainable development particularly in rural areas, these boards empower local communities to manage and benefit from their natural resources, by so doing they foster a sense of ownership and self-determination.

Adam and Hutton (2017) also argued that the African perspective on CRBs emphasizes the importance of traditional knowledge and practices, integrating them with modern

strategies for resource management. This approach not only preserves cultural heritage but also enhances the resilience of communities against environmental and economic challenges.

Nevertheless, despite their widespread adoption in Sub-Saharan Africa, the approaches of Community Resource Boards (CRBs) have faced substantial criticism. Terborgh (2019), the author of "Requiem for Nature," argued that the conservation of nature and biodiversity is essential not only for their current practical value but also for their future significance.

In a review of Community-Based Natural Resources Management (CBNRM), Milupi et al. (2019) found that such projects had failed in numerous African countries. Factors such as low community participation, unequal sharing of benefits from wildlife resources, unresolved conflicts, and a lack of community empowerment were identified as contributing to these failures.

In Zambia, scholars like Kamwengo (2009) observed that, historically, the conservation of wildlife resources in Zambia served as a means of balancing people's livelihoods. Currently, wildlife is hunted to supplement protein for both rural and urban poor populations and for income generation to sustain livelihoods. Simasiku et al. (2018) noted that formal protection of wildlife in Zambia began with the establishment of the first National Park (Kafue National Park) in 1950 under the 1943 Game Ordinance, which also designated some areas as Controlled Areas (CAs). The Game Management Area policy also sought to integrate conservation with the economic empowerment of rural people. This policy emerged from the recognition that legal wildlife harvest rights were often controlled by people outside Game Management Areas who did not bear the negative impacts of wildlife conservation (Matzke and Nabane, 2016).

According to Brashares et al (2014) in Zambia, these boards are instrumental in addressing issues related to land, wildlife, and forestry, fostering sustainable development in both rural and peri-urban areas. This is done by decentralizing decision-making processes.

Chiawa Game Management Area (GMA) has been working with the Zambezi Wildlife Trust (ZWT) which is an organization committed to the empowerment of local communities and protection of wildlife. ZWT is dedicated to finding sustainable solutions to ensure communities living within the Lower Zambezi Conservation Area positively benefit from wildlife conservation and local tourism (Fernandez, 2010). While the Lower Zambezi National Park is a protected area, local communities inhabit pockets of its neighboring GMA, resulting in a shared wilderness where villages and wildlife co-exist.

The Zambia Wildlife Trust was founded in 2017 in response to poaching and other environmental infringements in the Lower Zambezi Conservation Area, particularly in areas that form the buffer zone to the west of the National Park. In 2020, another organization called the Zambia National Community Resources Board Association (ZNCRBA) was established in the area with the aim to strengthen community rights in the administration of natural resources (ZNCRBA, 2020). The goal of the Zambia National Community Resource Board Association is to directly assist rural people to have access to abundant natural resources by creating a thriving natural resource economy in those areas (ZNCRBA, 2020).

As per USAID (2020), the Zambia Community Resources Board Association (ZCRBA) serves as an umbrella organization, bringing together and advocating for the 76 community resources boards (CRBs) in Zambia, along with other community-based natural resource management organizations. The effectiveness of CRBs in Zambia is attributed to their capacity to integrate traditional knowledge with modern approaches. It was against this backdrop that this study was crucial, aiming to investigate the effectiveness of Community Resource Boards in game management, focusing on the case of Chiawa game management area in the Kafue District.

1.1 Statement of the Problem

Studies such as that of Tembo (2020), have shown that the Government of the Republic of Zambia has always desired that communities living in Game Management Areas (GMAs) or adjacent to this category of protected areas benefit from the management of wildlife. To this effect, the Department of National Parks through a Wildlife Policy of 1998 laid down a legal framework for benefit-sharing mechanisms between the state and

communities which is a 50% benefit scale for each of these partners. In its commitment, the state is supposed to disburse these community financial benefits through the Community Resource Boards. Nevertheless, despite the laid down legal framework and the empowering of the Community Resource Boards to promote natural resource management for sustainable development in Zambia, there is limited research on the effectiveness of these programs in practice.

Zambia, like many other countries in Africa and globally, has implemented policies to address these concerns. The initial program model was established under the Zambia Wildlife Act of 1998, and subsequently, the more recent Zambia Wildlife Act of 2015, which replaced the earlier legislation (GRZ, 2015). Notably, the 2015 Wildlife Act highlights the benefits of game management areas for local communities and wildlife, advocating for the active involvement of local communities in managing these areas. The Act underscores the enduring principle that wildlife conservation is most effectively achieved through community participation and the associated benefits. Nonetheless, in a review of Community-Based Natural Resources Management (CBNRM), Milupi et al. (2019) found that such projects had failed in numerous African countries. Factors such as low community participation, unequal sharing of benefits from wildlife resources, unresolved conflicts, and a lack of community empowerment were identified as contributing to these failures. However, each time as a tourist visited Chiawa game area one thing that was observed was that community members were so involved in the game management activities which is contrarily to the findings presented by Milupi and others. This led to the interest when this task of research as a student came up so that I can establish the reasons why the community was so involved despite literature showing otherwise.

Therefore, the effectiveness of Community Resource Boards in game management is marked by the need for enhanced collaboration, transparent decision-making, and community engagement to ensure sustainable conservation practices and wildlife protection. While literature exists on game management in general, there is inadequate literature on this in Zambia hence the need to conduct this study in order to investigate

the effectiveness of the Community Resource Boards in game management, in Chiawa game management area in Kafue District.

1.3 Study Objectives

1.3.1 General Study Objective

To investigate the effectiveness of Community Resource Boards in game management, the case of Chiawa game management area, Kafue District.

1.3.2 Specific Research Objectives

- a. Assess the effectiveness of collaborative efforts and transparent operations among the community members, government agencies, and conservation organizations within the framework of Community Resource Boards in Chiawa game management.
- b. Explore the impact of Community Resource Boards on the sustainable management of game and wildlife in Chiawa game management area; and,
- c. Establish ways of improving Community Resource Board in Game Management Areas in Zambia

1.4 Research Questions

1.4.1 General Research Question

How effective are the Community Resource Boards in Game management in Chiawa game management area, Kafue District?

1.4.2 Specific Research Questions

- a. how effective are the collaboration efforts and transparent operations among the community members, government agencies, and conservation organizations within the framework of Community Resource Boards in Chiawa game management area?
- b. how do Community Resource Boards contribute to the sustainable management of game and wildlife, in Chiawa game management?
- c. how can Community Resource Boards be improved in Game Management areas in Chiawa?

1.5 Significance of Study

The study would contribute to bridging the knowledge gap that exist on Community Resource Board in Chiawa Game Management Area. The study was also a requirement for the research to fulfilment of the Master degree in Development Studies. The significance of this study if the findings are made public and all stakeholders in game management would have access to the findings are that it would be beneficial to them which include but not limited to residents of Chiawa game management area, researchers, donors and policy makers to understand to whether the Community Resource Boards are contributing to the management of Chiawa game positively.

The study findings would also help in giving planners, stakeholders, Non-Governmental Organizations, and the Government, and other players in the tourism sector, the information on the importance of Community Resource Boards in wildlife conservation and its benefits to community and sustainable development. Furthermore, the study findings would also be important because it is going to contribute in solving some of the problems the residents of Chiawa are facing especially in transparency in operations by CRBs, collaboration and ways to improve the effectiveness of CRBs in order to achieve the goal of sustainable development in wildlife management and uplifting the livelihoods of community members, it would also be beneficial to future studies that would be conducted based on the recommendations from the research.

Additionally, the study was important in achieving the SDG number 15 (Sustainable Development Goals) which focused on protect, restore and promote sustainable use of terrestrial ecosystem and halt biodiversity loss. This is because effective involvement of the community in Chiawa game management will contribute to the reduction in poaching that will help put a stop to around 40,000 species which are documented to be at risk of extinction over the coming decades.

1.6 The Scope of the Study

Thematic Scope: The study was restricted to the effectiveness of Community Resource Boards in game management which was marked by the need for enhanced collaboration, transparent decision-making, and community engagement to ensure sustainable conservation practices and wildlife protection.

Temporal Scope: This study covered the period of 7 years, which was from 2017-2023. This was the period the CRBs in Zambia have been so involved in the operations of the game management in Chiawa Game management area. It focused on this period in order to provide an analysis that was comprehensive concerning the CRB in Chiawa game area.

Spatial Scope: The study area was Chiawa in Chiawa chiefdom which is located in Kafue district Lusaka, Zambia. It focused on the local community members and traditional leaders with an understanding of the operations of the Community Resource Boards in Chiawa game management area. The research study used criterion and purposive sampling methods to capture the participants.

1.7 Operational Definition of Key Concepts

Wildlife – These are wild animals or species of birds that are found in Zambia in a wild state and vegetation which is indigenous to Zambia and grows naturally without cultivation (The Zambia Wildlife Act No.14 of 2015)

Community Resource Board – This is an emerging organisation that is building stronger community rights in the management of natural resources (Edwards, 1999). It supports local community ownership, protection, and management of natural resources including wildlife and forests to improve local democracy and decision-making.

Effectiveness-This is the degree to which something is successful for example, between stated goals and their achievements (Fraser, M, 1994).

1.8 The Organization of the Dissertation

Chapter One: Chapter one of this study made up of the introduction and the background of the study. The chapter detailed the context of Community Resource boards and the Chiawa Game Management area. It also gave the background to the study, global, African and Zambia context of Game management. The chapter also presented the legal and policy frameworks that exist in Zambia in the area of Game Management area. It provided the statement of the problem, main objective, specific objective, research questions, significance of the study, and scope of the study and definition of key concepts.

Chapter Two: This chapter presented the literature that was reviewed in the study in line with the topic at hand. It contained empirical studies from global, regional and local levels based on objectives. The chapter also presented the theoretical framework that was used in this study as well as the conceptual framework.

Chapter Three: This chapter outlined the research methodology that was used in the study. It contained the research approach, study design, study site, study population, sample size, sampling techniques, sampling procedures, data collection tools, data collection methods, inclusion and exclusion criteria, data analysis and ethical considerations.

Chapter Four: In this chapter the researcher presented the raw data that was collected from the field and analysed.

Chapter Five: Under this chapter the researcher discussed and analyzed the findings by giving the meaning to the themes that were identified from the raw data that was collected as well as comparing and contrasting to the literature reviewed.

Chapter Six: This chapter provided conclusion to the findings and came up with the recommendations based on the findings. It also gave future suggestions for the topic at hand especially that this study was a single method being qualitative in nature, there would be suggestions for the mixed methods for comprehensive analysis.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter outlined the literature that was relevant to the topic at hand, which led to review of the empirical literature as well as the theoretical and conceptual frameworks.

2.1 Conceptual Framework

2.1.1 The Concept Effectiveness

Globally, the concept of effectiveness can be understood as the degree to which something achieves its intended goals or produces the desired results. It is about accomplishing objectives efficiently and with favorable outcomes. In various contexts, effectiveness can be measured by factors such as productivity, quality, impact, or satisfaction. Ultimately, it's about how well something or someone performs in achieving their intended purpose (Fraser, 1994). On the other hand, in African context effectiveness involves evaluating how well policies, programs, and initiatives address the continent's unique challenges and contribute to it's development and prosperity (Chimunika, 2009). This includes for example assessing game management and how CRB links the community and other stakeholder for equitable sharing of benefits, the impact of CRBs on economic growth, poverty reduction through benefit sharing, infrastructure development, environmental, and wildlife sustainability. Furthermore, Chimunika (2009) argued that effectiveness in this context includes inclusivity, cultural relevance, and adaptability to diverse socio-economic conditions across African countries. Successful outcomes are often measured by improvements in living standards, reduction of

inequalities, and overall advancement of the continent towards sustainable development goals.

In the Zambian context, effectiveness refers to the efficiency and impact of policies, programs, and actions in addressing the country's specific challenges and promoting its development (Thomson, 2017). This includes evaluating how well initiatives like CRBs help the community get involved in game management to achieve wildlife sustainability and the long run tackle issues of poverty, unemployment, and environmental sustainability.

2.1.2 The Concept of Community Resource Board

Community Resource Boards (CRBs) are entities established in various countries, primarily in Africa, to empower local communities in managing and benefiting from natural resources such as wildlife, forests, and water bodies. While the specific structures and functions of CRBs may vary from one region to another, they generally serve as platforms for community participation in conservation efforts and sustainable resource management. CRBs are typically created to promote community-based natural resource management (CBNRM), aiming to conserve biodiversity, support livelihoods, and foster sustainable development at the local level (Heagney, et al, 2015).

Nonetheless, CRBs often have responsibilities such as wildlife management, tourism development, conflict resolution, revenue generation, and community development projects. The other key function that the CRBs were formulated, was to facilitate partnerships between communities, governments, NGOs, and private sector entities for equitable decision-making, benefit sharing and above all achieving sustainable wildlife and game management.

McNeely (2018) pointed out that CRBs are typically governed by representatives from local communities, with structures and decision-making processes designed to ensure inclusivity, transparency, and accountability. They may operate under legal frameworks that define their roles, responsibilities, and relationships with other stakeholders. CRBs may generate revenue through mechanisms such as ecotourism, trophy hunting, sustainable resource harvesting, or partnerships with conservation organizations and

government agencies. These funds are often reinvested in community projects, conservation efforts, and administrative costs.

In the Zambian context, USAID (2020) highlighted that the Zambia Community Resource Boards (ZCRBs) is an organization that unites and amplifies the voices and supports the governance needs of the all 76 of Zambia's community resource boards, also known as CRBs, and other community-based natural resource management organizations. The CRBs is widely recognized as the voice of the rural communities who reside around national parks and especially in game management areas, protected forests, and fishery areas. The boards ensures rural communities derive tangible and sustainable benefits from the sustainable use of natural resources. Nonetheless, in Zambia CRBs represent a promising approach to conservation and development that recognizes the importance of local knowledge, participation, and stewardship in safeguarding the environment and improving livelihoods of the local community members within the vicinity of the game park.

2.1.3 The concept of Game Area

The concept of a game area typically refers to a designated area where certain activities related to hunting, wildlife conservation, or outdoor recreation are allowed or regulated. This term is commonly used in the context of wildlife management and conservation efforts, particularly in regions where hunting or ecotourism is practiced (Terborgh, 2019). In some countries, especially those with a strong tradition of hunting, a game area may refer to a designated region where hunting activities are permitted under specific regulations. These regulations often include restrictions on hunting seasons, species quotas, permitted hunting methods, and licensing requirements to ensure sustainable wildlife management (Terborgh, 2019).

Regardless of the specific context, the establishment and management of game areas often involve collaboration between government authorities, conservation organizations, local communities, and other stakeholders to balance the interests of conservation, sustainable resource use, and recreational opportunities. The goal is typically to ensure the long-term viability of wildlife populations and their habitats while also providing opportunities for sustainable economic development and enjoyment of natural resources (Heagney et al, 2015). These areas are most cases managed by government agencies,

private organizations, or local communities to provide opportunities for people to enjoy and appreciate nature while minimizing negative impacts on the environment.

In African context, Milupi, et al (2019) highlighted that a game area typically refers to a designated region set aside for the conservation of wildlife and ecosystems. These areas can vary in size and purpose, ranging from national parks and reserves to community-managed conservancies. The primary goal of game areas is to protect and preserve Africa's rich biodiversity, including iconic species like elephants, lions, and rhinos, while also promoting sustainable tourism and responsible wildlife management practices. Game areas play a crucial role in supporting local economies through tourism revenue, providing employment opportunities, and fostering community development initiatives. They also contribute to global efforts to conserve endangered species and maintain ecological balance.

In the Zambian perspective, Simasiku et al (2018) pointed out that the concept of a game area in Zambia typically refers to a designated area set aside for wildlife conservation and sustainable hunting. These areas are managed by the Department of National Parks and Wildlife (DNPW) to protect and conserve Zambia's diverse ecosystems and wildlife populations while also providing opportunities for regulated hunting and tourism activities. Game areas are vital for biodiversity conservation and supporting local communities through eco-tourism and responsible hunting practices.

2.2 Theoretical Framework

2.2.1 The Theory of Collective Action

It seems there might be a slight mix-up in the reference to Elinor Ostrom. Elinor Ostrom is known for her work on the governance of common-pool resources and collective action. She was born in 1933 and her seminal work includes the book "Governing the Commons" published in 1990, not in 1965. The work outlines her influential research on the management of common-pool resources, exploring how communities can effectively govern shared resources without the need for centralized regulation.

Ostrom's research delves into the costs and benefits individuals face when working together, and she identifies five requisites for social cohesion that facilitate collective

action: familiarity, frequent interactions, shared identity, trust, and reciprocity. Scholars like Chamberlin (1974), Dasgupta and Beard (2007), and Gibson, McKean, and Ostrom (2000) have expanded on Ostrom's work, exploring how institutions evolve through social interactions that mediate the costs and benefits of cooperation.

This theory explored how individuals in this case the Community Resource Boards as a link between the community and game management authorities came together to pursue common goals. This theory explained how large groups, individuals in the community may have less incentive to contribute to the collective good, assuming others will bear the burden. It tried to also put across the community should move away from the free-rider problem because it hinder cooperation unless mechanism like social norms, coercion, or selective incentives are in place to motivate participation and this is the more reason the institutions such as Zambia Wildlife Trust came up with idea of the Community Resource Boards to that they can act as link with them and the community.

The statement attributes the theory of collective action to Elinor Ostrom and outlines key factors that influence the likelihood of collective action in resource management. According to Ostrom (1965), collective action is more likely when specific attributes are present for both the appropriators (users) of a resource and the resource itself. Social cohesion within the group, a common purpose, and the presence of mediating institutions are crucial elements for collective action (Olson, 1965; Ostrom, 1990).

The importance of this theory to the study is emphasized, noting that collective action theory helps inform how external actors engage with resource users in initiatives like Community-based Conservation. It underscores the need for understanding the complex dynamics within communities before implementing strategies to bolster collective action for resource management. This understanding is crucial not only for practitioners supporting communities in managing resources but also for addressing external threats that may affect the community's ability to collectively act. The theory is considered essential for comprehending the dynamics within communities striving for shared objectives, whether in the context of social movements or the provision of public goods.

2.2.2 The Theory of Common Pool Resources

Community Resource Board (CRB) systems aim to reshape the management of natural resources, typically involving the transfer of resource management rights to local communities or users, as outlined by Child and Barnes (2010). Alternatively, they may enhance existing resource use rights of traditional, indigenous, or local communities through intentional and collaborative processes, as highlighted by Berkes (2007).

These design principles delineate the features of processes for establishing and adapting rules governing common pool resources like wildlife, fisheries, forests, and grasslands. They also encompass the characteristics of the rules themselves and the social systems ensuring compliance with these rules. CRB governance systems, aligned with these design principles, along with resulting shifts in human behavior, are theorized to improve ecological integrity and human well-being through various direct, indirect, and cascading mechanisms.

Baggio et al. (2016) contended that although Ostrom and her colleagues demonstrated the effectiveness, resilience, and long-term governance capabilities of common pool resource management, several researchers have explored the connections between the governance of Community-Based Conservation programs and their ecological and social outcomes. For instance, participation in decision-making has been associated with positive ecological outcomes in forest Community-Based Conservation. Additionally, Gill et al. (2017) discovered that management capacity and budget, influencing the implementation of a governance system, predict the ecological outcomes of marine protected areas. While these instances suggest a growing body of evidence linking governance to ecological and social outcomes, much remains unknown about the relative importance of each design principle for these outcomes or whether effective governance thresholds by Community Resource Boards are context-specific or generalizable.

The rationale behind establishing Community Resource Boards is to address the challenge of overexploitation or depletion of natural resources, particularly wildlife in this case. These boards act as a mechanism or link where local communities collectively manage and govern these resources. Their effectiveness is contingent upon transparent decision-making, community participation, and robust rule enforcement to ensure

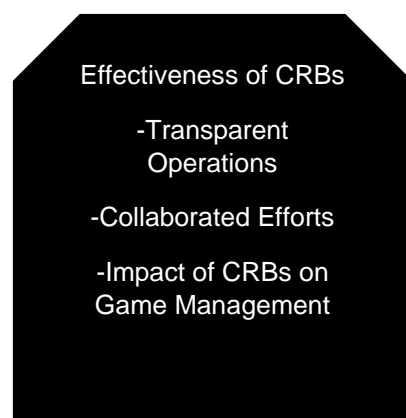
sustainable use and prevent the tragedy of the commons. Success often relies on striking a balance between individual benefits and the long-term health of shared resources.

Both the collective action theory and common pool resources theory played crucial roles in this study, addressing challenges related to group dynamics and renewable natural resource management, especially by Community Resource Boards in various game management areas globally. The collective action theory focused on how individuals with common interests, such as community members around the Chiawa game area, the Community Resource Board, and game authorities, collaborate, coordinate, trust, and cooperate to achieve a shared goal. The study aimed to explore how effective Community Resource Boards are in linking the community and government agencies to achieve sustainable resource management in the Chiawa game area.

On the other hand, the common pool resources theory centered on the management of shared resources by the community, emphasizing the risk of overuse or depletion when individuals act in their self-interest without considering the collective impact. Both theories recognize the importance of cooperation and collective decision-making to address challenges arising from shared resources, exemplified by the wildlife in the Chiawa game management area.

2.4 Conceptual Framework

Independent Variable



Dependent Variables



Figure 1: Conceptual Framework

Source: (Author, 2023)

The researcher in this study developed a conceptual framework as drawn above and identified independent variables and dependent variables as demonstrated in figure 1 above. The independent variable, in this case, were the effectiveness of CRBs, transparent operations, collaborated efforts, and the impact of CRBs on game management. While on the other hand, the dependent variables identified in the research objectives were game management, community, government agencies, and conservation organizations, as well as sustainable management of game and wildlife which are dependent on the changes or the influence that would take place in the independent variables.

When there is change in the independent variables it would influence the dependent variables and the outcomes are that there would be community engagement which means active involvement and participation of local community members. There would be smooth and transparent decision-making, incorporating traditional knowledge and values in the game management. The trickle-down effects are that there would be enhanced sense of ownership and responsibility among community members contributing to better adherence to rules and regulations of game management.

With regard to the outcome on resource governance, it was anticipated that there would be a clear definition of property rights and regulations which would lead to the development and enforcement of rules for sustainable game management. This would help in the reduction in illegal activities like poaching by the community members, prevention of overexploitation, and conservation of the wildlife populations in Chiawa game area. The CRBs would be able to conduct capacity building within the community by training local people on wildlife conservation and management techniques through skill

development and awareness campaigns which would help community members being empowered for them to be capable of effective game management and enforcement. It would also contribute to building trust and social networks within the community, also regular patrols, surveillance, and data collection which would help in early detection of illegal activities, deterrence, and improved decision making.

2.1 Empirical Review

2.1.1 The effectiveness of collaborative efforts and transparent operations among the community members, government agencies, and conservation organizations within the framework of Community Resource Boards.

The recent analysis by Walker et al. (2023) in the United States on collaborative efforts for natural resource management and environmental issues, based on secondary data, revealed a history spanning over 30 years. Collaborative groups gained visibility in the early 1990s, with examples like the Applegate Partnership in Oregon and the Henry's Fork Watershed Council in Idaho showcasing success. While acknowledging that not all collaborative efforts succeed, many communities and stakeholders view collaboration as a preferred approach. However, the gap in this analysis lies in its general focus on natural resource and environmental management, without specific attention to Community Resource Boards (CRBs). Additionally, the study relied on secondary data. In contrast, the current study is specific, examining collaborative efforts among community members, government agencies, and conservation organizations linked by CRBs in the Chiawa Game Management Area in Zambia.

On another note, Gibson and Mark (2017), in their study based on secondary data, highlighted the limitations of Colonial-era management practices that relied on fines and fences. They argued that these practices often failed to achieve conservation goals, alienating people from their traditional resource base and leading to over-exploitation and mismanagement. Protectionist practices were also deemed limited, as they only provided

protection in legally designated areas, missing the majority of wildlife and habitat outside national parks and reserves.

With regard to transparent operations, Cheng et al. (2019) conducted a study utilizing secondary data, and the results indicated that community-related issues are predominantly linked to the insufficient benefit flows that local people receive from wildlife in Game Management Areas (GMAs). This is attributed to the lack of recognition for community ownership of land and wildlife resources in GMAs, along with an undefined concept of 'community membership'. The meager per capita benefits derived from trophy hunting are often mismanaged and tend to disproportionately favor local elites due to issues related to the structure, functioning, and accountability of Community Resource Boards (CRBs).

The study was too general this study will be specific in terms of coverage therefore, it is difficult to know which Community Resource Boards from which game management areas lack transparency in their operations and favour the outsiders.

In contrast, Walsh et al. (2019) addressed the issue of transparency maintenance in operations by introducing the concept of norms in their study. They contended that the entire notion of "community" is elusive and highly debated in the literature. Additionally, they argued that the presence of shared norms among rural communities and their impact on wildlife conservation outcomes varies over time and space. It's worth noting that Walsh et al.'s study was quite general and relied on secondary data.

In comparison, the current study is more specific in its coverage, focusing on exploring the effectiveness of CRBs in game management within a particular game area in Zambia, the Chiawa game management area. In their research study, Mosimane, et al.(2016) focused on the transparent in benefit sharing in the game management areas. The results revealed that the benefit sharing initiatives cannot be successful in the absence of well-functioning and transparent Community Resource Boards, governmental organizations, local community institutions and free-market mechanisms. The study could not indicate its methods clearly and also depended on the secondary data only and it was generic in its coverage.

In Africa, Suich (2018) conducted a study evaluating the household-level outcomes of Community Resource Boards in game management in the Tchuma Tchato project and Kwandu conservancy in Mozambique and Namibia, respectively. The paper argued that, despite CRBs aiming to link conservation achievements with rural development and poverty alleviation, there had been limited rigorous analysis of their success in these goals. Suich's study aimed to evaluate whether the formation of CRBs led to the trickle-down effects of their goals. In contrast, the current study focuses on exploring collaborative efforts among community members, government agencies, and conservation organizations linked by CRBs in Chiawa game management.

A study conducted by Melamari (2020) on participation by the community members in the wildlife conservation highlights that community participation requires communication, cooperation, and coordination between these stakeholders, including the various wildlife authorities. A national community-based conservation policy must evolve, based on the experiences and objectives of these stakeholders, as it is, they who will implement this policy. In 1985, Tanzania National Parks (TANAPA) in partnership with the African Wildlife Foundation (AWF) began a pilot project in three (3) villages in Liondo (Melamari, 1996). The project showed how community wildlife conservation could work within the institutional framework of National parks. Since then community wildlife conservation has developed steadily in Tanzania today. The participation in this study was generally by all stakeholders and not that they should be collaboratively linked by the CRBs in the game management which the current study aim to explore in order to bring out whether the CRBs are able to link all stakeholders involved for effective management of the game parks.

In Uganda, a study by Wood (2017) shows that local people were involved in the planning of wildlife conservation matters. Some of the local people resisted but were convinced by the government to join in the conservation of their natural resources. The people accepted the move taken by the government to come together and serve their wildlife. The numbers of different wildlife species increased and for the first time in Uganda, community members apprehended a suspect who was found in possession of game meat. However, the study by Wood in Uganda could not indicate whether the involvement of the local

people is as a result of the Community Resource Boards. Also it was generic in its coverage and he used secondary data in his analysis.

A study by Krischke (2016) revealed that the new policies of Community Resource Boards in wildlife management and conservation in Kenya have provided these benefits to the communities in a legal way and have created a chance for sustainable wildlife conservation. The Kenyan Wildlife Service policy on revenue sharing between government and the local communities from wildlife conservation is the shifting of rights, responsibilities, and revenues to the landowners (communities) who bear the cost of conserving wildlife. However, the gap in this was that it could not demonstrate how transparently the sharing of the benefits and the operations are done and maintained which this study provided because even in Zambia also the legal framework has been put in place but the question still remains are the operations done transparently which this study aim to explore.

On the other hand, a study by Parkipuny (2017) revealed that community participation in wildlife conservation through the Community Resource Boards leads to better planning, more benefits for communities, which encourages more interest and participation in wildlife conservation. TANAPA is particularly satisfied that its involvement of communities in wildlife conservation through its boards such as Community Resource Boards is sustainable and bearing fruits.

In the Zambian context, Chemonics International (2017) highlighted that the Wildlife Act outlined the provision for establishing Community Resource Boards (CRBs) as the institutions through which communities could collaborate with the Zambia Wildlife Authority (ZAWA). CRBs are tasked with co-managing wildlife in Game Management Areas (GMAs) alongside ZAWA and are entitled to a share of revenues generated from trophy hunting. It is mandated that CRBs use this income to recruit village scouts who assist ZAWA in law enforcement activities. The appointment of these village scouts is carried out by 'village action groups,' with 3-10 such groups developed per chiefdom, all falling under the jurisdiction of CRBs. This was the mandate the CRBs were given which the Chemonics international analyzed but it could not specify how the CRBs have collaborative efforts has helped to link the community members, government agencies

and conservation organizations in the management of the game areas. In Zambia like global and African context, there is limited research on the collaborative efforts among the community members, government agencies, and conservation organizations being linked by CRBs that was why this study was cardinal in order to explore the effectiveness of the CRBs in game management in Chiawa game management in Zambia.

In the Zambian context with regard to transparent operations, Fernandez (2018) conducted a study in Lupande Game Management Areas (GMAs). His research highlighted the concerns of CRB Chairpersons and villagers who expressed dissatisfaction with the inadequate funding received by the CRBs and the perceived lack of transparency by the Zambia Wildlife Authority (ZAWA). The study revealed that they had no access to reports disclosing the total revenues from hunting, relying on ZAWA's management for equitable distribution. Additionally, they raised concerns about delayed payments, which hindered proper project planning and prioritization. However, it's important to note that this study focused on the lack of transparency by ZAWA, whereas the current study investigated the transparency of both ZAWA and CRBs in the operations of the Chiawa game management area.

A study by Simasiku (2013) revealed that the beginning was good and there was transparency in the manner funds were distributed among the beneficiaries, but things changed later and communities never used to have their share of the money to implement their developmental projects in their various GMAs across the country. All the money was used to fund other government projects, a move that annoyed the local people who were custodians of wildlife resources. There were gaps in the distribution of funds by the Wildlife Conservation Revolving Fund authorities to communities living in or near national parks and GMAs. The gap in the study was that it could not specify whether this lack of transparency was created by CRBs or not.

Dalal-Clayton and Child (2013) conducted a study examining the impact of the Lupande Integrated Resource Development Project in Lupande. The research distinguished between two implementation stages. In the first stage, up to 1996, decision-making power was concentrated among district authorities and chiefs, who were entrusted to act in the community members' interest. Chiefs approved projects without sufficient consultation

with residents and sometimes misappropriated meat intended for the community. Consequently, community members distrusted the system and felt marginalized by the program. A policy change in 1996 under the Lupande Integrated Resource Development Project shifted power from chiefs to grassroots-level institutions. Village Action Groups (VAGs) were established to democratically decide on the use of revenues, and accountability systems were implemented to ensure transparent fund utilization. The study referred to research conducted in 1996, indicating a change in communities' perception of wildlife. However, it did not specifically focus on Community Resource Boards (CRBs) since they did not exist at that time. This underscores the significance of the current study, aiming to explore the transparency of CRBs in their operations.

2.1.3 The impact of Community Resource Boards on the sustainable management of game and wildlife .

On the perceived impact of CRBs at global level, a study by Henriksen, et al (2017) found that community-based conservation initiatives resulted in improved economic, social and environmental outcomes. The study found that conservation initiatives had positive impacts on local economies, including increased income and employment opportunities for communities living near protected areas. The loss of biodiversity in many developed countries has led to policy initiatives experimenting with different forms of partnerships in state-owned protected areas. However, the impact of these partnerships was generic in the study, as it couldn't specify whether the improved economic, social, and environmental outcomes were a result of Community Resource Boards (CRBs) or other factors.

In contrast, Suich et al. (2019) highlighted in their analysis that the concept of partnerships has also been advanced through international instruments such as the Convention on Biological Diversity (CBD), especially the CBD Aichi targets. These targets provide a platform for effective conservation, sustainable use, and equitable sharing of benefits from natural resources. Additionally, community-based natural resource management (CBNRM) promotes mutually beneficial partnerships and collective management of natural resources involving the state, local communities, and other stakeholders. It could not specify whether this sustainable management of game and wildlife is as a result of

the CRBs hence the need to conduct this study so that it can specify whether CRBs has impact on sustainable management of game and wildlife in Chiawa game area in Zambia.

On the other hand, a study by Mark (2022) indicates that Community Resource Boards often play a crucial role in sustainable game and wildlife management. He concludes that involving local communities in decision-making promotes conservation efforts, fosters a sense of ownership, and aligns conservation goals with community interests. Effective community engagement can lead to better enforcement of regulations, reduced poaching, and improved habitat protection, contributing to the long-term sustainability of game and wildlife. The gap in the study is that it was too general in its conclusion without specifying the game parks that have experienced this impact by the CRBs and the methods used where not clear in his analysis.

In African perspective, a study by Warinda (2019) that took place in Kwandu in Namibia highlights that using the multidimensional poverty indices, the analysis found no positive impacts from the Kwandu game management in Namibia. In the Kwandu Conservancy, positive impacts were felt only on household financial capital on a disappointingly narrow scale. The paper recommended that to improve impacts in the future, CBNRM programmes needed to coordinate with other rural development and poverty alleviation strategies and increase the value of the benefits generated.

A study by Overton (2017) in Kenya also revealed that after the revision of the wildlife Act in Kenya to establish the Kenya Wildlife Service (KWS), an attempt to recognize the local communities in wildlife conservation was made. The Kenya Wildlife Service (KWS) formulated the Community Wildlife Service as one of its departments to allow local communities to participate in wildlife conservation. The involvement of local communities in wildlife conservation in Kenya has benefited Kenyans in so many ways. However, the study could not tell whether this involvement is as a result of the introduction of the CRBs in Kenya or not which this study did. Also it used secondary data in the analysis but this study used both secondary and primary data for comprehensive analysis.

In Zambia, a study conducted by Sakala and Moyo (2017) focused on the "*Socio-economic benefits of community participation in wildlife management in Zambia.*" The survey targeted households in the Chiundaponde chiefdom, with 170 households

selected using stratified random sampling. Data collection involved semi-structured interviews with heads of households, focus group discussions with Community Resource Board (CRB) members, and community meetings. The findings suggested that socio-economic benefits from wildlife resources had not significantly improved the standard of living. Households in Game Management Areas (GMAs) had lower average incomes compared to households in other rural areas. However, the study established a link between sustainable wildlife management and improved rural livelihoods, as wildlife revenues were utilized to build schools, clinics, roads, bridges, and provide local employment.

On a similar note, Kapembwa and Umar (2020) conducted a study titled "Economic benefits, local participation, and conservation ethic in game management areas among 267 residents of three chiefdoms in Mambwe." The results indicated that 68% of residents in the Lupande Game Management Area were not involved in community wildlife management. For those participating, 79% cited economic benefits as the main reason, while only a small minority (17%) participated with motivations to conserve wildlife. The study suggested a need to compare these results with Chiawa game management in terms of economic benefits, although it did not specify the kind of benefits accrued by the community, which the current study aims to explore.

2.1.4 Ways of improving Community Resource Board in Game Management Areas

In addressing the need for improvements in Community Resource Boards (CRBs) in game management, Bwalya (2015) conducted a study analysing Zambia's experience with the community-based wildlife management (CBWM) system known as the administrative and management design (ADMADE). The study assessed both the successes and failures of ADMADE, providing recommendations on design and implementation issues to enhance community participation and wildlife conservation.

The paper initially reviewed and summarized the theory and practice of CBWM in selected countries in Southern Africa, identifying key features and factors underlying successful community-based natural resource management systems in the developing world. Combining this evidence with experiences from the Blue Lagoon Game Management Area in Zambia, the researcher proposed design and implementation issues aimed at

improving community livelihoods and achieving sustainable wildlife management in game management areas in Zambia.

The findings suggested that CBWM programs had limited impact on local behavior, community livelihoods, and wildlife conservation. To promote the stability, productivity, and sustainability of wildlife resources and their ecosystems while contributing to rural development, the study recommended exploring an integrated portfolio approach to wildlife and ecosystem management as an alternative. This approach seeks to address the shortcomings identified in the existing CBWM programs.

On the other hand, Sakala and Moyo (2017) in their research proposed that the solution to improve the CRBs in game management lies in improving the local capacity for investing wildlife revenues into sustainable revenue generating activities. The study by Sakala and Moyo was too general and finding the solution in which it focused on capacity building of the local communities instead of the Community Resource Boards which this study did.

To conclude the literature review, it can be said that there was scant information on the effectiveness of the Community Resource Boards in game management across the global. Most of the literature that was reviewed focused on the general perspective in terms of the importance of the CRBs in bridging the gap between the community members and the game management authorities or other stakeholders. Secondly, most of the studies based their analysis on the secondary data some which was done long time ago and concluding with assumptions on how the community involvement benefited through CRBs. Thirdly, none of the reviewed literature specifically showed how effective the Community Resource Boards are in game management in a given country but used assumptions on how beneficial the boards are in providing services to the community and game management. Lastly, this study was cardinal because it was specific in coverage, it used both primary and secondary data for comprehensive analysis. It brought out issues such as transparency of the CRBs in their operations, collaborative efforts by linking all stakeholders for equal distribution of benefits, equal participation in decision-making process, the impact of CRBs in ensuring that Chiawa game achieved sustainable wildlife management for the future generation to also benefit from the game and the wildlife, also

challenges the CRBs are facing in their day to day operations in Chiawa game management area and above all ways to improve the CRBs in game management.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlined the methodology used in the study. It contained the research approach, study design, study site, study population, sample size, sampling techniques, data collection tools, data collection methods, data analysis and ethical considerations.

3.1 Research Approach

This study applied a single method which was qualitative approach because of the research questions that were developed which were all how questions and required in-depth understanding of the dynamics in Community Resource Boards in game management. It means the study used an Interpretivism research paradigm. It also aimed to investigate the effectiveness of the CRBs which involved understanding the processes, and changes over time or the dynamic nature of Community Resource Boards in game management which does not require solely relying on numerical measurements.

3.2 Research Design

Since this study was a single method applying qualitative approach, a case study research design was used. This was because the study conducted an in-depth analysis of the Chiawa Community Resource Board in game management in Kafue District. The case study design provided the researcher with detailed understanding of how Chiawa Community Resource Board was linking the community, government agencies and other stakeholders in managing the Chiawa game area for equitable benefit distribution. This

design also suited this study because it involved, interviews, observation, and documents as some of the methods of data collections which was used in this research.

3.3 Research Site

In the soli language Chiawa means “the one who shares” it is an appropriate name for such a game camp that honour the local people and their traditions with a latitude of - 15°53’32.28 north and 29°2.32.48 east longitude and a distance from the capital city Lusaka of about 170 km south east. The population of the Chiawa is estimated at 10,000 people in 1500 households. Chiawa Game Park is surrounded by villages such as Chiawa, Pontoon, and Gota Gota. Chiawa Game Management area is the family owned and operated, multi-award winning Chiawa game camp, which is the pioneer of the Lower Zambezi National Park, which is the first game area to settle along the banks of the might Zambezi River. Chiawa is a gentle and unhurried experience for both wildlife and guests, while still offering up a diverse range of activities and a big village known as Chiawa village near the game management area. The game park boast of its vast array of resident wildlife such as elephants, lions, leopards, hippo, buffalos and zebras, and many more, which occupy this gorgeous region in Kafue District, Lusaka Province of Zambia (www.chiawa-camp/chiawa.com).

3.4 Study Target Population

The target populations in this study were community resource board, traditional leaders, and the community members of the Chiawa village in Chiawa Game Management Area (GMA) which is found in chief Chiawa in the Lower Zambezi Conservation Area of Kafue District of Lusaka Province, Zambia.

3.5 Sampling Technique

The study used criterion sampling and purposive sampling method because it will select participants who met specific criteria and were perceived to have more information about the Community Resource Boards operations. Patton, (2001) define criterion sampling method as a technique which involves selecting cases that meet some predetermined criterion of importance. Each participant that was selected was selected based on the knowledge they had concerning the operations of Community Resource Board in line with the set research objectives in Chiawa game management and that was the reason

traditional leaders, and CRB members were captured through purposive method because these are custodian of the norms and values of the Chiawa chiefdom while the CRBs are the ones involved in the management of the game park by linking the community and other stakeholders. The community members were selected by using criterion sampling method by first having a conversation with the selected individual and upon demonstrating the understanding of the CRB operations then that participant agreed to take part in the study was included. The study used purposive and criterion sampling methods because it targeted a group of people believed to be reliable for the study and the topic at hand.

3.6 Sample Size

The target sample size of the study was 40 therefore, it purposively sampled 5 CRBs, 5 village headmen and using criterion sampling method to capture 30 community members. The 30 community members expressing an understanding of the operations of the CRBs whether head of the household either male or female was interviewed and any dependant aged 20 years and above and had this understanding of the Community Resource Board operations were selected hence having the total sample size of 40 participants due to time and availability of resources to the researcher. The sample size was reached through the principle of saturation point whereby as more and more interviews were conducted and no new information or themes were emerged from the additional participants then the total number of the interviewed became as total sample size in this case therefore, 40 participants become the total sample size of the study.

The other determinant of the sample size was also based on the principle pointed out by Ritchie et al (2003) which suggested that studies employing individual one on one interviews conduct no more than 50 interviews so that researchers are able to manage the complexity of the analytic task. Therefore, this was done by ensuring that the study had thoroughly explored and understood the dimensions of the research topic.

3.7 Data Collection Methods

The researcher in the study collected data through one on one interviews in Chiawa chiefdom, observation and also from the documents concerning CRBs. This means that it used both primary and secondary sources of data for comprehensive analysis. Scholars such as Patton (1990) argued that there are basically three data collection methods

available to a quantitative and qualitative researcher. (1) In-depth, open-ended and closed-ended interviews, (2) Direct observation-the data from observations consists of detailed explanation of people's activities, behaviours, actions and the full range of interpersonal connections ,and (3) Written documents-documents consisting of extracts, quotations, Programme records, memoranda correspondence, official publications, reports and personal diaries.

3.7.1 Primary Data Source

Primary data is the information that comes straight from the source such as the target group who happens to be involved in the problem at hand or experienced it or observed the occurrence of the problem being researched on in this case, the effectiveness of the Community Resource Board in game management, the case of Chiawa Game management. This was where one on one interviews and observation data collection methods applied.

3.7.2 Secondary Data Source

This involved doing desk reviews of reports on the studies that have been done on the Community Resource Boards operations across the world in order to close the loophole that was left by other researchers particularly in Africa and Zambia to be specific. It also involved reading books, journals, articles and many other local and international publications and none published documents as well as internet publications as eluded to by Patton (1990) on his third method of data collection.

3.8 Data Collection Tools

As stated above under the primary source of data, the study employed semi-structured interview guide as data collection tool for primary data, engaged an interpreter to interpret in goba as the common language in the area. On the other hand, on the secondary data the researcher used desk reviews of the documents on the effectiveness of Community Resource Board in game management which was used in the background and literature reviewed. This included as stated above under secondary data, reports, journals, and articles, published and unpublished books.

3.9 Data Analysis

The qualitative data was analyzed by giving meanings and making them understandable through theme identification. Qualitative data analysis involves reducing, organizing, finding interconnections, developing themes and building theories (Braun and Clarke, 2006). Qualitative data therefore, was analyzed using thematic content analysis by following Braun and Clarke' (2006) 6 step process whereby themes were identified from the raw data that was collected. This was done by applying inductive approach because the researcher had limited information about the effectiveness of the Chiawa CRB in managing the game park.

3.10 Reliability and Validity

According to Mugenda and Mugenda, (1999) reliability is understood as a measure of the degree to which a research instrument yields consistent results or data after repeated tests when administered a number of times. To enhance the consistency of the instrument, a pilot study will be conducted by targeting a community nearby game management with CRB like mundawanga and game community area. The aim of pre-testing was to gauge the clarity, consistency, and relevance of the instrument item so that those items found to be inadequate were either discarded or modified to improve the quality of the research instrument. This was done by using the test the re-test reliability method to assess the consistency of the semi-structured interview guide across time. It was done by repeating the pre-test semi-structured interview guide for days to give the same responses to indicate high test-retest reliability of the semi-structured interview guide.

Gall (2003) highlighted that validity is a point at which a test measures the precision of what it purports to measure. To test the validity of the tool, the researcher conducted a pilot study in another location which had similar characteristics to ensure accuracy of information by using content validity to assess the extent to which the semi-structured interview guide covered all aspect of the research objectives on the effectiveness of Community Resource Board in game management.

3.11 Ethical Consideration

The researcher in the study collected the letter from ethical clearance department from the University of Lusaka's School of Humanities. Secondly, courtesy call was given to the traditional leader, the chief Chiawa to have access to his chiefdom. Additionally, individuals' consent to take part in the study was sought.

Participants were given the option to participate in the study or not without undergoing any unusual stress or shame. Further, participants' privacy was protected by guaranteeing them that the information that gathered from them was only utilized for the study's intended goals.

In short, respect for the respondents was given by respecting their autonomy by observing individuals' right to make their own decisions and choices. Beneficence was observed by acting in ways that promote the well-being of the participants in the study. Justice in which fair selection of the participants was guaranteed by ensuring also that fairness and equality in the capturing of the respondents was done.

The participants were informed that the information they provided was used for academic research purposes only. Therefore, they were encouraged to be honest and transparent by being truthful and open in all communications and actions. Finally, since the study was conducted in the chiefdom which up holds norms and values, cultural sensitivity was observed by respecting and valuing the diversity of cultural backgrounds and perspectives of Chiawa chiefdom.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF THE FINDINGS

4.1 Introduction

This chapter therefore presented the raw data collected from the field in Chiawa chiefdom and Chiawa game management in Kafue District. Nonetheless, the following themes are presented; demographic characteristics and social, collaborative efforts, transparent operations among community members, government agencies, and conservation organization within CBR framework, the impact of CBR on sustainable management of game and wildlife in Chiawa game area, and ways to improve CBR in Chiawa game management. As stated in the methodology, the sample size was 40 (N=40), but the demographic characteristics and social of the participants was based on the sample size of 30 (N=30) for the community members only.

4.2 Demographic Characteristics and Social of the Respondents

The section indicates the social and demographic characteristics of the respondents such as gender, age range, education attainment and number of years each community member that took part in the study has stayed in Chiawa chiefdom. These were important to the study because they helped in the balance and understating of the topic at hand for comprehensive analysis.

4.2.1 Gender of the Respondent

It is very important to be gender sensitive, gender in this regard was considered in order to determine the understanding of the CBRs operations concerning Chiawa game area by both male and female community members.

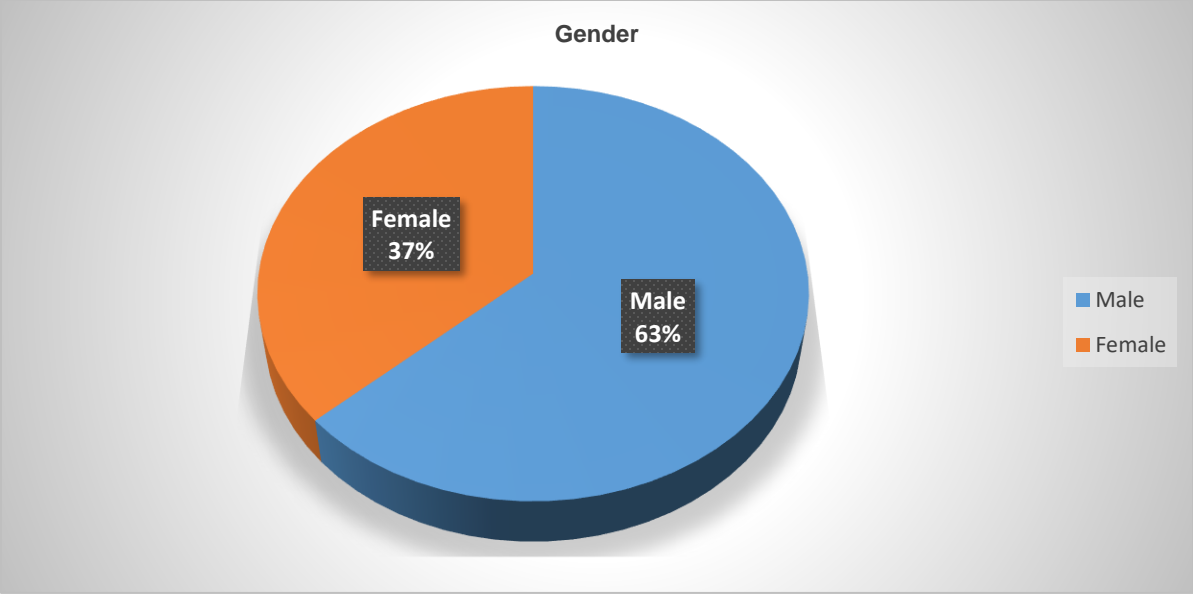


Figure 2: Gender of the Respondents

Source: Field Work, 2023

The figure indicates the gender of the respondents happened to be the community members in Chiawa chiefdom. The majority of the respondents represented by 63% were males while females were represented by 37%. The reasons for having more male respondents was the willingness and understanding of the operations of the Community Resources Board in Chiawa game management by the male counterparts than females.

4.2.2 The Age Range of the Respondents

Age consideration is very important especially if the study is not targeting children and the sensitivity and understanding of the issue at hand. The exclusion criteria was age in the range of 20 to be included and not below therefore, it was cardinal to consider age so that the study does not include under age with less understanding of the operations of the CBRs

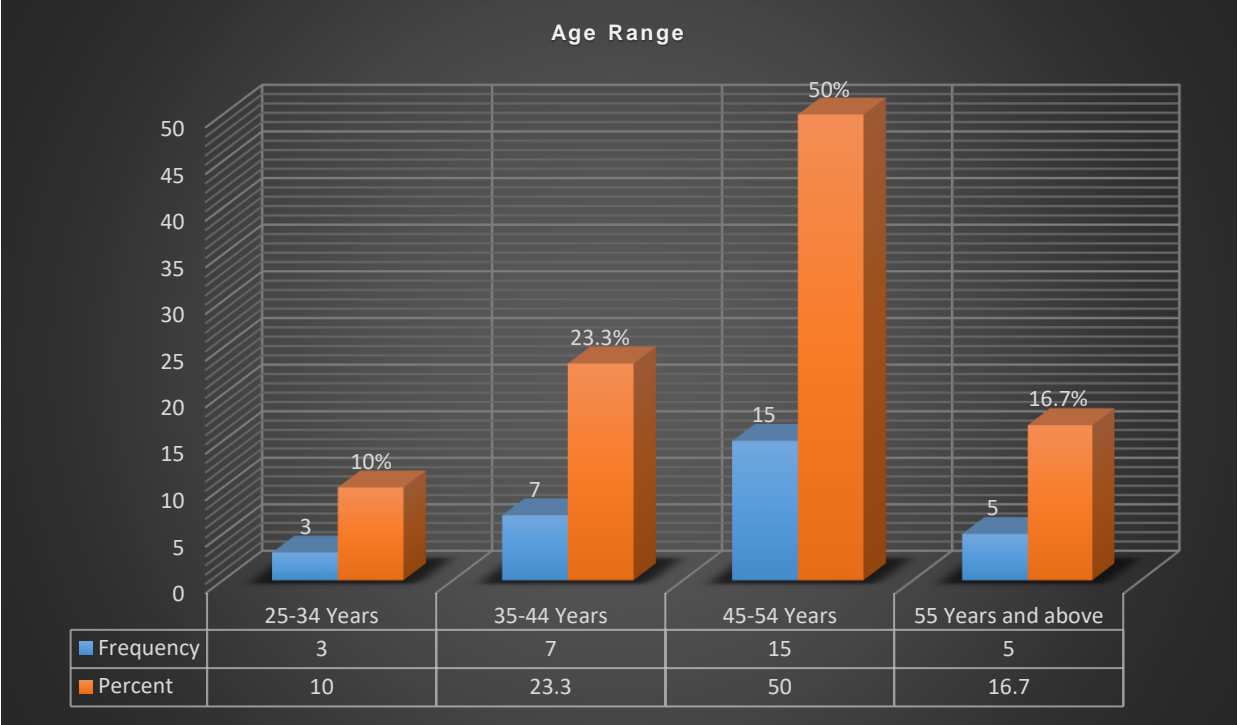


Figure 3: The Age Range of the Respondents

Source: Field work2023

Age was very important also in this study, figure 4.1.2 represent age range of the participants in the study. The majority of the respondents represented by 50% (15) were in the age range between 45-54 years, this was followed by those who were in the age range between 35-44 years represented by 23.3% (7). Then followed by those in the age range between 55 years and above represented by 16.7% (5), and the least were those who were in the age range between 25-34 years represented by 10% (3). From the age also it can tell that these are the people that have been in the community for a very long time and understand the activities of the Chiawa game park and the chiefdom.

4.2.3 Marital Status of the Respondents

Marital status was also important in this study looking at the topic so that it can bring out whether even single community members pay attention to community activities in Chiawa chiefdom that takes place in Chiawa game management

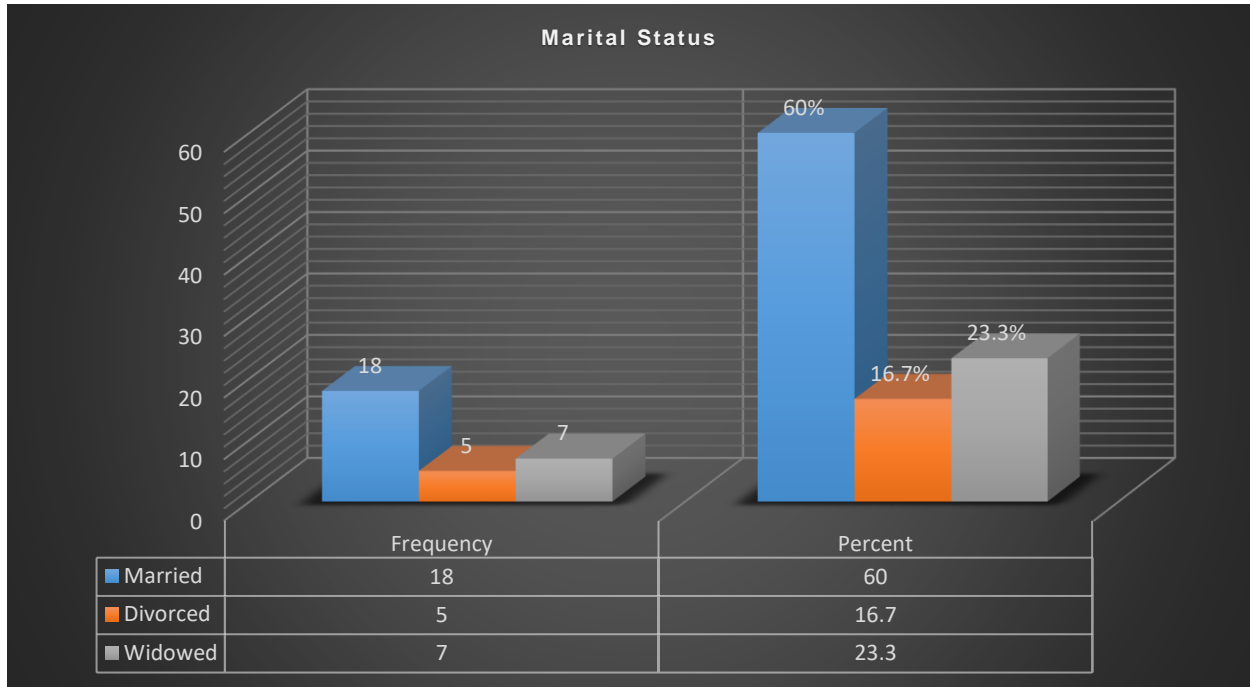


Figure 4: Marital Status of the Respondents

Source: Field Work 2023

Marital status was another variable that was considered under the demographic characteristics of the respondents. Figure 4 indicate the marital status of the participants in the study, the majority of the respondents represented by 60% (18) were married, this was followed by those who were widowed represented by 23.3% (7). The remaining 16.7% (5) were those who have been divorced.

4.2.4 Education Attainment of the Respondents

It was very important to capture at least the participants with a certain level of education though most of them despite such level of education they could only speak their native language goba as the mode of communication and only a few could use English or Nyanja. This was cardinal for better communication purposes because the researcher could not speak or understand the native language mostly used in Chiawa. Also the level of education played a role in understanding the topic at hand and also how the CBR operates in Chiawa game area.

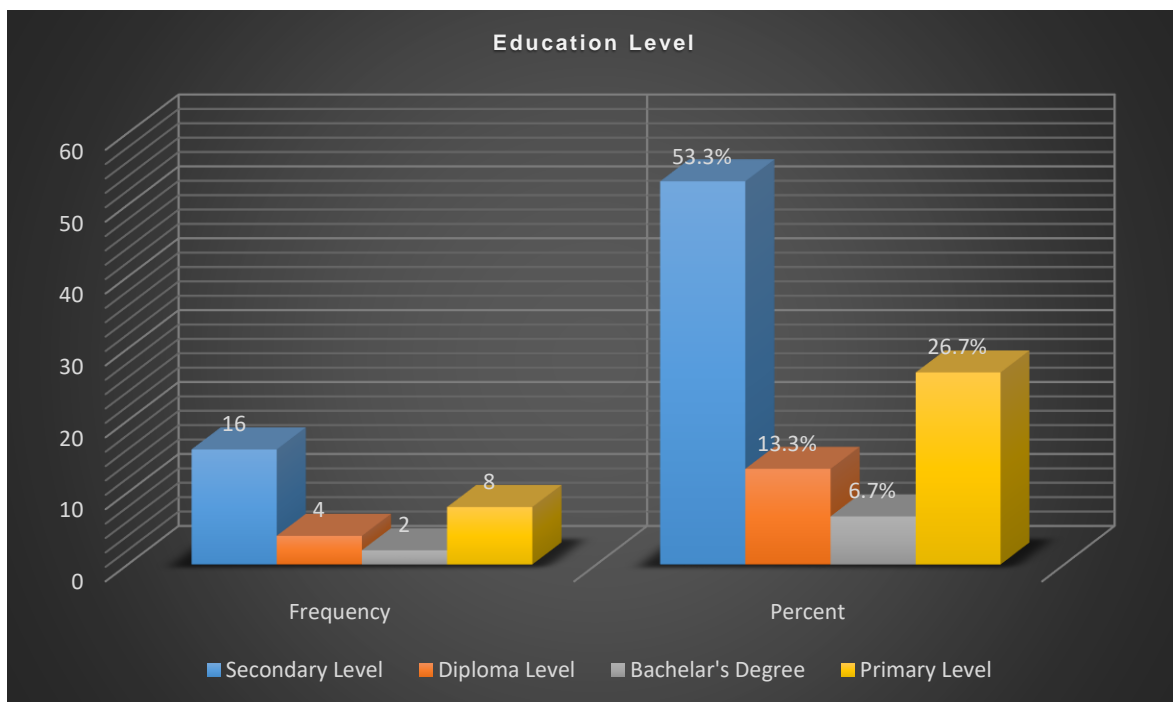


Figure 5: Education Level of the Respondents

Source: Field Work 2023

Figure 4 represent education attainment of the respondents and the statistics shows that the majority represented by 53.3% (16) had attained secondary level of education, followed by those that had gone as far as primary level of education represented by 26.7% (8). This was followed by those that had reached diploma level represented by 13.3% (4) and the remaining 6.7% (2) were those that have reached bachelor's degree level.

4.2.5 Numbers of the Respondents in Chiawa Chiefdom

Experience is very cardinal in any activity that one is involved in. The number of years each respondent has spent in chiefdom played a vital role in understanding the CBR and their activities within the community area and the game area. The study had community members who have been in the chiefdom for a very long period of time therefore, they were able to understand the operations and the activities of the Community Resource Board in Chiawa game park.

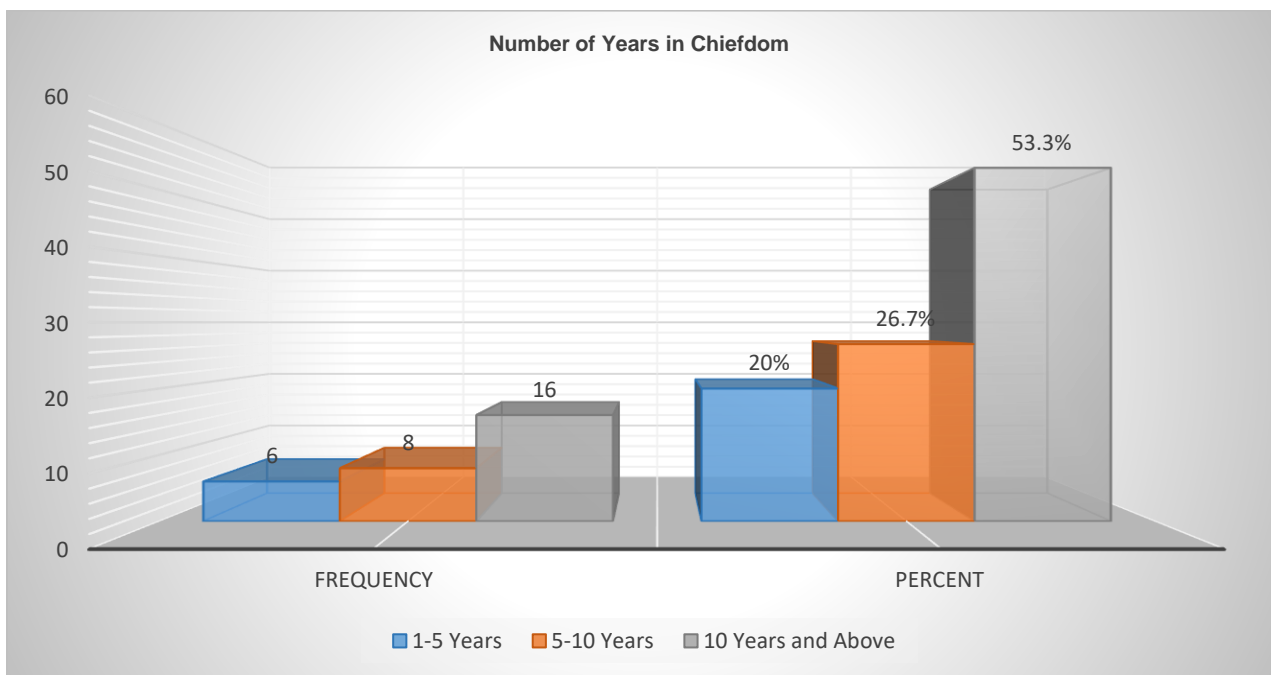


Figure 5 Number of years in Chiawa Chiefdom

Source: Field Work 2023

Figure 4.1.5 indicate the number of years each participant has spent in Chiawa chiefdom and the statistics shows that the majority have stayed in the area 10 years and above represented by 53.3% (16). This was followed by those that have stayed in Chiawa chiefdom between 5-10 years represented by 26.7% (8). The least were those that have been in Chiawa chiefdom between 1-5 years represented by 20% (6).

4.3 Effective collaboration efforts and transparent operations among the community members, government agencies, and conservation organizations within the framework of CBR

With regard to the first research objective that guided this study which focused on effective collaborative efforts and transparent operation to link the stakeholders within the framework of CRB. The section was guided by 13 sub-themes such as shared resources and expertise, enhanced communication, local enforcement and compliance, regular meetings, community leaders and representatives, workshops and training sessions, community consultations, transparent documentation, stakeholder involvement, feedback mechanism, code of conduct, disclosure requirement, transparent decision-making, community-based monitoring program, financial reporting, and budgetary transparency.

4.3.1 Shared Resources and Expertise

The participants were asked to explain how collaboration among local community, the agencies, and conservation organization within the CRB framework contributes to the overall success of conservation initiatives. Most of the participants said as the local community members we play our role by providing our knowledge concerning the wildlife, while government also play its role and the conservation provide its services and work together for the benefit of our future generation. Others said we plan together on the activities of the game management most of the time through the gatherings organized by the CRB where all people involved come together. Others said that to make sure that there is continuity of the wildlife, the local people are involved in wildlife management by avoiding poaching and other activities prohibited by government through its laws and regulations concerning game management.

4.3.2 Regular Meetings

The participants were also asked about the ways in which traditional leaders and local community members actively participate in decision-making alongside other stakeholders, most of the participants said that meetings are called by the CRB in the community were they participate and contribute to the management of the Chiawa game management. One of the respondent had to say this in Goba: *Be CRB kahzingi kukaba nemusangano banefanila kungabalipo ngubadzese nekuba nemukana wekuyisabo fungwadzabo*

pachitabulochese chinenga chilyipapo pamusangano (The CBR mostly when there is a meeting they make sure that us local community attend and fully participate in those community meetings).

Others said within the section of the community there are groups formed to discuss things to do with the game management so we have been encouraged to join them and participate in decision-making. Others said we have been told also as locals to be actively communicating to the CRB and the management whenever they identify the need. Others said this game area is what brought them there therefore, as locals they have to take care of the wildlife for the future generation to benefit also.

4.3.3 Enhanced Communication Channels

It was also enquired to find out the opinion of the participants on how the government agencies perceive the role of CRB in facilitating effective collaboration with locals and conservation organizations for conservation efforts, most of the respondents said that the CRB are seen as the channel through the information pass through from the game management, other stakeholders and the local community. Others said since the CRB are within the community therefore, they are considered as people with the local understanding of the happenings therefore, they have the local knowledge that can help the management manage the game park. Others said they are looked at as leaders that will be able to communicate to the community and help the game management in the monitoring of the wildlife. While others said that they are looked at the channel through information pass from one stakeholder to the other and down to the local community.

The participants were asked about the challenges and barriers if any arise from the collaborative efforts among the local community, government agencies, and conservation organization, most of the respondents said that the main challenge and barrier was the issue of financial resources to support most of the program. Others said sometimes the community may want to do certain things and put that forward but the management and other stakeholders would suggest differently from what the community want and implement that without the involvement of the local community.

The researcher also wanted to know the extent to which the local community and other stakeholders actively engage with other stakeholder and support capacity-building

initiatives to enhance the effectiveness of collaborative efforts, most of the respondents said that they ensure that they participate in the programs organized by the CRB especially those that are willing to do that. Others said that they are actively involved monitoring of the wildlife and whenever they are called to help with data collection those that are free and willing they take part in that which help to enhance the effectiveness of the collaborative effects.

4.3.4 Meetings or Assemblies

The respondents were asked to explain how the Chiawa CRB communicate their information about the operations to the community, most of the respondents said that the CRB disseminate their information by going round the community and inform them to gather on specific day on a common place so that they can inform them about the happenings in the game park. One of the respondent had to say this in Goba: *Nguba zdakawanda be CRB banonyasayenda mumisha kunozibisa vhanu be mumisha kuti kozoba kusangana pazuba lakati oo, pazuba lekusangana betipabo mhindulo pamabasa yabo ne zwineitika muztwimbo munochengetwa mhuka (Most of the time the CRB go round the community inform people to have a gathering on a certain date so that they can inform us on their work and what is happening in the game park).*

4.3.5 Community Leaders and Representatives

The participants also said that through the headmen who happens to be the representatives of the chieftdom and the traditional leaders are informed by the CRB about the happenings in the Chiawa game area and then the traditional leaders would call for a gathering and inform the community. While others said the CRB organize certain activities were community members will come together and they will share some lessons about the Chiawa game management and how important it is to the community.

4.3.6 Transparent Documentation

With regard to the strategies used by the CRB in Chiawa game management to ensure that there was openness and accessibility to information regarding their decision-making processes, most of the respondents said that they have seen the CRBs in most cases organizing for gatherings with the community so that they can plan together on the

activities so that they can share that with other groups involved in the Chiawa game management. Others said that to those that want to know the happenings in the Chiawa game management, the CRB have their office open to everyone and all the documents concerning the Chiawa game area are there and one can find them.

4.3.7 Stakeholder Involvement

On the strategies used other respondents also said that the CRB in most cases ensure that the local community, the government officials when they come and other people involved in Chiawa game management come together and plan together on how the game management plans to do things in the game park.

4.3.8 Feedback Mechanism

While others and supported by the traditional leaders said that the CRB always comes back to inform the community and allow the local community members to ask questions on what they deem not to go the way they had agreed and update the community on the changes on the decisions that were made. This was supported by the traditional leaders that took part in the study and one of them said that in Goba: *Palipese patinosangana kumililila kuchengetwa kwemhuka muztwimbo yachiyaba saka ba CRB ngubadzese banonyasta uya kwatili nokutizibisa pama budililo yalipo nepandze pekuyisa misolo pamwechete (Whenever we have a gathering concerning Chiawa game management, the CBR always comes back to us to inform us about the progress made on the suggestions made)*. Others said in this area they see little being done by the CRB in Chiawa game management.

4.3.9 Code of Conduct

The participants were also asked about how the Community Resource Board handle potential conflict of interest within their operations to maintain transparency, most of them said that from the time the CRB was formed certain rules and regulations were formed which most of the time they follow in their operations. Others said sometimes they come to inform the community if there is something that they want to happen and they are not happy with but in rare occasions. Others said but most of the time they make sure that the local community members are involved through gatherings so that decisions can be

made openly. Few could not say anything about this they said they were not sure about this.

4.3.10 Transparent Decision-making

The respondents were enquired on the ways the CRB involve the local community in decision-making, most of them said what is common here when it comes to that is the gathering whereby the CRB will call for a meeting and allow the local people to make decisions though it is a cumbersome process. Others said the local community mostly are involved in this area of decision-making because the CRB inform them when the gathering will take place those that are not busy and those that are willing they come and take part. Others said CRB engage the community even in the managing of the wildlife and all the activities related to Chiawa game area by assuring them that benefits will be shared with the community.

It was also asked to the respondents about the CRB providing avenues for the local community members to voice out their concerns, ask questions, and seek clarifications about the activities, most of them said through the gatherings that are organized by the CRB they are able to voice out their concerns, ask questions and the activities are clarified during this time. While others said the CRB's office has where one can go and drop their questions and present their concerns through. Others said the Chiawa game management has come up with documents which they give the CRB and it has guides on how a community member can present his/her concerns and ask questions. While others said the traditional leaders and CRB work together and ensure that the community members are free to communicate through concerning the happenings in Chiawa game management area.

4.3.11 Financial Reporting

The respondents were asked about the mechanisms put in place to ensure that financial transactions and resource allocations by the CRB are transparent, most of the respondents said that most of the time gatherings are organized by the CRB in the community and they share how finances are being used and how they should be used.

4.3.12 Budgetary Transparency

Others said that every year the meeting is called to budget on how funds will be shared among the community members or used within the community. While others said when finances are huge the CRB involves the community on what activity the money can be spent on in the community for example, maintenance of the clinic or any big structure within, the community is involved in the decision-making of such.

4.3.13 Workshops and Training Sessions

The participants were asked on how the Chiawa CRB addresses and disclose potential environmental impacts and risks associated with their game management activities, and maintaining transparency in environmental stewardship, most of the respondents said that it was difficult to understand in this area while others said mostly the CRB and the Chiawa game management openly discuss and allows the locals to take part in decision-making process concerning game management activities and the environment. While others said the CRB working together with the Chiawa game management officers organize for education programs to sensitize the community on the potential environmental impact of game management activities.

With regard to how the CRB collaborate with external stakeholders such as government agencies or NGOs, to enhance transparency in the broader context, most of the respondents said that sometimes we see government officials, and different organizations coming in the community to have a meeting with the community where the planning and other activities are talked about, while others said the CRB sometimes are sent for training together with other government offices in Chiawa game park and from their they come and share what they leant with the community especially on how to sustainably manage the wildlife.

The participants were asked on the ways the CRB educate and inform the local community about the ecological and socio-economic benefits of good game management practices, contributing to a transparent understanding of the overall impact, most of the respondents said that the CRB most of the time organize for gathering to inform and educate the community on such issues, while others said they do come in the community

and ask for those that are willing to go for free in the game park in certain instances so that the community can have that understanding of what goes on in the game park, while others said the CRB engage the community to be vigilant and manage the wildlife also because good management will contribute to the community benefiting. Others said the CRB through gatherings in the community ensures that the local community participate in decision-making concerning the Chiawa game management. Others pointed out that they are regularly informed about the happenings in the management of Chiawa Game Park.

4.4 The impact of CBR on sustainable management of game and wildlife

The second research objective that guided the study focused on the CRB contributing to sustainable management of game and wildlife. It was guided by 4 themes such as local representation, community-based monitoring, education programs, and community engagement.

4.4.1 Local Representation

This prompted the researcher to ask the first question on how the traditional leaders and local community members perceive the role of the CRB in promoting sustainable game and wildlife management. Most of the respondents said to the larger extent the Chiawa CRB play a major role in representing the community because they are within the community. Others said the CRB spearhead the community lessons to inform the community about the importance of good game and wildlife management. While others said they help management and the government in enforcing the law for better game and wildlife management. Others said CRB involve the local people in the monitoring of the wildlife and the game area.

4.4.2 Education Programs

With regard to the ways the CRB influenced the conservation awareness and behaviour of local community members towards sustainable management of the game and wildlife, most of the respondents said that the CRB organize for trainings within the community supported by the game management and the government to make the community aware about the dangers of poaching and other bad activities. One of the respondent had to say

this: *Ba CRB mungubadzese banoleta chidzidzo chakakoshasteleki kunehungwano yemumusha panehutwene wekuchengetedza mhuka ne malipilo yaneuya kumbeli kwebana banekula kubvaiyezvino (The CBR in most times come up with some kind of education programs to educate the locals on the importance of wildlife and benefits to the future generations).*

4.4.3 Community-Based Monitoring

Other respondents also said that the CRB engage the community through gatherings where decisions are made by the community in most cases, while other respondents said that the CRB ensure that local people within the community are involved in monitoring the wildlife population which helps in the game and wildlife sustainable management. Others also said through CRB now there are some people within the community that are given some money for the job well done in helping the management to safeguard the wildlife.

The participants were asked to explain their view on the effectiveness of the Chiawa CRB in balancing the ecological needs of wildlife with the socio-economic interests of the local community for long term sustainability, most of the respondents said that the CRB as a link ensures that the local community members take part in the decision-making through the meetings within the community related to wildlife management. Others said on that one much needs to be done while others said the CRB lobby for the community to be supported by the game management in various areas of business that helps the community to have income generating opportunities in line with wildlife conservation to avoid poaching and sustainably protect the game and the wildlife. Others said that the CRB tries by all means to share the activities, financial transactions and reports with the community and other stakeholders.

4.4.4 Community Engagement

On the other hand, the respondents were asked to state the role of the CRB in fostering a sense of ownership and responsibility among traditional leaders and the community members towards sustainable management of game and wildlife, most of the participants said that the CRB ensures that the local community is involved in decision-making processes related to game and wildlife management. Others said that the community members are educated on the issues of the game and wildlife management. Others said

the CRB have continued being open to the community and inform the community on all happenings in the game area.

The participants were asked to explain the ways Chiawa CRBs contribute to the economic empowerment of the local communities through fair and transparent benefit-sharing mechanisms, most of the participants said that the Chiawa CRB and the management ensure that local community members are given job opportunities first in the game area, while others said through the trainings that the CRB ensures that the local people are taken through creates opportunities for them whenever the game management is looking for recruits. While others said when the game has made its profits, through the CRB and traditional leaders the community receives some benefits coming from tourism sometimes in supporting some community projects.

It was also asked by the researcher to explore the view of the traditional leaders and the local community on the impact of CRB on improving the livelihoods and income generation opportunities within the local community through the benefits derived from game and wildlife management, most of the respondents said that through the CRB most local people have undergone trainings that open up opportunities for jobs in the game park. Others said that the community despite being in the typical rural area at least the community members have access to healthcare, education, and other social services supported by game management through the CRB. While others said that as a result of the CRB the community is able to take part in decision-making concerning benefit sharing.

It was also very important to understand the measures the CRB implemented to address the potential disparities in benefit distribution among different segment of the community, and how these measures are perceived by the traditional leaders and the local communities, most of the participants pointed out that the CRB has ensured that local community members take part in meetings so that they can make decisions concerning the game management and benefit sharing. Others said that the CRB ensures that they are open to the community on the happenings on the finances to avoid being judged of mismanagement of the resources. Others said though it is difficult but they try to balance in the sharing of opportunities created by ensuring women, youths and men have equal access to the opportunities.

4.5 Ways CBRs be improved in game management in Chiawa

The study had three research objectives, the last and final research objective focused on the CRB improvement in game management. This was broken down into 5 themes and these were community education and awareness, inclusive decision making, consultative meetings, community based monitoring, and regular meetings.

4.5.1 Community Education and Awareness

To begin with, the participants were asked to state ways in which the Chiawa CRB can enhance the community engagement and participation in game management activities, most of the respondents said that they should continue to organize for training and education programs for the community to understand the importance of game and wildlife management.

4.5.2 Inclusive Decision-Making

Others said that they should also continue to organize for meetings so that the local communities can take part in decision-making processes. One of the respondents said this: *Bonofanika kupindilidzambeli kuchengetedza zviwanikwa munzvimbo mwedu (They should continue involving the local community in decisions that concerns wildlife and game management so that we continue being part of the game management).*

4.5.3 Community-Based Monitoring

Others said for the community to feel part and parcel of the game area, they should be involved in monitoring programs even if not all of them can do that but they should at least engage them. Others said they should maintain open communication with the community for them not to be suspected of mismanagement of the resources.

4.5.4 Regular Community Meetings

The participants were also asked to state how transparency and communication strategies of CRB can be improved to ensure better understanding and awareness among the local community members regarding game management decisions, most of the participants said the CRB should continue to have regular gatherings with the community.

4.5.5 Consultative Meetings

Other respondents said that the community has knowledge concerning the wildlife therefore, the CRB should be open to them and consult them on how the management of the Chiawa game park can be done. Others said the CRB should advocate for trainings and workshops so that the community can be more informed about new knowledge in game management and protection. These efforts will contribute to better understanding and awareness among local community members regarding game management decisions, ultimately strengthening community engagement in conservation initiatives. Having presented the raw data from the field, the next chapter focused on the discussion and analysis of the findings

CHAPTER FIVE

DISCUSSION AND ANALYSIS OF THE FINDINGS

5.1 Introduction

Therefore, this chapter was composed of the analysis of the research findings. It discussed the findings based on the four research themes such as effective collaboration efforts and transparent operations among stakeholders, perceived impact of CRBs on sustainable game management, and ways to improve CRBs.

5.2 Effective collaborative efforts and transparent operations among the community members, government agencies, and conservation organizations within the framework of CRBs

The purpose of this study was investigate the effectiveness of CRB in game management, the case of Chiawa game area, Kafue district. To achieve this go the study was broken down into four specific objectives as stated above. The main target group was the community members of Chiawa chiefdom from which the majority were males represented by 63% while 37% were females. In terms of the age range, the majority were in age range between 45-54 years represented by 50%, and 60% of the local community participants were married. With regard to education attainment, the majority have gone as far as secondary level represented by 53.3%, and 53.3% have lived in Chiawa chiefdom for the past 10 years and above. The study was represented by the group of people with experience in the work of CRB and Chiawa game management.

With regard to the first objective that focused on collaborative efforts and transparent operations by the CRB to link community members, government agencies, and conservation organization within the framework of CRBs, the first question focused on how the collaboration has contributed to the overall success of conservation initiatives, the results revealed that the local community members play their role by providing their traditional knowledge concerning the wildlife, while the government also play the role and the conservation organization provides services and together they work for the betterment of the future generation. The results also revealed that there has been holistic planning whereby the community members are engaged in the planning process, incorporating

their perspectives, needs, and aspiration, the government agencies also contribute regulatory frameworks, policies, and enforcement mechanisms, while the conservation organizations provide insights into best practices and methods that helps Chiawa game park achieve the best out of wildlife. It was also revealed that the local people are involved in wildlife management by avoiding poaching and other activities prohibited by government through its laws and regulations concerning game management.

On the other hand, it was enquired to find out the ways the community members actively participate in decision-making processes with other stakeholders, the results revealed that meetings are called by the CRB in the community where they participate and contribute to the management of the Chiawa game management. Also within the community groups are formed to discuss the development of Chiawa game management and from these groups that local people participate in decision-making.

By actively participating in decision-making processes and fostering collaboration within the Chiawa CRB framework, the local community members contribute to a more inclusive and sustainable approach to game management and conservation. With regard to how government agencies perceive the role of CRB in facilitating effective collaboration with community members and conservation, the research results has shown that the CRB play major role as enhanced communication channel, local enforcement and compliance, and as local engagement and empowerment.

The respondents alluded to the fact that the CRS are seen as the channel through which information pass through from the game management, other stakeholders and the local community. The CRB are seen as the facilitators which have improved communication between the Chiawa management, government agencies, and the local community. This is because they provide a structured framework for dialogue and collaboration, which has reduced communication gaps.

The results also revealed that the CRB are looked at as the leaders that is able to communicate to the community and help the game management in the monitoring of the wildlife. CRBs play a role in local enforcement and compliance with conservation regulations. By involving community members in monitoring and reporting, CRBs contribute to the overall success of regulatory measures. The results were similar to the

study by Chemonics International (2017) which pointed out that the Wildlife Act provided for the establishment of Community Resource Boards (CRBs) as the institutions through which communities could work with ZAWA. CRBs co-manage wildlife in GMAs with ZAWA and receive a share of revenues from trophy hunting. From that income, CRBs are required to recruit village scouts to assist ZAWA with law enforcement.

Concerning the challenges and barrier arise in the collaborative efforts among stakeholders, the results revealed that the main challenge and barrier was the issue of financial resources to support most of the programs. Limited financial resources may hinder the ability of community members, government agencies, and conservation organizations to actively participate in collaborative efforts.

Concerning how transparency is maintained in the operations of the CRB, a number of questions were asked on this matter and the first question focused on communication. The results revealed that the CRB organize for the meetings and assemblies in the community where they are able to disseminate information concerning the activities taking place in Chiawa Game Park. This means that the CRB most of the time call for gatherings where they provide updates on their operations. This allows the CRB to have a direct interaction with the locals and allows the local community members to have a platform to ask questions and express their concerns.

The findings also revealed that the CRB despite them being from within the community, traditional leaders also are involved through which they communicate to the community members' call for the assemblies and information about the activities in the Chiawa game area are communicated to the community. The CRB in this case collaborates with traditional leaders who in turn share the information with their respective community members to ensure that there is transparency in their operations. The traditional leaders agreed to the fact that they work together with CRB to help the community understand the importance of Chiawa game management.

The results have shown that CRB use workshops and training sessions in Chiawa game area and explain the importance it has to the community. This means that the CRBs educate the local community members about conservation practices, the benefits of sustainable resource management, and the overall impact of the CRB's initiatives.

This is contrarily to the conclusion made by Cheng et al (2019) whose findings revealed that community related issues are complex because local people do not receive adequate benefit flow from wildlife in game management areas for they are not considered owners of land and wildlife resources which is not recognized in Game Management Areas and because community membership is not defined. Here it has been revealed that community members through CRBs are known and considered in Chiawa game management activities.

The study also looked at the strategies applied by the Chiawa CRBs to ensure openness and accessibility of information regarding decision-making processes, from the findings four themes were identified and these were community meetings and consultations, transparent documentations, stakeholder involvement, and giving feedback to the community.

From the results it was discovered that the Chiawa CRB organize for community meetings to plan for the activities concerning Chiawa game management which are presented to the management in Chiawa Game park. It can be said that therefore, the CRB provides a link between the local community and the Chiawa game management by actively seeking inputs and feedback from community members during these gatherings. The regular community meetings help the community to take part in decision-making and plans are discussed openly with the community members.

The respondents alluded to the fact that the CRB have their office open to everyone and all the documents concerning the Chiawa game area are readily available for anyone who wants to understand the operations of Chiawa game area. It means the Chiawa CRB have kept clear and accessible records of decisions, policies, and actions taken by CRB and the Chiawa game management. Also making these documents available to the community through Chiawa game area centre.

The respondents alluded to the fact that the local community, the government officials come together and plan on how the game management conduct its activities. The Chiawa CRB create opportunities for collaboration, dialogue, and partnerships with local community and government agencies by actively involving them in the decision-making process. This resonates with the study by Parkipuny (2017) that revealed that community

participation in wildlife conservation through the Community Resource Boards leads to better planning, more benefits for communities, which encourages more interest and participation in wildlife conservation.

The results also revealed that the other strategy used by the CRB to achieve openness and accessibility was providing feedback to the local community. The respondents pointed out that the CRB always comes back to inform the community and allow the local members to ask questions on what they deem not to go the way it was agreed and update the community on the changes on certain decisions that were made. This encourages an open dialogue and addressing concerns promptly to build trust within the community. Therefore, it was cardinal to establish mechanisms for the community resource board to provide feedback this would help the local community members to ask questions and express their concerns about the CRB's and game management decisions.

With regard to handling potential conflict of interest within the operations and maintain transparency in decision-making despite challenges, the results revealed that the CRB uphold code of conduct, disclosure requirement and transparency in decision-making.

The respondents pointed out that CRB follow what was stipulated in the code of conduct which guide the operations of the CRB. They said that the rules and regulations were formed immediately the board was formed and this is followed by the CRB. This means that they enforce a comprehensive code of conduct that outlines ethical standards, including guidelines on conflict of interest. The Chiawa game management as made sure all CRB members are aware of and agree to adhere to the code of conduct.

Others pointed out that the CRB comes back to inform the community if there are certain things that happened not as planned. This requires the CRB to disclose any potential conflicts of interest, including financial interests, personal relationships, or any other affiliations that may influence their decision-making. It was important for Chiawa CRB to establish a regular process for members to update and disclose potential conflict of interest.

The results also revealed that the Chiawa CRB make sure that the local community members are involved through meetings so that decisions are made openly. To avoid

conflict of interest, the CRB conduct regular gatherings to ensure decision-making was done in an open and transparent manner. This means that the CRB has to ensure there were clear document discussions, decisions, and the rationale behind them, making this information accessible to the community.

Concerning the ways in which the Chiawa CRB in Chiawa game management involve local residents in the decision-making and planning of the game management activities, fostering a transparent and inclusive approach, the results revealed that the CRB uses community meetings where local people are involved in decision-making. It was important for the CRB to organize regular community meetings to discuss and deliberate on game management activities. This provides a platform for local community members to voice their opinions and may help in sharing traditional knowledge. One of the clear theme developed from this was community based monitoring.

The results revealed that the local community members are involved in the managing of wildlife and the activities related to Chiawa game management. This means that the CRB act as a link to help the local community members to be involved in monitoring wildlife populations, habitat conditions, and other ecological indicators. This help the community to have sense of ownership and responsibility.

The results resonates with those by Krischke (2016) that alluded to the fact that the Kenyan new policies of CRBs in wildlife management and conservation have provided and created a chance for sustainable wildlife conservation because it has shifted the rights, responsibilities, and revenues to the landowners the communities who bear the cost of conserving wildlife.

The results also revealed that CRB in collaboration with the Chiawa game management to a larger extent through regular meetings with the community members, members are able to voice out their concerns, ask questions and activities are clarified during this time. It was also revealed that the traditional leaders and Chiawa CRB work together and ensure that the community members are free to communicate through concerning the activities in Chiawa game area.

From the findings also it has been revealed that the CRB has put in place mechanisms to ensure that financial transactions and resource allocations are transparent and accountable to the local community. The mechanisms identified from the raw data presented by the respondents were financial reporting, budgetary transparency, and community consultation on large investments.

The respondents pointed to the fact that meetings are organized by the CRB where they share how finances are being used. This involves providing detailed financial reports to the community, outlining income sources, expenditures, and the allocation of resources. The community pointed out that the CRB put in place are able to clearly present financial statements in an understandable format, making them accessible to the local community

The results also revealed that the CRB every year engage the local community in budgeting for the activities which is presented to the other stakeholders for approval and how the community will share the funds. By so doing it means the community members are allowed to provide input and the CRB provides the feedback on priorities for resource allocation. Also they share the approved budget with the community detailing how funds were used for various projects and activities.

The research results are contrally to the results presented by Fernandez (2018) in Lupande, Zambia that revealed that the chairpersons of the CRBs and villagers complained of lack of transparency by ZAWA. Further, the results revealed that the community members had no access to financial reports indicating the total revenues from hunting. Having looked at the first objective, the report focused on the second objective.

5.3 The impact of CRBs on the sustainable management of game and wildlife

The study had a second objective that focused on the impact of CRB on the sustainable management of game and wildlife. The participants were asked to explain how the local community members perceive the role of CRB in Chiawa game area in promoting sustainable game and wildlife management, the research findings on this revealed that the CRB are perceived by the local community as the local representation, who collaborate with government agencies and also help the community in the area of community based monitoring programs.

The respondents pointed to the fact that the Chiawa CRB play a major role in representing the community because they are from within the community. The CRB are perceived by the local community as those people who present the interest and sides with the local community in decision related to game and wildlife management. This is because the CRB in most cases includes community members who actively engage in discussions and decisions, ensuring that local community knowledge and priorities are considered. By so doing, this help in the area of sustainable game and wildlife management.

The results also revealed that the CRB help involve the local people in the monitoring of wildlife and the game area. This means that the Chiawa CRB facilitates community-based monitoring programs, engaging the local people in the tracking and reporting of wildlife populations and habitat conditions. This helps the community to have sense of ownership and responsibility and it contributes to reduce poaching and the game area achieves sustainable game and wildlife management.

With regard to the ways the CRB influence the conservation awareness and behaviour of community members, the results revealed that the CRB influence conservation awareness through education programs, awareness campaigns, and community engagement.

The respondents alluded to the fact that the Chiawa CRB supported by game management and government organize trainings within the community. The CRB ensure that the community members are involved in educational programs, workshops, and training sessions to raise awareness about the importance of conservation and sustainable management practices.

The findings also revealed that CRB engage the community through meetings where decisions are made by the community members. When the community is involved in decision-making processes it fosters a sense of ownership and responsibility, encouraging community members to actively participate in conservation efforts.

This resonates with the study conducted by Mark (2022) which concluded that involving local people in decision-making promotes conservation efforts, fosters a sense of ownership, and aligns conservation goals with community interest.

Concerning the stakeholder view on the effectiveness of the Chiawa CRB balancing the ecological needs of wildlife with socio-economic interests, the research findings revealed that the CRB acts as a link to support inclusive decision-making in Chiawa chiefdom, and promotes sustainable livelihoods. This means that CRB lobby for the community to be supported by the game management in various areas of business that helps the community to have income generating opportunities in line with wildlife conservation to avoid poaching and sustainably protect the game and the wildlife.

With regard to economic empowerment, the results revealed that local community members are given an up hand in terms of job opportunities which the traditional leaders and the CRB confirmed that 60% of job opportunities needed in Chiawa game management was given to the local community members within Chiawa chiefdom. This includes positions related to guiding, hospitality, conservation monitoring, and other relevant roles. The results revealed that the CRB promotes capacity building which creates job opportunities for the local people in game management. It also revealed that the local community members have access to healthcare, education, and other social services despite being in an isolation area far from the district.

The research findings are similar to the results presented by Sakala and Moyo (2017) whose results revealed that there is a link between sustainable wildlife management and improved rural livelihoods. This is so because revenues from wildlife are used to build schools, clinics, roads, bridges etc. It also offers employment to local.

The study also established measures put in place to address potential disparities in benefit distribution, the results revealed that the CRB supports inclusive decision-making which involves representatives from different segment of the community which includes women, youths, and marginalized groups as well as transparent benefit sharing mechanisms that outline how the benefits derived from game and wildlife management will be shared and distributed among different community members though it is difficult sometimes as one of the respondent echoed.

5.4 Ways of improving CRBs in game management in Zambia

The third and final objective that guided the study looked at the ways in which the CRBs can be improved in Game management in Zambia. The respondents were asked to state on how the CRB can enhance community engagement, the results revealed that CRB should continue to have regular community education and awareness this will help the community to understand the importance of sustainable wildlife management. Also continue with inclusive decision-making, and community based monitoring program.

With regard enhanced transparency and communication strategies, the results revealed that the CRB should continue to hold meetings with the local community members to provide updates on game management decisions, share information about ongoing initiatives and address any questions or concerns raised by the community members. Also the CRB should encourage open forums and consultations specifically focused on game management decisions. This means that they have to invite community members to share their knowledge, ask questions, and provide input into decision making processes. The CRB should advocate for trainings and workshops so that the community can be more informed about new knowledge in game management and protection.

The results are similar to the conclusion made by Sakala and Moyo (2017) whose solution was that to improve the CRBs in game management there was need to improve the local capacity by investing wildlife revenues into sustainable revenue generation activities. The results have demonstrated the importance of CRB in game management in Chiawa game area.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

Chapter six delivers a conclusion and recommendations which are based on the discussion and analysis of the findings from the prior chapter. It must be emphasized that the study aimed at investigating the effectiveness of the Community Resource Boards in game management, the case of Chiawa game management area Kafue District.

6.1 Conclusion

In this study the research findings have shown the importance and how the CRB conduct its activities to achieve effectiveness in game management transparently, collaboratively and sustainably. With regard to effective collaborative efforts, the CRB has played as a link between community members and the other stakeholders involved in Chiawa game management. The CRB have ensured that the local people are engaged and empowered, they have enhanced communication channels whereby the community, government agencies and the game management come together in the area of planning and decision-making process. They have also helped in the area of local enforcement and compliance. In order to maintain transparency in its operations, the results have revealed that the CRB employ meetings with community members, communicates through other local leaders such as the traditional leaders and also workshops and community capacity building sessions. This means that the Chiawa CRB has provided that effective communication which is very crucial and important to maintain transparency, building trust, and ensuring that the local community are actively involved and informed about the CRBs operations in Chiawa game area and the world over. They have provided that link between the community, agencies and the Chiawa game management. They have effectively coordinated and collaboratively engaged the community in various areas through regular meetings, capacity building and created opportunities though with difficulties which has contributed to sustainable game and wildlife management.

The local community members consider the CRB as the local representatives who are able to represent the community interest. They have also advocated for local community conservation education and awareness and helped the game area to have reduced poaching because of involving the local community in monitoring of wildlife. Community involvement, cultural sensitivity, and a holistic approach are often key elements in the success of game management.

6.2 Recommendations

Based on the research results of this study, recommendations are hereby suggested to the Ministry of tourism (MoT), other stakeholders, and the country at large:

- There is need for CRBs to continue having regular meetings with the local community members so that they can take part in decision-making process.
- The government to support the CRBs with financial resources so that they can continue having education programs and capacity building if sustainable game and wildlife management was to be achieved.
- Develop and implement comprehensive training programs tailored to the specific needs of CRB members. These programs should cover various aspects of game management, including conservation principles, wildlife monitoring, and sustainable resource use this will help the CRBs to be more effective in game management.
- There is also need to organize workshops led by experts in wildlife conservation and management within and outside the country. These workshops will provide CRB members with comprehensive knowledge, hands-on experience, and exposure to best practices in game management.

6.3 Future Research Suggestions

Since this study was pure qualitative, there was need to conduct this kind of the study by employing mixed method so that both in-depth explanations and measurement of variables can be incorporated in single study. This will also help to generalize the results. There was need also to carry out such kind of the study on CRBs at national level so that results can be compared to other CRBs in the country and the world over.

6.4 Limitation of the Study

Research is a complex undertaking therefore, just like any other research this study could not go without limitations. To begin with, the study being a pure qualitative the results may not be generalize to other Game park areas on the effectiveness of the CRBs in game management. Secondly, data collection was done during farming season therefore, a lot of community members, traditional leaders were very busy with cultivation and weeding of their field in Chiawa chiefdom which lead to delay in data collection because the research needed to wait for people to come back from their field to arrange for interviews. Finally, the language was not familiar to the research which prompted the researcher to hire an interpreter which added to transport costs because the area is very far.

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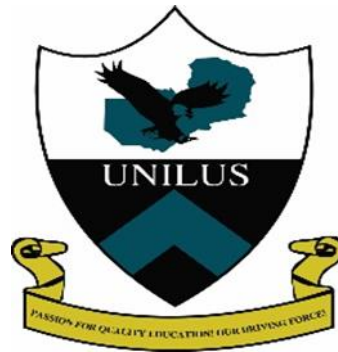
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APPENDIX I: COMMUNITY MEMBERS QUESTIONNAIRE



SCHOOL OF POSTGRADUATE STUDIES

Research Topic: An investigation into the effectiveness of the Community Resource Boards in game management, the case of Chiawa game management area Kafue District.

Yours Sincerely

Catherine Mubanga

MD Student

Demographic Background Information

1. What is your gender?
 - (i) Male
 - (ii) Female
2. What is your age-category?
 - (i) Below 25
 - (ii) 25-34
 - (iii) 35-44
 - (iv) 45-54
 - (v) 55 and above
3. What is your marital status?
 - (i) Single
 - (ii) married
 - (iii) Divorced
 - (iv) Widowed
4. What is your highest level of educational achievement?
 - (i) None
 - (ii) Primary level
 - (iii) Secondary level
 - (iv) Diploma
 - (v) Bachelor's Degree
 - (vi) Master's degree
 - (vii) Other specify.....
5. For how long have you stayed in this Chiefdom?
 - (i) Less than 1 year
 - (ii) 1-5 Years
 - (iii) 5-10 Years
 - (iv) 10 Years and Above

Section B: Research Objective 1: Examine how transparency is maintained in operations

6. Would you briefly explain how Community Resource Board in Chiawa game management area communicate information about their operations to you as a local community member?
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7. What strategies do Community Resource Board employ to ensure that there is openness and accessibility of information regarding their decision-making processes in Chiawa game management area?
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8. How do Community Resource Board in Chiawa game management area handle potential conflict of interest within their operations and maintain transparency in decision-making despite these challenges?
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9. In what ways do community resource board in Chiawa game management area involve local residents in the decision-making and planning of game management activities, fostering a transparent and inclusive approach?
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10. To what extent does the community resource board in Chiawa game management area provide avenues for community members to voice concerns, ask questions, and seek clarification about their activities, ensuring transparency in communication channels?
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11. What mechanisms are in place to ensure that financial transactions and resource allocations by community resource board are transparent and accountable to the local community?
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12. How does the Chiawa game park community resource board collaborate with external stakeholders, such as government agencies or non-governmental organizations, to enhance transparency in the broader context of game management?
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13. In what ways does the Chiawa community resource board educate and inform you as a local community about the ecological and socio-economic benefits of good game management practices, contributing to a transparent understanding of the overall impact?

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Objective 2: Effectiveness of collaborative efforts among all stakeholder

14. How has the collaboration among you community members, government agencies, and conservation organizations within the community resource board framework contribute to the overall success of conservation initiatives?

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15. In what ways you as a community member actively participate in decision-making processes alongside government agencies and conservation organizations, fostering a collaborative and inclusive approach within the Chiawa community resource board framework?

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16. In your opinion, how do government agencies perceive the role of community resource board in facilitating effective collaboration with community members and conservation organizations for conservation efforts?

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17. What challenges and barriers arise in the collaborative efforts among you community members, government agencies, and conservation organizations within the context of community resource board, and how are they addressed?

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Objective 3: Explore the perceived impact of community resource board on sustainable management

18. How does you as a local community member perceive the role of community Chiawa resource board in promoting sustainable game and wildlife management practices?

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19. In what ways has Chiawa community resource board influenced the conservation awareness and behaviour of community members towards sustainable management of game and wildlife?

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20. How does you as one of the stakeholders view the effectiveness of the Chiawa community resource board in balancing the ecological needs of wildlife with the socio-economic interests of the local community for long-term sustainability?
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21. What role does the Chiawa community resource board play in fostering a sense of ownership and responsibility among community members towards the sustainable management of game and wildlife?
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22. In what ways has the Chiawa community resource board contributed to the economic empowerment of you as local residents through fair and transparent benefit-sharing mechanisms?
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23. How does you as stakeholders view the impact of Chiawa community resource board on improving livelihoods and income generation opportunities within the local community through benefits derived from game and wildlife management?
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24. What measures have Chiawa community resource board implemented to address potential disparities in benefit distribution among different segments of the community, and how are these measures perceived by you as local residents?
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Objective 4: Establish ways of improving community resource board in game management area.

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25. In what ways can Chiawa community resource board enhance community engagement and participation in game management activities in Zambia?
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26. How can the transparency and communication strategies of Chiawa community resource board be improved to ensure better understanding and awareness among local community members regarding game management decisions?
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27. In your opinion, what measures can be implemented to strengthen the capacity-building initiatives for Chiawa community resource board members, ensuring they have the necessary skills and knowledge for effective game management?

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.....

End of interviews thank you for your cooperation!

APPENDIX II: TRADITIONAL HEADMEN QUESTIONNAIRE



SCHOOL OF POSTGRADUATE STUDIES

Research Topic: An investigation into the effectiveness of the Community Resource Boards in game management, the case of Chiawa game management area Kafue District.

Yours Sincerely

Catherine Mubanga

MD Student

1. Briefly, explain how Community Resource Board in Chiawa game management area communicate information about their operations to you as a traditional headman?

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2. What strategies do Community Resource Board employ to ensure that there is openness and accessibility of information especially to you as traditional leaders regarding their decision-making processes in Chiawa game management area?

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3. What mechanisms are in place to ensure that financial transactions and resource allocations by Chiawa community resource board are transparent and accountable to the local community?

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4. In what ways you as a traditional leader actively participate in decision-making processes alongside government agencies and conservation organizations, fostering a collaborative and inclusive approach within the Chiawa community resource board framework?

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5. In what ways has Chiawa community resource board influenced the conservation awareness and behaviour of community members towards sustainable management of game and wildlife?

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6. In what ways can Chiawa community resource board enhance traditional leaders, community engagement and participation in game management activities in Zambia?

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APPENDIX III: CRB QUESTIONNAIRE



SCHOOL OF POSTGRADUATE STUDIES

Research Topic: An investigation into the effectiveness of the Community Resource Boards in game management, the case of Chiawa game management area Kafue District.

Yours Sincerely

Catherine Mubanga

MD Student

1. Would you briefly explain how you as a Community Resource Board in Chiawa game management area communicate information about your operations to the community members and other stakeholders involved in Chiawa game management?

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2. What strategies have you as Community Resource Board employed to ensure that there is openness and accessibility of information regarding the decision-making processes in Chiawa game management area?

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3. What mechanisms have you put in place to ensure that financial transactions and resource allocations are transparent and accountable to the local community?

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In what ways are the community members and other stakeholders actively participating in decision-making processes within your community resource board framework?

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4. In what ways you as Chiawa community resource board influencing the conservation awareness and behaviour of community members towards sustainable management of game and wildlife?

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5. In what ways can you as Chiawa community resource board enhance traditional leaders, community engagement and participation in game management activities in Zambia?

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End of interviews thank you for your cooperation!