Appraisal of the Staff and Management Planning Status of Cross River National Park, Cross River State, Nigeria

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Abstract

Problems: Lack of skilled staff, equipment and facilities prevented the park from implementing effective habitat restoration programmes as well as monitoring of threats and pressures. This study examined the Staff and Management Planning Status of Cross River National Park, Cross River State, Nigeria was. **Approach:** Primary data were collected through interviews and Focus Group Discussions. Secondary data involved a reconnaissance survey of the park for two months to assess the situation on ground. Annual reports of the park were also used to support the results during field exercises (2011 - 2015).**Findings:** Data obtained were analyzed using descriptive statistics as well as chi-square. Results obtained from the study revealed that majority of the respondents (62.6%) submitted that the status of staff is not adequate for effective performance. Furthermore, a greater number (67.3%) were of the views that the skills to conduct critical management activities by staff were inadequate including 80.77% with opinions that no detailed work plan was put in place by the management of the park to guide its day to day operations.However,63.46% were satisfied with the training and development programmes of the park. While 90.38% were of the position that the park operated a comprehensive management plan. This position was rejected based on further investigations that revealed that the existing management plan was prepared in 2010 and therefore requires update. **Conclusion:** The status of staff as well as their effectiveness to conduct critical management activities were inadequate. Furthermore, management planning processes in the Park were also inadequate, in view of the fact that the Park was operating an outdated management plan.

Keywords: Cross River, National Park, Management Planning, Focus Group Discussions, Skills, Status, Critical management activities, Effective performance, Staff, Inadequate.

Introduction

Protected Area is "an area of land and/or sea especially dedicated to the protection of and maintenance of biological diversity and of natural and associated cultural resources which is managed through legal or other effective means" (IUCN, 1994)[1]. Protected areas are established and managed to meet a range of multiple objectives. Each protected area would have a priority objective for which it is being managed. It can also have a range of secondary objectives. The International Union for Conservation of Nature (IUCN) has developed a classification system for placing protected areas into one of six categories. This classification was created to provide a global applicable framework to allow comparison to be made and lessons to be learned across the continents. Under this system protected areas are divided into six broad categories which differ primarily in the access available to the general public (including the extent and type of resource extraction permitted) and in the amount of active manipulation of the biological system by management.

In Nigeria, the Protected Area Management System is under the National Parks; a Category II of the IUCN classification system being protected areas managed mainly for ecosystem protection and recreation. A National Park Service was established through the National Park Service Act CAP 65 of the laws of the Federation of Nigeria, 2004 to take charge of seventeen National Parks existing in Nigeria. The Act provided

the foundation, legal basis and mandate on which operations of the National Parks are predicated. The mandate and mission of the Parks are clearly outline in part 2 of the decree titled: Objectives, Functions and Power. The objectives of the Service include; the conservation of selected and representative examples of wildlife communities in Nigeria, the establishment of an ecologically and geographically balanced network of protected areas under a jurisdiction and control of the federal government, the protection of endangered species of wild plants and animals including their habitats. The objectives include plans for the administration of the National Park, including financial and staffing projections, plans for the development of national and international tourism, where applicable.

The National Park Service provides for the preparation and publishing of a comprehensive management plan for all the National Parks in accordance with internationally accepted standards. Each management plan shall include: A map of the National Park indicating proposed facilities, an inventory of the wildlife, cultural and related natural resources in the National Park, an assessment of wildlife population trends in the National Park, an assessment of wildlife interference and plans for controlling it, a description of proposed research activities, a description of proposed infrastructural development, including the construction of facilities for visitors to the National Park, a description of proposed activities for the management of wildlife resources, including restoration of depleted populations, plans for the administration of the National Park, including financial and staffing projections, plans for the development of national and international tourism, where applicable, plans for the creation of buffer zones around the National Park, plans for public participation in the activities of the National Park, plans for the participation of the local communities in the management of the National Park, plans for promoting and assisting in ensuring environmentally sound and sustainable development in the areas surrounding the National Park, other than the buffer zones, with a view to furthering protection of those areas.

In its simplest form a management plan is a document that sets out clearly what the purpose of the protected area is, what it needs to achieve to fulfil that purpose and the things that need to be done to make this happen. Plans may be more or less prescriptive, depending upon the purpose for which they are to be used and the legal requirements to be met. The process of planning, the management objectives for the plan and the standards to apply will usually be established in legislation or otherwise set down for protected area planners. Management Plans should be succinct documents that identify the key features or values of the protected area, clearly establish the management objectives to be met and indicate the actions to be implemented. They also need to be flexible enough to cater for unforeseen events which might arise during the currency of the plan. Related documents to the Management Plan may include more detailed zoning, visitor and business plans to guide its implementation.

However, the Management Plan is the prime document from which other plans flow, and it should normally take precedence if there is doubt or conflict. The outcome of a comprehensive management plan stems from a management planning process. Fundamentally management planning is a subset of the more general discipline of planning. It has been applied to protected areas in some parts of the developed world since the middle of the 20th century and is now operational across the globe. As a management tool, planning helps protected area managers to define and then achieve the mandate of the protected area. One of the key components in the effective management of protected areas is a sound management planning process. It has been applied to protected areas in some parts of the developed world since the middle of the 20th century and is now carried out across the globe. It is a 'tool' to guide managers and other interested parties on how an area should be managed, today and in the future. It helps protected area managers to define and then achieve the mandate of the protected area under their care. The Management Plan is a document emanating from the planning process, documenting the management approach, the decisions made, the basis for these, and the guidance for future management. The Plan should cover the entire protected area with information on what is to be achieved by management and the rationale behind management decisions.

The International Union for Conservation of Nature (IUCN) emphasized that good staff are vital to the

successful management and development of protected areas throughout Europe and that their training should be a top priority. According to IUCN, "not only technical skills are required, but professional staff also need a wider range of backgrounds including a high level of managerial and communication skills" (IUCN, 1994)[1].The Vth World Parks Congress held in September 2003 declared that "effective management of Protected Areas in the context of global change requires that managers, Protected Areas Staff including rangers, local communities and other stakeholders have the knowledge, attitudes, skills, capabilities and tools to plan, manage and monitor Protected Area Managers. Stakeholders also need the skills to be able to establish and maintain the complex relationships and networks that are essential for sustainable and effective management of Protected Areas" (IUCN, 2005)[2].

The issue of capacity building for PAs has therefore become a major priority within global conventions and the Global Environmental Fund (GEF). Raising the capacity of PA staff was among the principal enabling activities in the Biodiversity focal area of the GEF. Training is also mentioned as an important tool to achieve GEF Strategic Priorities 1 and 2. Almost all GEF related projects approved in the last half-decade included a number of training initiatives for PA staff and relevant stakeholders (GEF, 2007)[3].Capacity building for PA staff is also an important cross-cutting issue in both relevant programmes of the United Nation Environmental Programme (UNEP) and United Nation Development Programme (UNDP).The capacity to manage is the product of willingness, competence, skills, capability, and adequate resources (Kopylova&Danilina, 2011)[4]. Qualified, competent and committed staff are central to the success of Protected Areas. It is therefore not surprising that strengthening the capacity of Protected Area agencies and the individuals working in them has become one of the priorities in the development of PA systems over the last decade. Othman & Asiar (2019)[5] were of the views that organizations can overcome the challenges that they face by using human resources in strategic manner. Therefore, Protected Areas have a significant role to play in managing their human resources potentials. Different practices are essential in the management of human resources; in view of the fact that such practices are targeted aim at creating and sustaining performance (Armstrong, 2013)[6].

Training and developing human capital are a crucial necessity which guarantees that staffs are up-to-date with current market trends Wheelen & Hunger, (2012)[7] and in turn avoids losses as a result of ignorance (Zhou et al., 2011)[8]. Training is done to enhance the capabilities and abilities of employees. Furthermore, it is a means of furthering the knowledge base of employees, while increasing their skills and expertise, which, in the long run, improves the organization's overall performance (Bimpitsos & Petridou, 2012)[9]. Training and development demonstrate an organization's formal ongoing effort to enhance its performance. The worth of an organization's staff and their continued skills and productivity development through training is increasingly being recognized as a crucial factor in guaranteeing a long-term success of small business (Salas et al., 2012)[10].

In recent years, business environment is characterized by dense uncertainty, instability, as well as radical change in confronting various operational challenges (Masa'dehet al., 2016; Orozco et al., 2015)[11, 12]. Increased globalization, tremendous technological revolution Shannaket al., (2012); Masa'dehet al., (2016)[13, 11] and the rapid advocacy for qualified employees and improvement of performance are some of the environmental factors affecting the operation of organizations (Masa'dehet al., 2016; Obeidatet al., 2016)[11, 14].Therefore, organizations now stretch to their limits to utilize the resources at their disposal so as to gain a competitive advantage in such environment (Al-Azmi et al., 2012; Alshurideh et al., 2012; Altamony et al., 2016;Almajali et al., 2016)[15-18].Human resources are among the most valuable assets that organizations can ever have to work towards achieving a competitive advantage. Therefore, it has been established that organizations have a huge role to play in managing the human resources under their control. Studies suggest that human resource management practices have a significant role to play in determining the commitment of employees (Alkalha et al., 2012; Vratskikh et al., 2016)[19, 20].

Hypothesis

Hypothesis one: Status of staff for effective performance in Cross River National Park

Ho: The status of staff as well as their effectiveness can conduct critical management activities.

Ha: The status of staff cannot effectively perform critical management activities assigned to them

Hypothesis two: Planning and processes for effective management in the park

Ho: Planning and processes were adequate for effective management practices

Ha: Planning and processes were inadequate for effective management practices.

Materials and Methods

Study Area

Cross River National Park is situated in Cross River State, which is in the South – East end of Nigeria bordering the Republic of Cameroon. The Park covers a total area of 4000sq km, mainly made up of moist tropical primary rainforest ecosystem. The Park has two distinct, contiguous Sectors: Oban and Okwangwo Sectors. Oban Sector lies within longitude 8 º02'E and 8 º55'E and Latitude 5 º00'N, and 6º00'N. It covers a total area of 3000sq km, and is the larger of the two sectors, rich in biodiversity. Oban Sector is ecologically contiguous with Korup National Park in the Republic of Cameroon. It is reputed to be the richest ecosystem in Nigeria in terms of biodiversity (Cliffs,2004)[21]. It has 1568 plant species of which 77 are endemic to Nigeria, 75 species of mammals, 282 species of birds, and 42 species of snakes (Cliffs,2004)[21]. Oban Sector moist primary forests are also rich in epiphytic ferns and orchids. Okwangwo Sector covers a total area of 1000sqkm and lies between latitudes 6 º02'N and 6 º028'N and longitudes 902' E and 9 º27' E. It shares international boundaries with Takamenda Game Reserve in the Republic of Cameroon (Figure 1). It is made up of primary rainforest, Montane Forest and derived savannah, with about 1545 identified species of plants in 98 families. The rediscovery of Gorillas in the Boshi and Okwangwo areas in late 1987 is of particular importance, because as they are the most viable population of low land gorillas in Africa (Happold,1987)[22].

The Oban Division lies between latitude 8^0 05'N and 8^0 55'N and longitude 5^0 00'E and 6^0 00'E in Akamkpa and Etung Local Government Areas of Cross River State, Nigeria (Paul and Emeka, 2015)[23]. It covers a total area of 3000 square kilometers and shares a long border with the Korup national park in the Republic of Cameroon, forming a single protected ecological zone. It is renowned for its diverse scientific, education and tourism potentials being one of the oldest rainforests in Africa identified as a biodiversity hotspot. Over 350 bird species have been identified in the Division including Xavier's green bull. Also recorded are 16 primate species, 42 species of snakes and 75 mammal species among others (Birdlife, 2023)[24]. The soils of the Division are derived from basement complex rocks consisting of granite gneiss. The igneous and metamorphic rocks are crystalline and they weather easily and deeply under humid conditions to form deep soil profiles. Apart from deep soil profiles, depending on the topography, soils in the study area are characterized by coarse-to-fine sand texture, low base status, acidic reaction and low activity clays probably due to the high amount of rainfall and high soil temperature among others (Aki et al., 2014)[25]. The northern part of the Oban division is drained by the Cross River while the southern parts are drained by the Calabar, Kwa and Korup Rivers. The area is very humid with the rainy season of at least nine (9) months (March - November) and receives over 3500mm annually with peak periods observed between the months of July and September. The vegetation is a lowland rainforest and characteristic tree species include *Coulaedulis, Hannoaklaineana, Klainedoxagabonensis, Khayaivorensis and Lophiraalata.* Over 350 bird species have been identified in the study area including Xavier's green bull. Also recorded are 16 primate species, 42 species of snakes and 75 mammal species among others (Birdlife, 2023)[24].
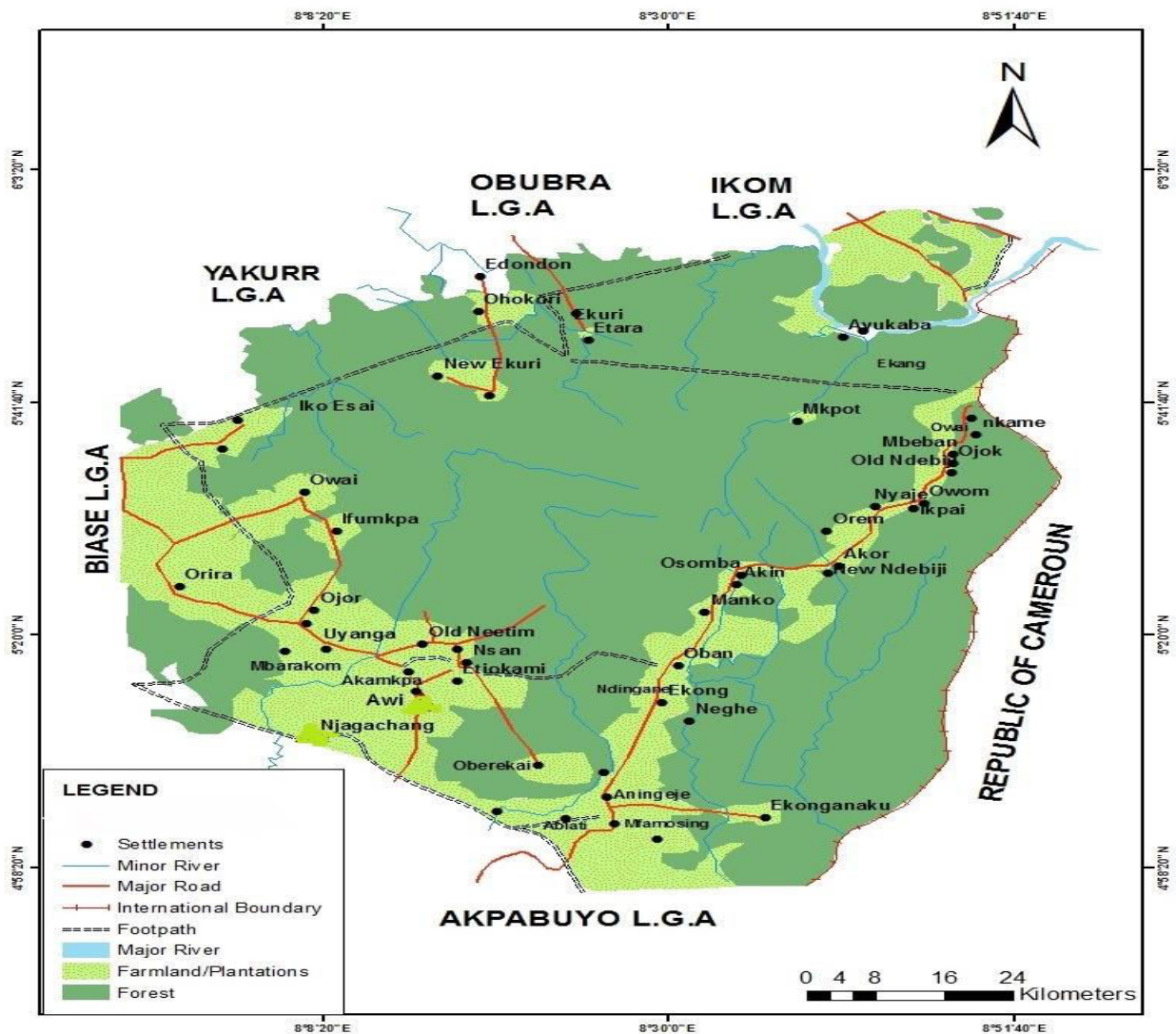
Figure 1: Map of Cross River National Park

Method of Data Collection

Both primary and secondary data were collected. Reconnaissance survey of the park was undertaken for two months to assess the situation on ground in the study area. During the period the Park was contacted to gather all relevant documents pertaining to their operations. This included existing documents containing appropriate biological and management information, draft management plans, tourism development plans, zonation plans (where available) and annual reports covering the study period (2011 - 2015). Field trips were also embarked upon to assess the situation on ground. The primary data collection tool for the study was a standard questionnaire based on the Rapid Assessment and Prioritization of Protected Area Management (RAPPAM) methodology. The questionnaire covers some aspects of international evaluation framework developed by the World Commission on Protected Areas (WCPA) (Hockings, 2003)[26].

Questionnaires were used as the research instrument for data collection. The questionnaires consisted of a list of questions that were administered to respondents to obtain information on the status of biodiversity

conservation in Oban Division of Cross River National Park for the past five (5) years (2010 - 2014). The questionnaire was structured using the Likert scale method byKo &Stewart(2002)[27] which allow respondents to make personal decisions based on individual degree of rating and intensity of items contained in the questions, which varied from, Agree (A), not sure (NS), to Disagree (D). The questionnaire was developed by the research team and used for the collection of data for the study.

Focus Group discussion were held with principal stakeholders in this study namely officials of national Park Service to obtain secondary data. The meetings provided a forum for the acquisition of first hand briefing on the scope of the assignment. It also provided a medium to gain insight into the views and sensitivities of senior Park administrators on their expectations as well as concerns about the current state of the Parks and their views of the Parks' future. Documentary materials consisting substantially Annual Reports of the Park were obtained from the Park's Head Office. These were reviewed critically with a view to making inferences that will enable the study make meaningful recommendations. Extensive use of the internet provided valuable resources material, especially with regard to obtaining information about other countries' experiences with National Parks. Site visits to the field were undertaken with a view to having first hand practical and empirical experience about the realities and physical conditions at the Park.

The administration of questionnaires was in a workshop setting with strict supervision from the researcher using previously collated data and Park records. This allowed for respondents to be accountable to one another. Nine departments were used for the study including Human Resource Management (HRM), Ecology and Resource Management (ERM), Planning Research and ICT (PR/ICT), Works/Maintenance (W/M), Ecotourism, Finance and Account (F&A) as well as Litigation (LIT), Public Relation (PR) and Internal Audit (IA) (Table 1).

Sample Size

Table 1 shows that the sample size of the respondents was a 25% of 415 Staff resulting to a total of 104 respondents. Consequently, Eight Staff were randomly selected from the Department of Human Resource Management, seventy-One from Ecology and Resource Management, nine from Planning, Research and ICT and three from Works/Maintenance. Others include Seven Staffs from the Department of Ecotourism, four from Finance and Account and two from Litigation, Public Relation and Internal Audit respectively.

Table 1 Sample Size of Staff for the Study

S/N	Departments / Units	Junior		Senior		Total	
		Total	25%	Total	25%	Total	25%
1	Human Resource Management	6	1.5	26	6.5	32	**8**
2	Ecology and Resource Management	194	48.5	91	22.5	285	**71**
3	Planning, Research and ICT	18	4.5	18	4.5	36	**9**
4	Works/Maintenance	3	0.75	9	2.25	12	**3**
5	Ecotourism	11	3	16	4	27	**7**
6	Finance and Account	4	1	11	3	15	**4**
7	Others (Litigation, Public Relation and Internal Audit)	2	0.5	6	1.5	8	**2**
	Total	**238**	**60**	**177**	**39**	**415**	**104**

Results and Discussion

Level of Staff in Cross River National Park

The level of staff in a Protected Area is very crucial in the overall success of its operations. Cross River National Park stood at 415 in the year 2015. Out of this number, 32 staff representing 8% of the total staff

strength are under Human Resources Management, 285 representing 69% constitute Ecology and Resource Management Cadre, 36 representing 9% are made up of staff in the Planning Research and ICT and 12 representing 3% were in Works and Maintenance. Others are 27 (6%), Ecotourism, 15 (4%) are in Finance and Account while 8 representing 1% were in Litigation, Public Relation and Internal Audit. (Table 2).

Level of Staff for Adequate Performance

On the adequacy of staff for effective performance, majority of the population sampled (62.6%) were of the opinion that the status of staff is not adequate for effective performance while 29.8% had a different opinion as shown in table 3 below. However, there was a general opinion from the respondents that it was not the number of staffs that was frequently the issue, but where they were located, the provision of adequate equipment for their operations, the skills and the level of responsibility of the staff.

The major weakness in the park in terms of the status of staff was number of staff which was indirectly related to inadequate funding. Understaffing is not limited to Cross River National Park alone. In Myanmar, 1% of its parks were operated without staff while 40% had some staff but not enough to adequately meet up with critical management activities (Rao et al., 2002)[28]. 10% of India's National Park as well as 13% of its wildlife sanctuaries were operating with little or no staff. Singh(1999);Brandon et al. (1998) &Therborgh et al. (2002)[29-31] as well as other studies, all have similar findings.An indication that inadequate staffing is a global phenomenon.

Adequate Skills of Staff

Majority of the respondents sampled (67%) were of the views that skills to conduct critical management activities by staff were inadequate, indicating that only 28% supported the position (Table 4). However, it was generally recognized that the skills by staff to conduct management activities was not only inadequate in Cross River National Park but a global challenge.

Lack of skilled staff, equipment and facilities prevented the park from implementing effective habitat restoration programmes as well as monitoring of threats and pressures. The park is also enjoying some significant level of support from WCS - an environmental NGO in the areas of biodiversity conservation through research (generating knowledge and developing infrastructure), effective communication within the park and local communities. Park protection, patrols and demarcation of boundaries, ecotourism and local community outreach (improving living standards through public health programmes) as well as empowering the local economy were also given support. The high level of the effectiveness of park patrols are thus attributed to the support enjoyed by this organization - a situation that is generally common in parks across the world (Diqianget al., 2003)[32].

Table 2 *Level of Staff in Cross River National Park as at 2015*

S/N	Departments / Units	Junior	Senior	Total (%)
1	Human Resource Management	6	26	32 (8)
2	Ecology and Resource Management	194	91	285 (69)
3	Planning, Research and ICT	18	18	36 (9)
4	Works/Maintenance	3	9	12 (3)
5	Ecotourism	11	16	27 (6)
6	Finance and Account	4	11	15 (4)
7	Others (Litigation, Public Relation and Internal Audit)	2	6	8
	Total	**238**	**177**	**415 (100)**

Table 3. *Level of Staff for adequate performance in Cross River National Park*

Response	Departments / Units							
	HRM	ERM	PR/ICT	W/M	Eco Tourism	F/A	Others	Total (%)
Agree	2	25	0	1	1	1	1	31 (29.8)
Not sure	0	5	1	0	1	0	1	8 (7.6)
Disagree	6	41	8	2	5	3	0	65 (62.6)
Total	8	71	9	3	7	4	2	104 (100)

X^2cal = 3.987745** df = 6, X^2tab = 2.847726 P - value = 0.015

Since X^2cal (3.987745) >X^2tab (2.847726), the null hypothesis was rejected implying that the status of staff is not adequate for effective performance in Cross River National Park.

Table 4. *Adequate Skills to Conduct Critical Management Activities*

Response	Departments / Units							
	HRM	ERM	PR/ICT	W/M	Eco Tourism	F/A	Others	Total (%)
Agree	4	5	2	4	4	5	5	29 (27.9)
Not sure	1	0	1	0	0	1	2	5 (4.8)
Disagree	15	9	9	8	6	13	10	70 (67.3)
Total	20	14	12	12	10	19	17	104 (100)

X^2_{cal} = 0.200129** df = 6, X^2_{tab} = 2.847726 P - value = 0.971

Since X^2_{cal} (0.200129) <X^2_{tab}(2.847726), the null hypothesis was accepted with the views that skills to conduct critical management activities by staff were inadequate in the Park.

Training and Development

Results in table 5 shows that 63.46% of the respondents were satisfied in the training and development programme of the park, while 28.85% had opposing view. It was also observed that the highest number of respondents (18) that were in support of adequate training programme in the park were from HRM, a Department whose primary function was to train and develop staff.

The background and experience of protected area staff is also a critical factor for improving and maintaining the management effectiveness of protected areas. The park was created from former forestry and game reserves managed by the Cross River State Government at levels that was made up of farms with logging and sivicultural activities. In that circumstance, some of the workers who were later inherited by the park were not experience and knowledgeable in the complete activities of protected areas management. This is one of the possible reasons of discrepancies in staff capabilities within the park and the protected area systems worldwide. The position has been corroborated by similar studies in China where many of the protected areas were created from the former forestry bureau (Diqianget al., 2003) [32].

Table 5. *Training and Development Opportunities for Staff*

Response	Departments / Units							
	HRM	ERM	PR/ICT	W/M	Eco Tourism	F/A	Others	Total (%)
Agree	18	9	7	7	6	10	9	66 (63.46)
Not sure	1	1	1	1	1	1	2	8 (7.69)
Disagree	1	4	4	4	3	8	6	30 (28.85)
Total	20	14	12	12	10	19	17	104 (100)

X^2_{cal} = 0.201294** df = 6, X^2_{tab} = 2.847726 P - value = 0.970

Management Plan

Majority of the population sampled (90.38%) submitted that the park was operating with a management plan. While 5.77% disagreed. Though there was a comprehensive management plan to carry out the day-to-day running of the park as reflected in table 6, the document that was produced and approved for use in 2011 supposed to be reviewed five years later.

Results of planning particularly objectives indicated that the park had objectives that were aimed at protecting biodiversity in the park. Management policies were largely consistent with these objectives. While this evaluation is positive, on examination, many of the objectives were found to be rather general and did not provide specific enough direction for management. Above all, the objectives could not be incorporated into the park's management plan. Results also revealed that the park had a management plan that is outdated because it was prepared in 2011. This is a serious weakness because in most protected areas across the globe, effective management is predicated on current management plans; a situation that is similar with all the 150 protected areas in Nepal. In Nepal protected areas, most of the parks operate with up to date management plans including clearly stated biodiversity focused objectives in the buffer zones and community conservation plans (Bhusal, 2014)[33]. It is therefore a big challenge to the National Park Service to prepare -a comprehensive management plan not only for Cross River National Park but also for all the parks in the country.

Table 6 *Comprehensive Management Plan*

Response	Department / Units							
	HRM	**ERM**	**PR/ICT**	**W/M**	**Eco Tourism**	**F/A**	**Others**	**Total (%)**
Agree	19	14	9	9	9	9	15	94 (90.38)
Not sure	1	0	1	1	0	0	1	4 (3.85)
Disagree	0	0	2	2	1	0	1	6 (5.77)
Total	**20**	**14**	**12**	**12**	**10**	**9**	**17**	**104 (100)**

X^2_{cal} = 0.10668** df = 6, X^2_{tab} = 2.847726 P - value = 0.994

Since X^2_{cal} (0.10668) <X^2_{tab}(2.847726), the null hypothesis was accepted submitting that the park was not operating with a management plan.

Detailed Work Plan

The result in table 7 shows that 80.77% respondents were of the opinion that no detailed work plan was put in place by the management of the park to guide it day to day operations. However, only 12.50% were of the opinion that work plans were used to carry out the management practices.

Particular strengths identified in the current management system in the park in the absence of a current management plan is the adoption of specific targets and goals for achieving management objectives as well as the continuous adoption of new strategies into management. This however, could not provide the necessary guidelines for effective management due to lack of skill manpower to apply current management techniques in protected area management. With respect to issues of management practices, most respondents felt that the park was not able to complete management goals and targets within a reasonable time frame and attributed this to lack of resources for non-delivery of goals.

Table 7 *Detailed Work Plan*

Response	Departments / Units							
	HRM	**ERM**	**PR/ICT**	**W/M**	**Eco Tourism**	**F/A**	**Others**	**Total (%)**
Agree	2	2	2	2	2	2	1	13 (12.50)
Not sure	1	1	1	1	1	1	1	7 (6.73)
Disagree	17	11	9	9	7	16	15	84 (80.77)
Total	**20**	**14**	**12**	**12**	**10**	**19**	**17**	**104 (100)**

X^2_{cal} = 0.11727** df = 6, X^2_{tab} = 2.847726 P - value = 0.992

Since X^2_{cal}(0.11727) <X^2_{tab}(2.847726), the null hypothesis was accepted with the opinion that no detailed work plan was put in place by the management of the park to guide it day to day operations.

Conclusion

In conclusion the status of staff as well as their effectiveness to conduct critical management activities were inadequate as supported by null hypothesis. Furthermore, management planning processes were also inadequate, considering the fact that the Park was operating an outdated management plan.

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