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**AWARENESS AND IMPLEMENTATION OF THE CRITICAL FACTORS FOR  
SUSTAINABLE TOURISM: A CASE OF MAASAI MARA  
NATIONAL RESERVE IN KENYA**

**SAMUEL KUNTAI TUNAI**

**MPPM/112430/18**

**A DISSERTATION SUBMITTED TO STRATHMORE BUSINESS SCHOOL IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF  
THE DEGREE OF MASTER OF PUBLIC POLICY AND MANAGEMENT OF  
STRATHMORE UNIVERSITY**

**NOVEMBER 2020**

## **DECLARATION**

I declare that this dissertation is my original work and has not been earlier presented and accepted for the award of a degree by this or any other institution. To the best of my knowledge, the dissertation does not contain any material previously published or written by any other person except where due reference is made in the dissertation itself.

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Samuel Kuntai Tunai (MPPM/112430/18)

Signature:.....

Date: 18<sup>th</sup> November 2020

Approval

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## **ABSTRACT**

Sustainable tourism ensures the protection of the setting, community participation and empowerment, sharing of benefits, development and growth in the local economy in tourism attraction sites. It lobbies for the maximum number of people who can use a site without an unacceptable alteration in the physical environment and decline in the quality of the experience gained by visitors. Awareness and implementation of critical factors for sustainable tourism by tourism stakeholders is an important step towards achieving sustainable tourism. The critical factors include elements that may affect the achievement of sustainable tourism. They are strategic features, management design, sustainable tourism policies and community participation. The main objective for this study was to assess the level of awareness and implementation of critical factors for sustainable tourism on the Maasai Mara National Reserve (MMNR) in Kenya. A descriptive research design was used to assess the awareness and implementation of the critical factors for sustainable tourism. The target population was 262,106 which included the community members, tour operators, county government officials and the tour facility managers. The sample size was 183 respondents. A random stratified sampling method was utilized. Data was collected using the questionnaire, which was distributed to community members, tour facility managers, tourists, county government officials and tour operators. SPSS version 23 was used to analyze the quantitative data for the descriptive and inferential statistics. The linear regression model was used to test the relationship between critical factors and sustainable tourism. Strategic features, management design, sustainable tourism policy and community participation have a positive and significant contribution towards sustainable tourism in the Maasai Mara National Reserve (MMNR) in Kenya. The findings imply that improvement in critical factors will have significant contribution to sustainable tourism in the Maasai Mara National Reserve (MMNR) in Kenya.

## **DEDICATION**

I dedicate this research work is to my family. I would also like to dedicate this study to all Narok County government officers.

## **ACKNOWLEDGEMENT**

I thank God for His grace and sustenance during the period of my study of Master of Public Policy and Management. I am also grateful to the deputy governor and county executive committee members of Narok County for standing forth during my absence from the office to pursue my studies.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ABMS</b>	Application-Based Mobile Services
<b>CIDP</b>	County Integrated Development Plans
<b>EIA</b>	Environmental Impact Assessment
<b>ELM</b>	Elaboration Likelihood Model
<b>GDP</b>	Gross Domestic Product
<b>KTB</b>	Kenya Tourism Board
<b>KWS</b>	Kenya Wildlife Service
<b>LLP</b>	Littoral Pleasure Periphery
<b>MMNR</b>	Maasai Mara National Reserve
<b>NACOSTI</b>	National Commission for Science, Technology & Innovation
<b>SME</b>	Small and Medium Enterprises
<b>UNWTO</b>	United Nations World Tourism Organization
<b>WCN</b>	World Charter for Nature
<b>WCED</b>	World Commission on Environment and Development
<b>WTO</b>	World Trade Organization
<b>WTTC</b>	World Travel & Tourism Council

## DEFINITION OF KEY TERMS

- Community Participation:** This is the responsibility that the community takes to ensure that they participate in the Sustainable Tourism in the Maasai Mara National Reserve. Community participation can have a positive or negative impact on the sustainability of the National Reserve.
- Critical Factors:** These are elements that may affect the achievement of sustainable tourism. They are strategic features, management design, sustainable tourism policies and community participation.
- Management Design:** These includes activities done on a day to day basis to ensure that there is smooth running of operations within the National Reserve. They include practices carried out by the National & County Governments, Tour guides, Tour Facility Managers, trip advisors among others
- National Reserve:** A National Reserve, exists specifically for the preservation of wild animals. Here, certain animals are protected from external forces such as extinction and human-wildlife conflict
- Strategic Features:** These are factors within the Maasai Mara National Reserve whose use and maintenance has an effect on sustainable tourism. They include wildebeest migration, the big five, hot air balloons and game drives.
- Sustainable tourism:** It is also known as carrying capacity. It is the maximum number of people who can use a site without an unacceptable alteration in the physical environment, and without an unacceptable decline in the quality of the experience gained by visitors.

**Tourism:**

Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

## CHAPTER ONE

### INTRODUCTION TO THE STUDY

#### 1.1 Introduction

This chapter introduces the main concepts of the study. Specifically, it covers the background information, the statement of the problem and research questions, the significance and justification of the study. Finally, the scope of the study is also discussed in this chapter

#### 1.2 Background Information

The concept of sustainability came up as a result of the Brundtland report in 1987 which tied with sustainable development terming it as development that satisfies the needs of the present without adversely affecting the conditions for future generations (Brundtland Report, 1987). Sustainable development has been a source of concern for most governments with global organizations focusing on the efforts made by individual states to enhance it. In a world that withstands a populace that is fast approaching the eight billion-mark, sustainable development has been regarded as economy-serving civilization amid the earth's life sustenance system rather than three pillars opined by Griggs *et al.* (2013).

The United Nations Conference on the Human Environment hosted in Stockholm gathered the developed and emerging states together to outline the 'rights' to a dynamic and clean environment. A sequence of similar conferences got held later including the rights of individuals to adequate food, good housing, safe drinking water, and accessibility to family planning techniques (Johnson, 2012).

The UN meeting held in Stockholm on June 5-16<sup>th</sup> 1972 was the pioneer meeting on global ecological issues and marked a shift in the sustainable development debate in the world. The Rio de Janeiro 1992 meeting reiterated the deliberations of the first meeting on the environment in Stockholm (Jedlicka & Kochard, 2013). This meeting popularized the initiative that sustainable development has three connected initiatives which include the environment, society and economy.

Sustainable development, therefore, endorses the notion that communal, ecological, and pecuniary advancements are all achievable within the confines of our earth's natural endowments (Holden, Linnerud & Banister, 2014). It considers everything in the world as having been linked by space, time and life eminence.

Sustainable development is the foundation of the Sustainable Development Goals (SDGs) which are a global agenda adopted by countries in 2015 with a vision of ending poverty, protecting the planet and ensuring that all people enjoy peace and prosperity (IISD). Countries resolved to take the bold and transformative moves to help eradicate poverty and all its forms through the 17 SDGs and 169 targets by the year 2030.

### **1.2.1 Sustainable Tourism**

Tourism is one of the fastest growing industries and highest foreign earner around the globe. The World Tourism Organization defines sustainable tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”.

Sustainable tourism is understood from the context of the ecological, social and economic elements of tourism to achieve ‘balanced’ use of natural resources. In Kenya, sustainable tourism was adopted in the early 1990s and has gained extreme importance to the academic, regulatory and policy-making fraternity. Sustainable tourism links with the 2030 Sustainable Development Goals 8.9 that aims for “by 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”. The importance of sustainable tourism is also highlighted in SDG target 12.b. which aims to “develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products”.

Critical factors are an important element of sustainable tourism. The various sustainable development goals (8.9 and 12b) touch on strategic features, management design, sustainable tourism policy and community participation. This study argues that if the critical factors for sustainable tourism are addressed, then sustainable tourism in the Maasai Mara National Reserve will be achieved.

Sustainable tourism is distinct and unique from mass tourism and other tourism alternatives. According to Schertow (2012), sustainable tourism is a positive methodology aiming to lessen pressures and impacts made by the unpredictability of connections between the tourism industry, traveler, regular habitat and the neighborhood networks as a host of visitors.

Further, sustainable tourism must be based on minimizing the adverse influence of tourism activities on the setting, essentially achieving ecological sustainability and environmental conservation. Sustainable tourism ecology naturally helps develop the tourism of rural areas based on local natural, social and cultural resources. When the ecological conditions are taken care of, or there is a minimum effect on the environment, there is potential to continue attracting tourists when the ecology is conserved otherwise the depletion of the environment would lead to a decline in tourism numbers.

Sustainable tourism has developed throughout the years because of the expanded mindfulness on the need to coordinate basic leadership and ecological administration in the present-day business. The tourism industry has not been left behind and has implemented different projects and activities in the tourism industry segment like the push to incorporate natural administration in basic leadership. As an outcome of sustainable tourism, industry partners inside the business have determined different positive advantages and negative impacts. Sustainable tourism is essentially the kind of tourism that assesses its present and future financial, social and natural effects, tending to the requirements of guests, the industry, the ecology and host networks (Guo *et al.*, 2019; Coghlan, 2019; Jarvis *et al.*, 2010).

From an international viewpoint, tourism continues to play a significant part in the international economy because of its sturdy fiscal multiplier effect and the fact that it espoused small and medium enterprises (SME') as posited by Vanhove (2011). In this manner, the tourism industry is as yet one of the biggest job creators in many nations and a quick passage vehicle into the labor force for youngsters in the urban and remote networks. Moreover, the industry has recorded great progress on worldwide landings and tourist profit.

South Africa is a progress pioneer in critical factors for sustainable tourism. Beginning in 1995, a fresh desire to embrace sustainable tourism has pervaded the sector in South Africa. Green tourism, under administrative supervision and by private plans, now goes outside the environmental-friendly actions. The new green travelling has ensured that the persons living adjacent to parks get to benefit from the parks by drafting and implementing policies meant to enhance sustainable tourism in the country. South Africa is a global frontrunner in this type of inventiveness. An example is Madikwe National Reserve in South Africa's North-West province, which was established to avail job opportunities to the locals who were then utilized in conserving the parks (Dimmer, 2018).

### **1.2.2 Maasai Mara National Reserve**

Maasai Mara has the greatest concentration and diversity of wildlife in the world. It is famous for migration and predators. It is home to the world's attractive wildlife and tourists visit the place to have a glimpse of the wildlife in their natural habitats. According to Magical Kenya (2019), the Maasai Mara National Reserve (MMNR) is considered the jewel of Kenya's wildlife inspecting regions. The biggest attraction in the region is the migration of wildebeests which comprises of over 1.5 million animals entering the Kenyan side from Serengeti in Tanzania in July and leaving in November.

The reserve also houses over 95 species of mammals, reptiles, amphibians and above four hundred bird species (Ogotu *et al.*, 2011; Bedellian, 2014). Its altitude is 1,600 meters and seasonal rainfall peaking in December to January and April to May. It experiences a dry season from June to October. The maximum temperature in the area is 30°C and the lowest at 20°C but can sometimes fluctuate depending on climate changes as de Pinho (2013) opines.

The Mara Triangle is also one of the biggest tourist attractions sites in the world. This has placed Kenya in the world map. At the triangle, tourists have a chance to see the big five: rhino, buffalo, leopard, elephant, and lion, as well as other species of animals. Conservation endeavors in the zone have been mixed. From the era of substantial hunting during the 1960s, the greater part of the fauna has recuperated. Most of the people

residing around the area are from the Maasai community, and this likewise mirrors the political alignments in the local communities. The zone around the national reserve is for the most part exclusive land, prevalently family or community-owned farms where the Maasai live and group their domesticated animals. Worldwide, the travel industry is a significant source of revenue.

In 2019, global visitor landings in the Maasai Mara National Reserve reached 157,591 compared to 145,238 reported in 2018 (Narok County Government, 2020). Essentially, the tourism industry profits from global landings expanded to USD 944 billion from USD 857 billion out of 2007 as per UNWTO (2010) highlights. In Kenya, tourism revenue hit the USD two billion mark in December 2017. This was an improvement of one billion USD from 2016 (CEIC, 2020). The Maasai Mara revenue for 2019 was approximately twenty-two million USD in 2019.

Tourism in Kenya is a source of foreign exchange and income for the government. This helps reduce dependence on other sectors such as Agriculture which are subject to weather and market conditions (Economic Survey, 2019). Kenya's tourism industry is one of the greatest contributors to the growth of Gross Domestic Product (GDP). In 2018, the tourism sector contributed 8.8% of the total GDP. According to the Kenya Tourism Board 2019, the number of tourists arriving in Kenya in 2018 totaled 2,025,206 with a contribution of KSHS 157 billion and 1.1 million jobs. In 2019, tourism contributed revenue of 164 billion with the arrival of 2,048,834 visitor landing. This makes Kenya the third principal tourism economy in Sub-Saharan Africa that is led by South Africa and Nigeria respectively both of which developed substantially less than Kenya in 2018 (WTTC, 2019). This is largely linked to Kenya's strategic resources that attract both local and foreign tourists.

### **1.3 Statement of the Research Problem**

Inadequate or lack of awareness and implementation of critical sustainable tourism policies in the world has become a major issue in the face of globalization. Sustainable tourism became widely recognized in tourism policy practice after several decades of development as per Guo *et al.* (2019). In Kenya, the policies set aside to promote sustainable tourism touch on various issues though a few parks or reserves adhere to and implement only a few

of them. For example, there is 68% decline in wildlife and a decline in 75% in Loita migration as a result of lack of implementation of the critical factors for sustainable tourism (Ogutu et. Al, 2016).

Currently, there is no strict adherence to the implementation of the critical factors meant to promote tourism sustainability in the Maasai Mara National Reserve. These critical factors include strategic features, management design, sustainable tourism policies and community participation. The number of off-road drives in a day has increased due to the uncontrolled number of visitors and tourists posing a challenge to the Mara ecosystem. There is also enlarged demographic growth and overutilization of the Mara River basin and uncontrolled development in the Maasai Mara region. All these have strained the Mara ecosystem thereby encouraging unsustainable activities in the MMNR resulting in environmental degradation and poor management practices as well as overutilization of existing facilities.

This study, therefore, aimed to assess the awareness and implementation of critical factors for sustainable tourism by gathering data from tourism stakeholders on the level of awareness of sustainable tourism success factors as well their implementation. The information derived from the study would be used to improve awareness of sustainable tourism practices in tourist attraction sites in Kenya.

## **1.4 Research Objectives**

### **1.4.1 General Objective**

The main objective of the study was to assess the awareness and implementation of critical factors for sustainable tourism on the Maasai Mara National Reserve (MMNR) in Kenya.

### **1.4.2 Specific Objectives**

- i. To explore the influence of strategic features on sustainable tourism in the Maasai Mara National Reserve.
- ii. To examine the extent of influence of management design on the implementation of sustainable tourism in the Maasai Mara National Reserve.

- iii. To establish the influence of awareness on the implementation of sustainable tourism policy on sustainable tourism in the Maasai Mara National Reserve.
- iv. To investigate the role of community participation in implementing sustainable tourism in the Maasai Mara National Reserve.

### **1.5 Research Questions**

- i. What is the influence of strategic features on sustainable tourism in the Maasai Mara National Reserve?
- ii. What is the influence of management practices on sustainable tourism in the Maasai Mara National Reserve?
- iii. What is the influence of awareness on implementation of sustainable tourism policy on sustainable tourism in the Maasai Mara National Reserve?
- iv. What role does community involvement play in implementing sustainable tourism in the Maasai Mara National Reserve?

### **1.6 Significance of the Study**

The findings of this investigation would benefit the following;

**Academics:** The findings of the study would contribute significantly to the debate surrounding the role of sustainable tourism policies in enhancing sustainable tourism practices. Specifically, the findings were hoped to contribute to the long-standing debate on whether Maasai Mara National Reserve benefits the surrounding communities or if the management of the MMNR permits participation of the community in its conservation issues. Further, the findings of the study form part of the existing literature on sustainable tourism that could benefit future researchers who might want to conduct studies on tourism sustainability and will thus be a source of literature to review.

**The Government of Kenya:** When administered appropriately, tourism can play an important part in the shift to a green economy, particularly due to its strong multiplier effect. Tourism can also help inspire the effectual use of endowments; offer pecuniary backing for the conservation of the country's heritage and the preservation of the natural legacy; offer monetary support for the institution and preservation of protected regions; contribute to poverty mitigation; serve as an substitute to unmanageable monetary

activities; inspire the growth of citizens groups, and contribute to communal growth. Through a proposed concept, these studies highlight the government's role in realizing sustainable tourism practices and facilitate lawmakers when making decisions linked to sustainable tourism practices.

**Host Communities:** The host community is a significant component to reflect in the idea of sustainability. Host satisfaction is linked to both the engrossment local society members in travel activities, and the reimbursements and shortcomings of tourism to host groups. This study aims to shed more light on the benefits and drawbacks of tourism to the host groups and demonstrates the socio-economic opportunities that are likely to arise from sustainable tourism practices.

**Kenyan Tour Operators and Key Industry Stakeholders:** With the growing awareness of the need for sustainability, there is only a minor percentage of Kenya's tourism trades that have espoused sustainable practices, principally nature-based workers or large firms in the flight and welcome sectors. Of those that have reacted to the maintainability challenge, a number have received just shallow changes. There are numerous advantages for a travel industry business in turning into a regarded and esteemed accomplice of the nearby network and economy. This study will highlight the superior communal reimbursements arising from sustainable tourism practices and demonstrate why it is critical for industry stakeholders.

### **1.7 Scope of the Study**

The study was limited to the assessment of awareness and implementation of critical factors of sustainable tourism in the Maasai Mara National Reserve. Data was gathered from selected participants who included the community, county government, critical stakeholders in the tourism industry, officials and policymakers from the Ministry of Tourism, tour facility managers, and tour operators. Primary and secondary data will be utilized in the research.

### **1.8 Limitations and Delimitations of the Study**

The researcher anticipated various challenges during the process of data collection and cleaning. Some of the limitations and their delimitations were;

**Confidentiality of data:** The researcher encountered challenges of getting all relevant information due to the confidentiality of required data as well as the strict regulations guiding the dissemination and use of data. For instance, getting data from county officers and ministry representatives was a bit challenging given its sensitivity. Besides, the data was collected when the hotels were starting to shut down due to the COVID 19 pandemic so the Tour Facility Managers were wary of the data collected.

The researcher had required documents both from the National Commission for Science, Technology and Innovation, NACOSTI and an introduction letter from Strathmore University that enabled him to get information from sensitive respondents.

**Non-cooperative respondents:** Some respondents had challenges cooperating with the researcher for fear of the information they would give pertaining the study.

To overcome this problem, the researcher explained, to the respondents, that their answers will be treated with utmost confidentiality and no victimization will happen. The researcher also helped them appreciate that they would not be needed to write their names in the questionnaire thus ensuring the anonymity of responses given.

**Language Barrier:** The community members interviewed had a challenge of understanding the questions asked.

The researcher engaged research assistant from the area to help interpret the questions for them.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter explored the existing literature based on the three dominant themes of the proposed research. It is organized into sub-sections including the theoretical literature review, theoretical framework guiding the study; and the empirical literature organized according to the objectives of the study. The chapter also included the identification of existing research gaps in the literature, the conceptual framework for the study and operationalization of the study variables.

#### **2.2 Theoretical Review**

The efforts made to increase awareness and implementation of sustainable tourism policies as well as find out the key determinants of sustainable tourism in Kenya were developed and conceived founded on the Elaboration Likelihood Model.

An analysis of how various scholars have utilized these theories reveal an existing debate concerning their usage in tourism policy research. Nonetheless, each scholar draws closer attention to the arguments of the theory and how it tackles their supposed research objectives. Sustainable tourism policies have existed for a while now following the 1992 UN meeting held in Rio de Janeiro, Brazil. Despite their existence, the level of awareness and implementation, especially among developing countries, is low necessitating a call to order of various government agencies responsible for promoting sustainable tourism. The theoretical review of the existing theories and how they have been applied in sustainable tourism policy research will form part of this section.

##### **2.2.1 Elaboration Likelihood Model**

Elaboration Likelihood Model (ELM) developed by John T. Cacioppo and Richard E. Petty in the 1980s was meant to bring out the dual way of understanding the formation and changing of attitudes. Omare (2016) explained that the model distinguishes amidst two persuasion routes: the peripheral and the central route. The theory posits that each of these

routes is determined by the level of elaboration utilized in decision-making and the degree of individual motivation. Kitchen *et al.* (2014) noted several issues regarding the ELM model like the descriptive nature of the theory, issue of multi-channel processing, continuum questions and its analysis of diverse variables that mediate elaboration likelihood. The researchers revealed that because of these issues, the model has been revised severally in its 4 decades of existence. To them, the model was not applicable in all situations the proposers envisioned.

According to Omare (2016), the model holds that when an individual has adequate information concerning available choices and the level of motivation is high and he is likely to evaluate the information, then he or she is probably going to take the central route. On the contrary, a person can take the peripheral route if he or she has little interest or ability and motivation to think or evaluate the message. In the field of consumer behavior, central route has been shown to be linked with permanent changes in client behavior since the ultimate choice relies on informed choices. However, Nel & Boshoff (2017) posit that the theory might not apply on the growth of application-based mobile services (ABMS) because the consumer acceptance of smartphone usage is not related to the behavior of information systems since trust perceptions strongly influence the purchasing behavior of smartphone consumers. The study analyzed the tenets of ELM and found out that it does not apply in the market for ABMS since trust is an important factor that determines the behavior of consumers regarding online apps.

In tourism studies, the elaboration likelihood model can be used to evaluate the level of awareness and implementation of factors influencing sustainable tourism. For instance, if the level of awareness of sustainable tourism policies is higher among the management of the Maasai Mara National Reserve and other tourism stakeholders and their level of motivation to implement the policies is also high, then the likelihood of them taking the central route to make choices concerning these policies will be high. On the contrary, if the level of awareness of these policies is low and so does the motivation of all stakeholders, then there is a high likelihood of them making choices peripherally. The debate surrounding the usage of this theory on tourism-related studies has been ongoing but many scholars agree that the two persuasion routes can apply in sustainable tourism studies. The

theory is thus relevant for the proposed study because it addresses the sustainable tourism policy awareness objective in a way that clearly explains how choices are taken by tourism stakeholders.

The theory was relevant in this study to explain objective four on community engagement in sustainable tourism practices. Omare (2016) notes that ELM provides a crucial philosophy for modeling strategies for domestic tourism promotion by utilizing both peripheral and central routes to inform the locals of the need to visit local tourism sites and do it more regularly.

### **2.2.3 Theory of Sustainable Tourism Development**

The theory holds that the process of designing sustainable tourism growth strategies ought to be conducted in cooperative efforts by the state, local communities and businesses. Further, those strategies should focus on the maximization of the potential positive and minimization of the probable adverse effects (Tahiri & Kovaci, 2017). The theory also posits that tourism sustainability and development can be classified into two consideration categories.

The first should consider the conservation of the natural ecology and resources. The second category should aim at the conservation of the living cultural practices and traditions of the society. The theory was applied in a study by Modlin (2010) which argued that a local government can make decisions based on the interests of all stakeholders who will get affected by the decision. Therefore, in arriving at such decisions, the government must consider the ecological and cultural or economic impacts of the decision before passing them. Likewise, sustainable tourism involves a decision-making process that comprises the drafting of relevant sustainable tourism policies, passing of laws and regulations to ensure their implementation and considering their likely impacts on the local community and other stakeholders.

The theory also argues that a well-documented and planned sustainable tourism policy can result in benefits to the community and the management of tourist sites. It can also help the

national and county government in supervising the tourist sites like national parks, National Reserves and other sites where tourists frequent.

In the context of the proposed study, sustainable tourism theory is very applicable since the research aims to assess the level of awareness and implementation of sustainable tourism policies in the Maasai Mara. The researcher will also utilize the tenets of this theory in determining the influence of strategic facilities, management practices and community participation on sustainable tourism in the Maasai Mara National Reserve.

#### **2.2.4 Stakeholder Theory**

Spearheaded by Edward Freeman (1984), this hypothesis recommends that a phenomenon is described by its associations with different gatherings and people, who can influence or who are influenced by its exercises. An authentic stakeholder is one who has the privilege and ability to take part in the process; a partner who is affected by the choices of different partners has an option to progress toward becoming associated with the request to direct those effects, yet additionally should have the assets and aptitudes (limit) to take an interest.

As key partners in a travel industry framework, occupants' needs should be distinguished, considered and along these lines, be fulfilled. The theory argues that key partners must be fulfilled at any rate negligibly, general strategies, associations, networks, and even nations will come up short. Similarly, Buer (2011) expressed that the rate of investment (ROI) inside a travel industry framework is an element of partner fulfillment. For Buer (2011), it is the stakeholder center that is the vital objective, instead of an aggressive or client center. Subsequently, effective systems are those that incorporate the interests of all things considered, instead of expanding the situation of one gathering inside confinements given by the others.

All together for this equalization to be accomplished and therefore, economical the travel industry advancement to be effective scope of partners must be associated with the procedure. Be that as it may, partners are individuals and all things considered held in high esteem, which drive their conduct as the two people and associations stick to values. Qualities or sets of qualities shift crosswise over gatherings and societies just as transverse

over people (Freeman *et al.*, 2018).

The business perspective of stakeholder theory holds that for any firm to be successful there is a need for it to create value for its clients, employees, suppliers, its financiers and shareholders. The fact that a business needs all these stakeholders to survive means that it cannot overlook them in the quest to make profits (Freeman, 1984). The theory, therefore, argues that each of these stakeholders is crucial for the firm to triumph and their interests must go in the same direction to ensure that the firm realizes its goals.

The stakeholder theory is applicable to the research because it addresses the issue of community participation in matters conservation. As already noted by Buer (2011), stakeholders desire that actions by the relevant authorities include their views and input. Similarly, in the tourism industry, it is important to include the views of the communities surrounding the tourist sites as one way of avoiding human-wildlife conflicts. This theory, therefore, addresses objectives one and three of the proposed study.

### **2.3 Empirical Review**

This section will be organized according to the four objectives of the study. Relevant literature relating to the critical factors for sustainable tourism will be reviewed in this section. Scholarly articles and research theses on the impact of strategic features; management practices; sustainable tourism policy, and community involvement on sustainable tourism will also be reviewed. Both quantitative and qualitative studies on the topic of tourism sustainability in various parts of the world will be reviewed to identify research gaps necessitating this study, and also a comparison of their methodologies to identify the need for the proposed study. The key sources of literature to be reviewed in this section will include economic surveys, County Integrated Development Plans (CIDP), Kenya National Bureau of Statistics (KNBS), records from Narok County, tourism data on Kenya and other existing literature on sustainable tourism policies from tourism journals.

The empirical review will first look at the global context of sustainable tourism in the first world and developed countries, then consider the developing countries in Asia and Latin America, and then narrow down to the African and Kenyan contexts.

### 2.3.1 Strategic Features and Sustainable Tourism

In a study on rural tourism sustainability in the United Kingdom, Butnaru and Haller (2017) noted that one of the common attraction tourism sites in the UK is the rural tourism that is a source of attraction for a significant number of visitors. The researchers compared cultural tourism with rural tourism and noted that though cultural tourism has had a long history in the UK, rural tourism was gaining roots in most parts of the country. Using  $\beta$  and  $\sigma$  convergence because of their efficiency in similar researches, Butnaru and Haller (2017) analyzed a sample of 12 economic development regions from the UK and determined the convergence and divergence degree of sustainable tourism in the rural areas of the United Kingdom. They utilized data from the Eurostat database for the period 2005-2014 which they organized and numerically analyzed it using Excel software. Their findings indicated some regions in the UK registered an upward convergence. The positive and upward  $\beta$  convergence indicated that for the period 2005-2014, rural tourism was a key source of tourist attraction in various regions in the UK. The study concluded that rural tourism was becoming a key tourist earner in the country thereby calling for a need to have the rural environment conserved for the sake of future generations. Sustainable tourism will ensure that the rural setting is well-taken care and the needs of the local people, as well as their culture, also considered. However, the researchers limited their study to 12 economic development regions and a period of 10 years. The  $\beta$  convergence might be different if a longer timeframe like 20 years and several economic development regions get incorporated in a study.

Guo *et al.* (2019) analyzed the sustainable tourism and climate policies in Australia, Spain, Italy, Norway and the Pacific Islands States. The study categorized these countries as community 3 and analyzed the existing sustainable tourism as well as climate policies. The outcomes indicated that the administration actively drafts and participates in climate change programs, develops more green tourism products and tries to strengthen talks centered on climate change programs to attain tourism sustainability. The researchers further noted that the concept of sustainability has increasingly become deeply entrenched in government policies of most parts of Europe and Australia. Also, such policies have included clauses to deal with climate change and the need for countries to adhere to these

policies as a way of enhancing tourism sustainability in these regions. However, the research fell short of analyzing sustainable tourism policies in other parts of Europe which might present diverse results depending on country-specific characteristics. The proposed study will specifically look at the critical success factors for sustainable tourism in Maasai Mara National Reserve (MMNR) in Kenya to fill the existing gap.

Pegas, Weaver & Castley (2015) conducted a study on domestic tourism and sustainability in Brasil's Littoral Pleasure Periphery (LLP), a key tourist attraction feature in the country's coastal area. The research involved an examination of the rapid and specifically planned growth of the LLP at the expense of the local communities. In the region, which is Brazil's main tourist site, unsustainable tourism outcomes are prevalent in both components of the LLP and a mass tourism ideal is far from being achieved. Also, the study revealed that the anticipated growth in population in the region is a major challenge for the ecological, economic and social sustainability of the region. The study further showed that no specific policies were guiding the development of facilities along with the LLP which had led to increased inequalities in the region where white and wealthy investors were displacing the locals leading to sustainability problems. Being a strategic feature in Brazil, the government should do more to ensure that LLP is protected from international influence and exposure to the outside world, especially developers who have little consideration for sustainability issues including ecological conservation.

Inés Sánchez and Jaramillo-Hurtado (2010) conducted a study on "*Policies for enhancing sustainability and competitiveness in tourism in Colombia*" and noted that Colombia's tourism sector is booming because of the strategic features of tourism in the country. Among the strategic features that attract tourists to Colombia include the Amazon forest, Andes Mountains where tourists go hiking experience, cultural festivals and natural beauty comprising of snow-white beaches, waterfalls, tropical jungles, and even volcanoes. The view of mountainous landscapes while in Medellin city is also a source of tourist attraction in Colombia. The researchers, however, noted that the local authorities had relaxed on the implementation of policies governing tourism sustainability in most parts of the country. Using content analysis, the researchers utilized data from government records to assess the influence of sustainable practices on tourism and tourism earnings in the South American

country. The study recommended the drafting of policies to safeguard the country's strategic features as one way of enhancing tourism sustainability in the region that is also home to the Amazon forest. For instance, the Treaty of Amazon Cooperation was one policy undertaking that was crucial in the efforts toward ensuring sustainable tourism in the South American region.

South Africa ranks top of the tourist destinations in Sub-Saharan Africa thanks to a report by the World Economic Forum Travel and Tourism Competitiveness (2015). The main reason for this high rank is because of its attractive and fascinating tourism endowments or features that comprise of exquisite natural beauty and rich cultural heritage. It is also endowed with beautiful beaches, a good network of nature reserves, Winelands and promotes adventurous activities like water sports, and skydiving. These strategic features have made South Africa the fourth largest growing tourism sector in the globe (Amusan & Olutola, 2017). Statistics from the Department of Tourism indicated that in 2017, tourism contributed a total of R136.1 billion to the economy of South Africa, accounting for over 2.9 percent of the total GDP. The total contribution of tourism's direct, induced and indirect benefits across an extensive value chain amounts to R412.5 billion which accounts for over 8.9 percent of the total GDP. The tourism sector also employed over 1.5 million individuals accounting for 9.5 percent of South Africa's total employment in 2017 (Department of Tourism, 2019).

In a study titled "*sustainable tourism development in the Maasai Mara National Reserve*", Onchwati, Sommerville and Brockway (2010) noted that Kenya's strategic resources attract a majority of tourists who bring in foreign exchange to the country. The Masai Mara is one of Kenya's tourist attraction sites that attract approximately 200,000 visitors every year to the Masai Mara. In 2006, the researchers noted that a peak of 316,500 visitors got recorded, a year in which the MMNR entrance fee netted 5.5 million USD. According to Narok CIDP (2018-2022), the number of visitors to the Masai Mara fluctuates depending on the time of the year but peaks during the great wildebeest migration that starts in July and ends in August. During this time, large herds of wildebeests cross the Mara River to Kenya's Masai Mara creating a spectacular view that tourists come to witness. Onchwati *et al.* (2010) also noted the need to create a balance between the promotion of tourism and

its impacts on the local wildlife, the local people and the environment. This is what is referred to as sustainable tourism. Such kind of practice protects the interests of the wildlife, the local Masai traditional culture and the tourists themselves (Onchwati *et al.*, 2010).

According to the Narok County Integrated Development Plan (CIDP) (2018-2022), the Maasai Mara National Reserve is considered the jewel of Kenya's wildlife inspecting regions. The Maasai Mara is home to 25% of Kenya's big cats and is the most densely populated by wildlife in Africa. The biggest attraction in the region is the migration of wildebeests which comprises of over 1.5 million animals entering the Kenyan side from Serengeti in Tanzania in July and leaving in November. The reserve also houses over 95 species of mammals, reptiles, amphibians and above four hundred bird species (Narok CIDP, 2019). A tourist visiting the Maasai Mara has the chance of enjoying other natural features like the Mara Triangle and the big five (rhino, buffalo, leopard, elephant, and lion). Over 300,000 tourists visit the Maasai Mara every year with the numbers increasing during the Great Wildebeest migration happening between July and September of every year. A visit to the Maasai Mara presents a visitor with an opportunity of a lifetime to experience the serenity of the area as well as experience the strategic features of the area. Onchwati *et al.* (2010) describe the experience as worth because it benefits both the tourist and the local environment.

According to Narok CIDP (2018), hot air balloons are the common forms of attraction in the Maasai Mara National Reserve that allow gamers and visitors to enjoy the Mara ecosystem while enjoying the natural environment. The balloons that fly at the Mara are designed to hold a specified number of passengers. There are those that carry sixteen passengers, twelve passengers, eight passengers and four passengers. The passengers are taken over the Mara crossing different ecosystems in a once in a lifetime experience that captivates the mind as [www.governorscamp.com](http://www.governorscamp.com) advises. Hot air balloons have become very important strategic features that have marketed the Maasai Mara to the world (Narok CIDP, 2018).

Another strategic feature of the Maasai Mara, according to Narok CIDP (2018), are the game drives that are common features in the Mara. Game drives are designed to take the visitors closer to the wildlife-rich spots that give them a chance to view wild animals in their natural habitats. The Mara management gives the visitors seasoned drivers to take them around the reserve and give them as much information as they want to make the experience enjoyable. To ensure sustainability, the gamers are advised not to disturb the animals as they go on with their daily activities. They are also advised not to litter the environment with dust and other stuff that can hurt the wildlife (Narok CIDP, 2019).

The Maasai Mara National Reserve has major classified hotels and lodges depending on the bed capacity, numbers and distribution per sub-county. Narok CIDP (2018-2022) records that there exist five-star hotels with an aggregate of 86 rooms and a 165bed capacity. Four-star hotels are 8 and have 376 rooms and 779-bed capacity. The reserve also has a two-star lodge with a bed capacity of 46 and 9 classified hotels with more than 323 beds and 264 rooms. Such strategic features make MMNR one of the most attractive regions in Kenya for tourists.

### **2.3.2 The Role of Management Design on Tourism Sustainability**

Minh (2016) studied the crucial perspectives of sustainable tourism from Baria Vungtau Province, Vietnam and utilized an interpretivist paradigm where many interviews and observations. The methodological approach involved 21 local citizens, 10 individuals from tours and traveling agencies, and a local leader. Thematic analysis of data indicated that the management and administering of existing tourism policies in the region was poor. As a result, the researchers found out that the existing policies were not quite effective and needed more action plans. Also, there was a need to apply the policies stringently and the creation of more policies. The researcher recommended that the local stakeholders understand the sustainable tourism development in the non-western context and strive to enrich the understanding and interpretation of sustainable tourism policies by all stakeholders in the tourism industry. Additionally, political systems in Vietnam ought to support the development of sustainable tourism in the country. All these boils down to proper management and administration of the available policies and also drafting process of new policies.

Trentin and Fratucci (2013) instigated a study on the regionalization and municipalization of the national tourism policy in Brazil and discovered that despite the existence of tourism policy in the country as early as 1966, the adherence to such policy was little. However, following the re-democratization of Brazil, the neoliberal model gained grounds in the country which saw tourism management go through significant institutional changes. The tourism industry in the country has undergone significant changes, especially on management with changes in regimes with the most notable change being the Decree-Law 448 of February 1992 started by Fernando Henrique's administration. According to the research, this decree saw significant changes take place in the tourism industry with a total reorganization of the management structure. PNMT got consolidated as a key administrative program bringing together various levels of government under its mandate. Since then, tourism policies have not focused much on sustainability with the first notable sustainability policy coming into force in the year 2009 when the tourism board made efforts to enhance sustainable tourism in the country Pegas *et al.* (2015). The study utilized qualitative techniques to analyze policies instituted by the tourism authorities in Brazil and content analysis to conclude. A study on these policies while utilizing quantitative techniques and considering a different timeframe will be appropriate for comparison purposes. The proposed study aims to consider other critical aspects of sustainable tourism and the crucial aspect of tourism management and its effect on the sustainability of tourism in recent times.

Qiu *et al.* (2019) conducted a study on Hong Kong's economic growth in tourism sustainability and carried out in-depth interviews involving twelve key stakeholders in the tourism industry. The researcher also conducted 1839 telephone surveys among the citizens of Hong Kong and used three key dimensions of tourism sustainability including individual welfare, development control, and economic positivity. The findings of the study pointed out to an increasing need for tourism authorities in Hong Kong to involve the public on matters policies because they affect the daily activities of the people. The study also revealed a decreased awareness of sustainable tourism policies among the people majorly because of the failure by tourism authorities in the region to enhance such awareness. Nonetheless, the researchers found out that there were few existing policies targeted at

tourism sustainability in Hong Kong, which meant that more stringent and far-reaching policies needed to be developed to enhance sustainability efforts in the Hong Kong tourism industry. The study majorly focused on quantitative techniques of data collection and analysis. The use of other techniques can lead to different results.

According to Nechifor (2014), tourism is an economic activity that has growth potential and if people responsible for managing it supervise it properly, it can result in tremendous growth. In his study on *tourism and sustainable development*, Nechifor (2014) noted that tourism has developed over time with its growth raising the level of awareness among policymakers, tourists as well as local governments. The research concluded that tourism has implications on the link between the community and tourist sites because it can help improve the lives of the people living around the tourist sites.

Steyn and Spencer (2013) explored the effectiveness of sustainable tourism policies in Tanzania and focused majorly on relevant tourism policies adopted by the Tanzanian administration to develop the sector sustainably. The researchers analyzed the policies for the Tanzania tourism sector for the past decade and attempted to assess their effectiveness in enhancing sustainable tourism in the country. The findings indicated that despite their high effectiveness in the early period of their introduction, the policies had begun failing to meet their aims as envisioned by their drafters. Most of these policies have laid more emphasis on the economic gains of tourism and overlooked the ecological and socio-cultural aspects of tourism sustainability in Tanzania. The study also reviewed similar tourism policies in other parts of the world and noted an almost similar trend in most parts of the world. Despite the assessment and outcomes, the researchers did not consider the case of Kenya in terms of the development of tourism policies from the period 2017-2020 when the growth in tourism was believed to be at the peak.

In a study on “*the ecotourism metaphor and environmental sustainability in Kenya*,” Atieno and Njoroge (2018) revealed that ecotourism in Kenya was critical in the nourishment of the bionetwork surrounding the national parks and National Reserves. Part of the actions that support ecotourism includes a healthy relationship between the surrounding communities and wildlife. The researchers analyzed various parks and

reserves in Kenya to determine the influence of ecotourism on the sustainability of the environment and found out that the sustainability of tourism in the areas depended on the environmental conservation measures. The results indicated that most parks' management authorities were not keen on promoting sustainable tourism and despite the existence of policies to enhance this, such policies only remained on paper. The study only focused on quantitative techniques of gathering and analyzing data. The proposed study will use a mixture of both quantitative and qualitative techniques to assess the critical sustainable tourism factors in the Maasai Mara National Reserve.

Mukeka, Ogutu, Kanga and Røskaft (2019)'s study also revealed that human-wildlife conflicts played a crucial role in improving or deterring tourism sustainability in Kenya. In the study, the researchers noted that to enhance sustainable environmental conservation practices in the regions surrounding forests in Narok County, there was a need to involve the local communities. The management of the forest should draw a balance between using environmental-friendly means of solving human-wildlife conflict. The study also noted that sustainability in the tourism sector can be achieved if the county and national government seek for mechanisms to solve the conflicts in a way that benefits both the parks or reserves and the surrounding communities. Such management issues can only serve to positively impact the tourism industry if the relevant stakeholders are involved in the management and conservation of parks or reserves (Mukeka *et al.*, 2019).

The county administration carries out particular functions to ensure the implementation of sustainable tourism and conservation. These roles vary in type, skills and magnitude. Nonetheless, to relish the bursting reimbursements of supportable tourism, the county government must not renege on its roles some of which are described in the sections that follow.

The county government has the primary role of formulating the policy guidelines to be used in the implementation of sustainable development. This role is discharged through the formulation, development, enactment and implementation of various policies, rules and regulations guiding sustainable conservation and tourism. According to the WTO (2011), the function of the administration in the travel segment is to guarantee the enactment of the

expressed sector growth policy plans and action tactics, the incentive and elevation of private outlay activities. Further, the administration must control, encourage and enhance sustainable tourism by being a service provider.

According to Schertow (2012), the government must put into place conducive macroeconomic, social and political policies; offer modest economic and non-economic enticements to encourage the progression of private businesses in the tourism sector. It should also put in place means to guarantee observance of ecological protection ideals setting as well as suitable mechanisms for appraising and qualifying feasibility studies and Environmental Impact Analysis (EIAs). Schertow (2012) also noted that the county government must oversee the implementation of the tourism act that provide and maintain law and order and ensure the security and safety of residents and visitors alike, providing information and guidance facilitating and coordinating private investments in the sector with an emphasis on promoting the participation of the indigenous population and host communities.

Onchwati *et al.* (2010) also identify the major role the Kenyan government plays in boosting sustainable tourism. The government needs to measure the benefits of tourism and weight them against the problems it causes. The explicit benefits of tourism including employment opportunities, increased government revenue through taxation, aircraft landing fee and foreign exchange inflow far outweigh the challenges associated with tourism. The researchers, therefore, recommend that the Kenyan government introduce initiatives to help create a balance between wildlife, tourism and people. Some of the already instituted initiatives include Naikarra/Olderkessi Community-conservation and tourism initiative that has instituted mechanisms to help manage the associations between wildlife and people.

### **2.3.3 Awareness and Implementation of Sustainable Tourism Policies**

Murphy (2014) studied “*sustainable tourism development in UK National Parks: Principles, Meaning & Practice*” and noted that despite the importance of tourism in the UK, its development often comes with some negative influences which can degrade the environmental and social context under tourist interactions occur. The study also noted that

the degradation occurs in national parks because of the challenges resulting from the dual remit where recreational and conservation practices clash. Irrespective of the existing policies on sustainable development and its role in environmental conservation, the researcher found out that there were few policies on sustainable tourism and how it can assist in eliminating the clash. The study used a qualitative research technique in which a multi-case research methodology was utilized. The study aimed at analyzing two major tourist regions: New Forest and Yorkshire Dales. A triangulated strategy that utilized both secondary and primary data gathering techniques was employed in conducting the study. The outcomes revealed that there was a limited understanding of sustainable tourism concepts because of complicated and ambiguous terminologies. There also existed a problem with the contextualization and operationalization of the principles of sustainable tourism because of the destination's unique traits. The researcher called for an embedment of the tourism sustainability principles into the management and organizing process of national parks to attain meaningful progress.

Guo *et al.* (2019) noted in a study where various articles on sustainable tourism policy were analyzed, that several articles on the implementation of sustainable tourism policies were done on Germany, Turkey, China, Cambodia, Malta and the UK. The researchers also noted that government perspectives on tourism sustainability were the main influencing factor in the development and implementation of sustainable tourism policies. The aim of the implementation of sustainable tourism expansion policies in most European countries was not only meant to change the understanding and ideas of individuals but also to ensure the environmental conservation of tourist sites in these regions. The researchers also considered case studies from Turkey, Malta, Denmark, Germany and the UK which showed how political-economic analysis can disclose how interventions by states or governments can influence tourism sustainability in tourist destinations across European countries. The concern of the public concerning environmental conservation also needs to be taken into account by administrations whenever drafting sustainability policies that affect operations in attraction facilities close to their places of dwellings (Guo *et al.*, 2019).

Moyle *et al.* (2013) conducted a study on the concept of sustainability in Australian tourism policy and planning papers and identified the sustainability concept as it is

presented in 339 Australian tourism strategic policies and planning papers published between 2000-2001. The authors investigated the frequency of usage of the concept of sustainability in these papers and policy documents and noted that the concept usage has slightly increased in strategies over the previous decade. This implies that the level of awareness and implementation of sustainable tourism policies in Australia had increased with time. However, the study did not consider an extended period since the policies change with time and their implementation differs with the changes in policies. The researchers did not factor in the role of the Australian government in enhancing awareness of these policies by drafting and passing them through the relevant authorities and also pushing for their strict adherence.

Tourism is a major foreign exchange earner in Colombia with statistics from the Ministry of Commerce, Industry and Tourism (MinCIT) (2019) indicating that it contributes USD 8 in every 10 entering the South American nation. In 2018, a New York Times article listed Colombia as the second most attractive tourism destination in the continent. According to the article, Colombia's improved security environment and the upsurge in prosperity led to an increase in tourism activities in the state. The tourism and travel industry in the country represents roughly 3.8 percent of Colombia's Gross Domestic Product and ranks number three behind oil and coal in terms of foreign exchange earnings. In 2018, the country realized an increase of 13% in revenues from tourism with the number of visitors reaching 6.8 million (Ministry of Commerce, Industry and Tourism (MinCIT), 2019). Colombia has also made significant strides in developing and implementing specific travel and tourism sector policies meant to promote sustainable tourism. Inés Sánchez and Jaramillo-Hurtado (2010)'s study on policies for promoting sustainability in the Colombian tourism industry indicated that the country was the first to adhere to the Treaty of Amazon Cooperation signed by several countries in the Amazon region to promote sustainable tourism practices. The study analyzed the country's perspective on tourism sustainability from 1998 to 2008. The policy initiatives of the country for this period designed to improve the development and expansion sustainable ecotourism in the country were analyzed. The researchers employed a mixed method approach that saw them successfully analyze these policy documents and draw conclusions from them. Their findings pointed out to the critical role

played by the partnerships initiated by the national government to ensure the successful implementation of sustainability policies. One of the policies was to protect the Amazon Forest which is a major tourist attraction feature in the country (Inés Sánchez and Jaramillo-Hurtado, 2010). The level of awareness and implementation of critical sustainable tourism policies in Colombia was high explaining the increase in earnings from tourism in 2018 as indicated by MinCIT (2019).

In a study on “*Sustainability in Chinese development tourism policies*”, Xu and Sofield (2013) noted that the number of policies aiming at promoting tourism in China had increased following the Open-Door policy of 1978. China started to move towards the development of policies based on sustainability issues in its national tourism policies. The researchers further noted that despite the increased interest in sustainability issues along with national policy development, the level of awareness and implementation of such policies in China was still low because of a lack of guidance from the relevant authorities on sustainability issues. The researchers used a mixed-method approach to analyze two types of tourism policies in China where 56 tourism growth policies were initiated by the state council and 31 provinces since the 1980s. According to the findings of the study, whereas sustainability was an important component in many government policies, it was not clear to the relevant stakeholders what sustainability was actually about and how to go about ensuring sustainable practices in the tourism sector. The study thus recommended a pro-active sustainability technique that needs to be integrated with ecological concerns in the future to permit constructive participation of tourism stakeholders in the transformation of the society towards sustainable practices. The study, nevertheless covered a few policies by the state councils and the Chinese government giving room for biased results because the awareness of sustainability issues might have increased from 2016 due to the increased global efforts by stakeholders in the industry to promote sustainable tourism practices. The proposed study will consider the recent statistics on the level of awareness and implementation of policies regarding sustainable tourism.

Amusan and Olutola (2017) studied the climatic changes and sustainable tourism in South Africa and assessed the contribution of the travel industry to the economic development and sustainable growth of South Africa. South Africa is the leading geopolitical power in

the continent of Africa and plays a significant role in influencing the third world agenda regarding climate change. The study utilized the green theory and synthesized its core underpinnings in the efforts to locate the significant role of tourism as a leeway to sustainable tourism and development in Africa. The researchers also reviewed relevant documents on climatic changes and tourism paying particular attention to the South African situation and bring out the arguments of other authors on the topic. The researchers used qualitative content analysis to undertake the study. The findings indicated that despite South Africa's high ranking as a great tourist destination in the globe, there were still major issues with the sustainability of its tourism sector. It ranks highly as the key contributor to climate change which also affects it, as a country. South Africa's reliance on coal and other carbon-emitting minerals for the general development of the country and source of energy has led to notable adverse effects on its climatic conditions. It ranks among the top 15 GHGs emitters in the globe. Also, the country's tourism sector management has not concentrated much effort towards the drafting and implementation of policies meant to protect the citizens from the harmful effects of tourism growth. The researchers recommended a robust shift in the development and implementation of sustainable tourism policies in the country to ensure decreased effects on the ecology.

According to Onchwati *et al.* (2010), the facilities around the Maasai Mara National Reserve are a source of attraction for visitors thereby enhancing sustainable tourism. The state of roads and airstrip in the reserve serves as a motivator or demotivator of tourism according to Ochieng and Mlewa (2017) argue that the existence of passable roads in the Mara encourages visitors to visit the region because they are assured of an enjoyable trip. A study on the Mara ecosystem by Ochieng and Mlewa (2017) noted that the state of roads at the Maasai Mara had improved with the county government taking care of the management of these roads. The researchers noted that tourism numbers had doubled since 2013 when the county government took over the control of Maasai Mara. This was a good sign because apart from increasing tourist numbers, the county government had also initiated plans to enhance sustainable tourism.

Data from the County Government of Narok and the Kenya Tourism board indicates that a majority of Kenya's tourist attraction sites are not quite aware of the policies set by the

national government and the county governments to protect these sites. For instance, despite the existence of several policies set by the national government and the county administration, the management of some reserves and parks in Kenya have not made serious efforts to enhance their awareness to the people and this translates to low levels of implementation. Some of the sustainable tourism policy instruments in Kenya include National Tourism Strategy 2013-2018, Land use policy, compensation policy, National Wildlife Strategy 2018-2030, Campaign on plastic bags ban, and inclusion of sustainability criteria in hotel ratings. These policies are not commonly known because of the inability of the relevant authorities to sensitize the people on their application. The adoption of the National Wildlife Strategy 2018-2030 by the national administration was an effort to pursue the implementation of sustainable tourism practices in the country (Narok CIDP, 2019).

From the above review, not many studies have focused on the critical factors affecting the awareness and implementation of sustainable tourism in Kenya, and more specifically the Maasai Mara National Reserve. The focus of this proposed study will be to find out these factors and their level of awareness and implementation in the tourism industry.

#### **2.3.4 Community Participation and Sustainable Tourism**

The tourism industry is significantly more than a simple monetary activity; it is an unpredictable and dynamic phenomenon, present in for all intents and purposes in every part of the globe and influences individuals in numerous ways (Brennan, Antony, & Luloff, 2010). The tourism industry influences the manner in which social practices and scenes are formed, and social change mirrors the impact of the tourism industry as one of the specialists set up change. Examples of overcoming adversity in the travel industry probably will not be so elusive. The travel industry obliterates or saves the brilliance of a culture and it trivializes or revalidates culture. Diaz (2013) and Hasan & Siddique (2016) contend that the effect of worldwide travel industry on social legacy of a given network, locale or nation might be incredible given that in the travel industry, not at all like in different parts of the economy, the client is brought to the item rather than the different way. The travel industry may give money related motivating force to restore artistic expressions, creates and other social properties of a given nearby network.

Gani *et al.* (2012) studied the role of local community participation in sustainable tourism planning in Malaysian protected regions and noted that the emergence of conflicts amidst management of parks and the community members because of competition for scarce resources. Such conflicts and competition eventually result in serious ecological problems like degradation and destruction of parks. The researchers revealed that one way of creating a sense of belonging amidst the community members living near national parks or other tourist attraction sites is to permit the participation of the community on the management of the park. The researchers also noted that there existed challenges in creating a balance between community involvement and bringing positive outcomes for the management of parks that required the development of policies to tackle them. The study also suggested some of the ways in which the management of the parks could promote effective involvement of local communities in the management of the parks as a means of decreasing the occurrence of the conflicts. The methodology utilized in the study was a mixed methodology where the researcher used both quantitative and qualitative techniques to draw conclusions and make inferences.

Slocum (2010) investigated the constraints to economic participation by indigenous Tanzanians who reside in and around the existing or future destinations of tourists. The researcher used qualitative techniques to assess the local involvement and perceptions in tourism economies. The study utilized 15 focus groups based in the village to evaluate access to financial, social, and physical as well as natural resources from communities around tourist attraction areas. The outcomes of the study indicated that whereas the villagers had positive perceptions of up surged tourist activity around their areas, there was no access to the tourism market thereby diminishing their chances of eliminating poverty. There was also the problem of decision-making on policy implementation that did not involve the locals' views thereby denying them a chance to express their grievances and views. In most Tanzanian parks, the study found out that there was no clear plan on how the local communities should benefit from the parks, reserves or tourist attraction closer to them. This, according to Slocum (2010) had led to human-wildlife conflict cases that can only be solved through community involvement on matters of sustainable tourism.

Mariki (2013) studied the participation and benefit to local communities arising from National parks and state forest plantations in Tanzania as a way of enhancing the participation of the community in the conservation of natural resources. The researcher compared participatory tactics utilized by national parks and forest plantation of states in Tanzania and revealed that various parts of the country pursued various policies which affected the local people in different ways. Also, the study discovered that the extent to which local communities living around these sites were allowed to participate in their running was a key determinant of their attitudes towards ecological conservation. Lack of participation resulted in resentment, hatred and illegal harvesting of forest and park resources like trees for firewood or charcoal. The study thus recommended that the forest and park management draw policies that allow for the participation of local communities on matters management of forests and other tourist attraction sites.

Human-wildlife conflicts have had serious consequences on the development and growth of tourism in several parts of the world. Studies conducted on the impact of human-wildlife conflict indicate that the overall impact on tourism is negative. These conflicts have contributed to the extinction of some of the species of wildlife that have fallen in the hands of poachers. In a study on “*the ecotourism metaphor and environmental sustainability in Kenya*” Atieno and Njoroge (2018) discovered that ecotourism in Kenya was crucial in the sustenance of the ecosystem around the national parks and National Reserves. Part of the actions that support ecotourism is the healthy relationship between the surrounding communities and wildlife. The researchers analyzed various parks and reserves in Kenya to determine the influence of ecotourism on the sustainability of the environment.

Musimbi (2013) studied the factors influencing human-wildlife conflict amidst communities surrounding Lake Nakuru national park. The researcher used a sample size of 270 respondents and descriptive research design to conduct data from the communities surrounding Lake Nakuru national park. Data was gathered using questionnaires which were then analyzed using SPSS. The study’s outcomes revealed that human populace contributes to the competition in resources amid human beings and wildlife. Besides, people’s migration patterns have led to increased conflicts between them and animals. Despite the existing policies put in place by the Kenya Wildlife Service (KWS), the

communities noted that there are increased cases of human-wildlife conflict around the park. These conflicts have declined the efficiency of tourism in Kenya necessitating that the government lays in place techniques to enhance sustainable tourism in Kenya.

Mukeka, Ogutu, Kanga and Røskaft (2019) conducted a study on “*Human-wildlife conflicts and their correlates in Narok County, Kenya*” in which they utilized data from KWS from the period 2001-2017 to find out the influence of human-wildlife conflicts in Narok County. The results of the analysis indicated that there were three common types of conflicts including attacks on people, crop-raiding, and depredation of livestock. They also found out that human encroachment into the forest was affecting operations in the largest national park in Narok County: Maasai Mara. Their outcomes also indicated that the killing of wildlife had led to near extinction of some animal species which was affecting sustainable tourism in the region. The researchers also noted the efforts of the government in solving these conflicts which they revealed were working well in improving sustainable tourist practices in the county.

According to an investigation by Lewa, Maluki, Vindevov & Farah (2017), the main cause of exacerbation of human-wildlife conflict is the lack of relevant litigation. In their study, the authors used mixed techniques to collect both primary and secondary data which was then analyzed using SPPSS. The outcomes of the study indicated that among other avenues of human-wildlife conflict, logging was rampant since the surrounding communities of Arabuko Sokoke forest use timber, charcoal and firewood to carry out their cooking and other works like carpentry. The researchers recommended that local communities get involved in the management of human-wildlife conflicts. To intensify conservation efforts around the forest, the researchers suggested that the local communities get an equitable share of the benefits from the forest and the management uses less destructive methods of solving the problem. Enhancing the relationship between people and animals will also improve tourism sustainability in the area.

The Local Authority is answerable for land-use arrangement, town and remote development. Local governments have sole regulation over usage of land and apportionment. They also offer and uphold travel service locales and lures, for example,

campgrounds, recreational offices, notable structures, theatres, historical centers, sports offices and open administrations, the nearby specialist furnish street signs as per broadly settled rules, advertising and advancing neighborhood attractions and dispersing data in such manner, control general wellbeing and security, permit foundations as per the national system and most significant, encourage investment of nearby networks in the travel industry (Welford *et al.*, 2010).

The ecosystem in the Mara is in various states of decline (Muchane *et. al.*, 2012). The Maasai Mara National Reserve is surrounded by group ranches. These group ranches are either at communal or individual ownership. The main land use practice agriculture and pastoralism. This takes various forms such as subsistence farming, herding and to an extent commercial farming. These activities have directly impacted the National Reserve and its environs. For example, due to overgrazing and firewood collection, the woodlands and grasslands around the Mara are in the decline. This has further been intensified by the increase in human population which has changed the land use patterns (*ibid*, 2012). Additionally, there is a concern over the ranches being sold to developers who are developing them.

The issue of land use has led to conflicts between the local communities and the management of the Maasai Mara National Reserve as well as the national government. Onchwati *et al.* (2010) hold that the Kenyan government issued a directive to have the local communities paid 19 percent of the National Reserve revenues but the directive has not been adhered to by the relevant authorities. Local resentment about the lack of consideration of the local communities has increased human-wildlife conflicts in the Mara. The researchers also note that during the creation of the Maasai Mara National Reserve, many members of the Maasai tribesmen got displaced which significantly reduced their communal land. The lack of compensation for this land has led to tensions between the people and the wildlife. The government thus needed to act fast to settle the Maasai people in an effort to reduce tensions existing in the borders of the reserve.

Further, this has effects on bringing about human wildlife conflict. The wildlife has made it difficult for the people to farm since the crops are destroyed by majorly elephants. In

return, human population has fenced off the area within the National Reserve making it difficult for the animals to roam freely.

To cushion the Maasai Mara National Reserve against these challenges, the Narok County Government developed a spatial plan meant to protect the Mara ecosystem. This plan, among other things, has placed the conservation zones in five categories namely; Protected Areas such as nature reserves and gazette forests, Critical Ecologically Significant Areas such as wetlands, sacred forests and conservancies, Critical Ecologically Significant Area two such as the remaining forests, Ecological Support Areas One (ESA1) such as aquifers and river buffers and Ecological Support Areas two (ESA2) such as river or wetland buffers which have been converted to agricultural fields.

Some of the recommendations of ensuring responsible land use on the land adjacent to the Mara adhering to the above measures are enhancing the creation of conservancies such as Ol Derkesi, Lemek, Olchoroirowua, Koyiaki, Mara North, Olare Orok, Naboishu, Siaba, Nashulai, Olarro and Siana conservancy and the areas linking them form a critical dispersal area and wildlife corridor, according to Elephant movement data. This will also help to reduce the human wildlife conflict. There is also a plan to secure corridors that link Olarro/Siana/Isateen Conservancies with Olkinyei/Naboisho and Nashulai conservancies through restricted developments and acquisition of the already mapped movement routes.

Furthermore, The Government of Kenya commissioned a study to map wildlife dispersal areas and migratory corridors, aiming at developing a Conservation Connectivity Framework (CCF) that will facilitate formulation of an inclusive and collaborative strategy for securing and managing all the wildlife space that exists in human and livestock dominated landscapes. The study led to the production of a report entitled “*Wildlife Migratory Corridors and Dispersal Areas: Kenya Rangelands and Coastal Terrestrial Ecosystems.*”

The report defines state, drivers, pressures, impacts and responses to socio-ecological and economic interactions as they relate to resource planning and decision-making, as well as to prioritizing opportunities, threats and desired actions. A total of 58 migratory routes and

corridors were identified in the southern Kenya rangeland ecosystems and 17 of them were identified in Maasai Mara Ecosystem.

According to Onchwati *et al.* (2010) and Narok CIDP (2018-2022), the Maasai culture is one strategic feature of the Mara that attracts tourist from foreign countries. Over the years, the Maasai culture has withstood the test of time standing firm against the influence of a globalized world. Tourists from all over the world visit the Maasai Mara to experience the rich culture and end up enjoying their visits. Their unique way of dressing and culture is known to be the longest preserved culture in the world. However, due to the influx of visitors into the Mara, the Maasai community has complained of inappropriate exposure of their culture to the tourists without their consent. Some have also complained of losing their land to the reserve with no compensation at all. These issues, according to Onchwati *et al.* (2010) call for a discussion involving the county government, the locals and the national government on the best method to resolve the conflicts and decrease human-wildlife battles.

#### **2.4 Tourism Development in Kenya**

Tourism is a major source of revenue for the Kenyan administration and helps in the growth and development of the economy (Onchwati, Sommerville & Brockway, 2010). It also assists the country to earn foreign exchange since most of the tourists come from foreign countries. Kenya's tourism industry started before 1930 when worldwide travelers started arriving in the nation in their small numbers. The vast majority of these early abroad guests to the nation were affluent Europeans and Americans who could manage meeting the cost, time and assets for relaxation amusement (Deisser & Njuguna, 2016). The rich wildlife endowments were the base on which Kenya's tourism industry was established. Nowadays, secured regions cover around 8 percent of the nation's aggregate land. The main vacationers to visit the parks during the 1950s and 1960s were keen on sport hunting, sport angling, gathering of trophies, and by and large surveying of the natural life in the parks. A portion of the real exercises included butchering game for sustenance, skin, ivory, catching live creatures available to be purchased abroad, and photography. By the 1970s, sport chasing had joined with poaching and subsistence chasing to undermine certain types of natural life. This prompted the restricting of game chasing and exchange game trophies in 1977

and 1978 respectively. Following the official forbidding of hunting, Kenya's travel industry started to advance regarding the shooting of the untamed life with the camera, and more prominent accentuation went into the advancement of regular scenes in the nation including biodiversity, natural life, and extraordinary eco-frameworks.

#### **2.4.1 Economic Impact of Tourism**

Scholars have discovered that the pecuniary impact of tourism not only depends on the number of travelers, but the quality of services offered which can make tourists willing to pay more for them (Hasan & Siddique, 2016; Jarvis *et al.*, 2010). There are several other factors that are important considering the benefits of tourism on the local community. These can be clustered into factors linked to the tourists and their demand and to the destinations and their supply (Pouta Neuvonen & Sievanen, 2012). Destinations focusing on nature-based tourism are often in relative remote locations in relation to the urban demand markets (Line & Costen, 2016). Nevertheless, the supply of nature-based tourism services is not necessarily evenly spread out over the area. Moreover, varying accessibility and relative location towards the urban demand markets give advantages to certain destinations and disadvantages to others.

Additionally, local variations in population and other socio-economic preconditions influence the local tourism supply (Chaperon & Bramwell, 2013). This means that demand is not evenly distributed in relation to the type and spatial structure of supply. The revenue from tourism has grown over time making it one of the globe's major and the fast rising sectors of global trade, adding up to 9.5 per cent of international Gross Domestic Product (GDP), 5.4 per cent of worldwide exports, 1.8 per cent increase of worldwide employment (or one in every 11 jobs globally) and 4.4 per cent of global capital investment (WTTC, 2013). International tourist arrivals worldwide reached 1087 million in 2013 from 1035 million in 2012 an increase of 5%, generating US\$ 1.4 trillion revenues (UNWTO, 2013). International travel streams are projected to hit 1.5 billion by 2020 and income projected to bypass USD 2000 billion mark.

Kenya is home to some of the most well-known game safari termini in the East Africa region, matched possibly only by Tanzania. According to the Economic Survey 2019, the

number of tourists arriving in Kenya in 2019 via Moi International Airport and Jomo Kenyatta International Airport totaled 1,148,275 visitors at September 2019. This was a slight improvement from the 1,089,807 recorded in 2018 for the same period (KNBS, 2019). The increase in visitor arrivals translated to an eight percent increase in earnings of foreign currency to Kenya (KNBS, 2019).

## **2.5 Research Gaps Identified**

Scholars have noted that a large proportion of tourist come to Kenya, and particularly Maasai Mara. However, they argue that uncontrolled tourism is harming some wildlife locales and upsetting nature species, particularly in Amboseli National Park and Maasai Mara National Reserve. Hasan & Siddique (2016) have also noted negative environmental effects as a result of tourism activities. The extent of these effects relies on the extent of tourism expansion and usage, pliability of the bionetwork, lasting versus immediate tourism scheduling and the degree of adjustment of the travel site.

The awareness on implementation of sustainable tourism policies is a major determinant of tourism sustainability in most parts of the world. The reviewed studies show that despite the existence of stringent and elaborate sustainable tourism policies in Europe, Asia, South America, America, Australia and Africa, the level of awareness of these policies as well as their implementation was low and based on country-specific factors. Some countries have relaxed on the implementation of these policies irrespective of there being measures to enhance sustainable tourism practices.

The animal migrations between MMNR and Serengeti indicate that the reserved parts are not adequate for their desires. Their travelling into human settlements indicates that what ensues in the connecting group ranches have an unswerving impact on wildlife in the protected zones as argued by Onchwati *et al.* (2010); Atieno and Njoroge (2018) and Musimbi (2013).

Though a few studies relating to the negative impacts of wildlife-based tourism have been carried out in Maasai Mara, quite miniscule has been completed to examine the awareness on implementation of critical factors of sustainable tourism in Maasai Mara National

Reserve. Furthermore, most of the studies have focused on qualitative statistical methods of data analysis without looking at the powerful forces and therefore do not offer adequate intuitions into the spatial sequential dynamics of these deviations. This study will focus on the quantitative aspects of sustainable tourism in the Maasai Mara National Reserve. Consequently, an inclusive examination of the awareness on implementation of critical factors of sustainable tourism, that also are regarded as the chief driving forces behind these fluctuations in tourist numbers is required in order to support in the formulation of a supportable growth policy for the ecosystem. This study will seek to fill this gap by studying the awareness of critical factors of sustainable tourism with a specific focus on the Maasai Mara National Reserve.

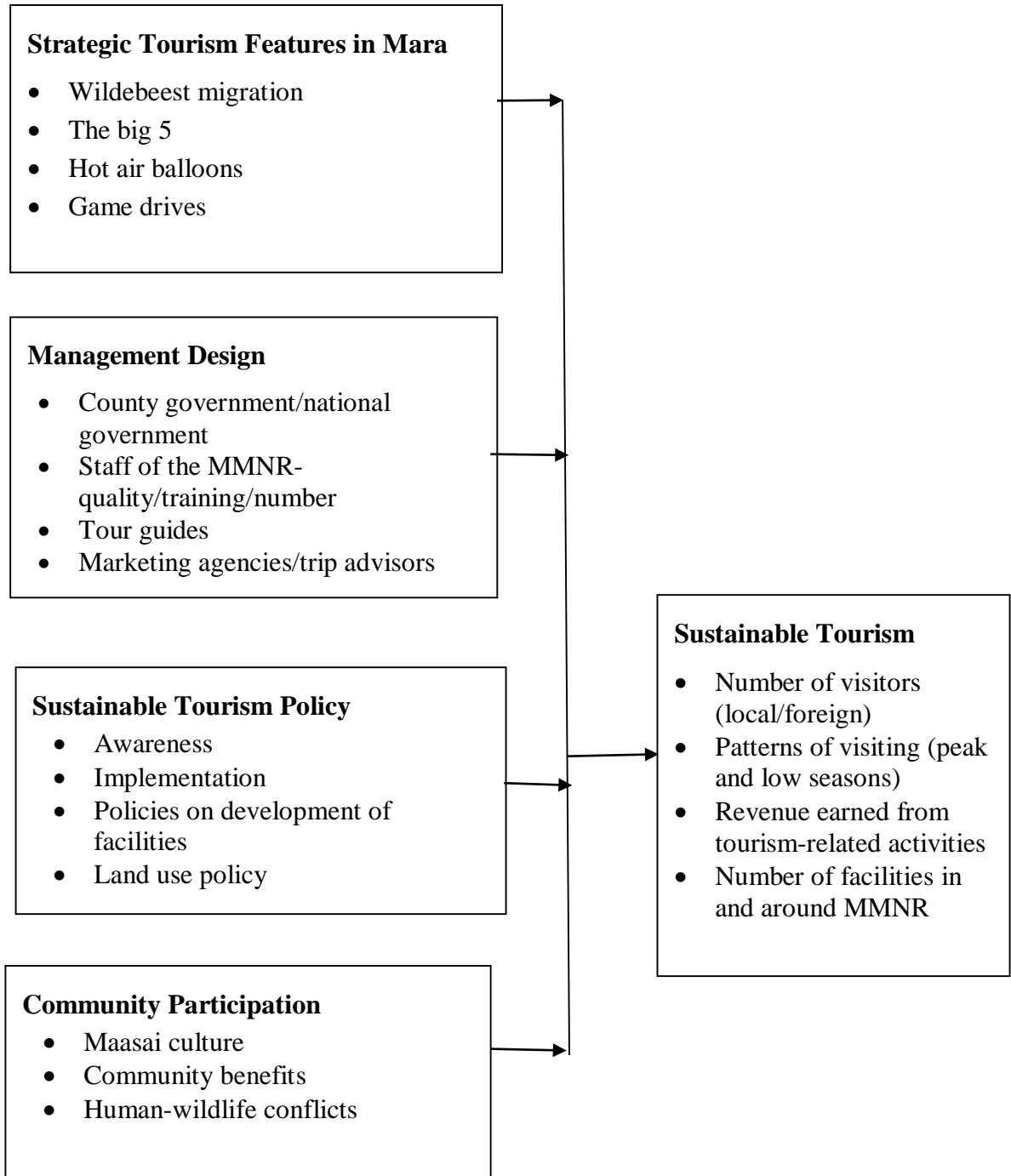
## **2.6 Conceptual Framework**

Tourism in protected areas has both benefits and negative environmental impacts which goes straight to affect stakeholders who depend on it. This means the stakeholders need to come together and conduct environmental status analysis which calls for mitigation and control measures or environmental planning and management as tools of operation. Sustainable tourism depends on several factors including presence or absence of key strategic features; the management practice of the tourist attraction sites; awareness and implementation of sustainable tourism polices and community participation in sustainability issues. These will for the independent variables of the study while the dependent variable will be sustainable tourism in the Maasai Mara National Reserve. Figure 2.1 indicates the conceptual model for the study.

## Critical Factors for Implementation of Sustainable Tourism

(Independent Variables)

Dependent Variable



*Figure 2.1: Conceptual Framework (Source: Researcher, 2020)*

## 2.5 Operationalization and Measurement of Variables

Variable	Type of Variable	Indicators	Measurement	Data Collection Method	Source
Sustainable Tourism	Dependent	<ul style="list-style-type: none"> <li>• Number of visitors (both local and foreign)</li> <li>• Patterns of visiting (peak and low seasons)</li> <li>• Aggregate fiscal discipline</li> <li>• Revenue earned from tourism-related activities</li> <li>• Increase in the number of facilities in and around the MMNR</li> </ul>	Ratio/Likert scale	Questionnaire	(Schertow, 2012; Murphy, 2014; Guo <i>et al.</i> , 2019; Onchwati <i>et al.</i> , 2010)
Strategic Features	Independent	<ul style="list-style-type: none"> <li>• Number and frequency of visitors visiting to enjoy: Game drives, hot air balloon flights, The big 5 and migration of the wildebeest.</li> <li>• Quality and maintenance of the strategic features</li> </ul>	Ratio/Likert scale	Questionnaire	(Onchwati <i>et al.</i> , 2010; Pegas <i>et al.</i> , 2015; Amusan & Olutola, 2017; WTTC, 2019; KNBS, 2019)
Management Design	Independent	<ul style="list-style-type: none"> <li>• County government/national government</li> <li>• Staff of the MMNR-quality/training/number</li> <li>• Tour guides</li> <li>• Marketing agencies/trip advisors</li> </ul>	Ratio/Likert scale	Questionnaire	(Nechifor, 2014; Minh, 2016; Atieno & Njoroge, 2018; Mukeka, <i>et al.</i> , 2019; Trentin and Fratucci, 2013)
Sustainable Tourism Policy	Independent	<ul style="list-style-type: none"> <li>• Policy awareness</li> <li>• Implementation of sustainable tourism policies</li> <li>• Policies on development of facilities in and around the MMNR</li> <li>• Policies on land use</li> </ul>	Likert Scale	Questionnaire	(Murphy, 2014; Guo <i>et al.</i> , 2019; Moyle <i>et al.</i> , 2013; Xu & Sofield, 2013).
Community Participation	Independent	<ul style="list-style-type: none"> <li>• Effect of the Maasai culture</li> <li>• Benefits to the community</li> <li>• Human-wildlife conflicts</li> <li>• Land use policy</li> </ul>	Likert Scale	Questionnaire	(Gani <i>et al.</i> , 2012; Slocum, 2010; Hasan & Siddique, 2016; Mariki, 2013; Atieno

					& Njoroge, 2018).
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*Table 2.1: Operationalization of Variables (Source: Author, 2019).*

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter gave an overview of the research methodology the researcher used in gathering data for the study. The chapter is organized into the ensuing sections: study area, research design, target population, sampling frame, data gathering procedures and instruments, research quality, data analysis and logistical and ethical consideration.

#### 3.2 The Study Area

The Maasai Mara National Reserve (MMNR) is situated in the Great Rift Valley and was established in 1961. It covers an area of 1510 km<sup>2</sup>, which is predominantly open grassland where wildlife enjoy life. MMNR borders the Serengeti Park to the south, the Siria cliff to the west, and Masai pastoral farmsteads to the north, east and west (See appendix III for a map of Maasai Mara National Reserve). The MMNR stakeholders include the county government of Narok, the National government, local community, service providers, and tourists. The MMNR management is under the county government of Narok. It has two sections, one section – Mara Triangle is under a public private partnership overseen by the Mara conservancy, and the other section - CIS Mara is public management overseen by the county government of Narok.

#### 3.3 Research Design

A research design is a detailed set of questions, hunches, procedures, and a plan of action for the conduct of a research project (LeCompte & Schensul, 2010). It can also be said to be the plan of action used by researchers. Research designs are to researchers as road maps are to vacationers or blueprints are to architects and contractors since they provide guidelines for how to proceed with the study. According to Punch, (2005) a research design situates the researcher in the empirical world and connects the research questions to data.

This study adopted a descriptive research design. A descriptive research design attempts to describe characteristics of a sample and relationship between a phenomenon, situations and

events created by the researcher (Rubin & Babbie, 2011). The overall objective of this study was to determine the implementation of critical factors for sustainable tourism. Descriptive research design will help in describing the relationship between the implementation of the critical factors of sustainable tourism.

### **3.4. Target Population**

The target population comprised of tourists, community members, tourist facility managers, tour operators, and key informants or stakeholders in the tourism industry. The researcher also included Narok County government officers among the target population. The total population size was 262,106. This information was taken from the County government records and has been further broken down in table 3.2

### **3.5 Sample Size and Sampling Techniques**

A stratified random sampling approach was utilized for the investigation. To start with, the target populace was stratified into tourists, community members, tourist facility managers, tour operators, county government officers, and key informants, who included knowledgeable stakeholders in the tourism industry such as academics and policy experts. The tourist facilities were, notwithstanding, chosen by simple random sampling strategy that was likewise utilized to choose county government officials. This sampling method considered higher odds of accomplishing the ideal respondent portrayal to be accomplished from the different strata. The investigator will use a sample size of 156 respondents calculated using the Yamane's formula suggested by Yamane (1967). Total respondents will be 183 (including tourist facility managers, county government officers and key informants) who will not be sampled since the numbers are small. Therefore, a census will be conducted in the case of tourist facility managers, county government officials and key informants.

The Yamane formula for calculating the size of the sample is presented as:

$$n = N / [1 + N (e^2)]$$

Where;

$n$  = corrected sample size,  $N$  = population size, and  $e$  = Margin of error (MoE),

$e = 0.08$ .

$n = 262,079 / (1 + 262,079[0.08]^2)$

$n = 262,079 / (1 + 1,677.31)$

$n = 262,079 / 1678.31$

$n = 156.15 \approx 156$  respondents

**Table 3.2: Sample Size**

Category	Population Size	Sample size
Tourists	42,267	25
Community members	219,305	130
Tour operators	507	1
	<b>262,079</b>	<b>156</b>
Tourist facility managers	13	13
County government officers	7	7
Key informants	7	7
Total	<b>262,106</b>	<b>183</b>

*Source: Researcher (2020)*

### 3.6 Data Collection Procedures and Instruments

Primary data gathering activities targeted the community members, tourists, the facilities crucial informants in the county government.

A structured questionnaire was administered by the researcher to household heads in local communities, tourists, tour operators and tour facility managers and other relevant stakeholders in the tourism industry. The questionnaires were used to gather information on the responders' socio-demographic characteristics, the critical stakeholders, benefits of tourism and stakeholders' views on sustainable tourism. The use of structured questionnaires was because they are convenient in gathering information from a big cluster of participants. A Likert scale was used to measure the data from the respondents. Likert

Scale is usually efficient when the sample size is bigger as suggested by Cheung (2014).

The choice of the Likert scale was appropriate because it was much easier for the researcher to analyze the data and for the respondents to remain attentive to the questionnaire and respond with utmost honesty and criteria. Also, the scale utilizes a universal technique to gather data making it easier for the respondents to understand them. Nevertheless, the weakness of this scale was that some of the respondents ended up leaning towards choosing the extreme option or deciding to give no opinion at all. The researcher overcame this weakness by explaining to the respondents the meaning and implication of the responses they gave and requesting them to answer with utmost honesty.

The administration of the questionnaire was done face-to-face. The face-to-face technique involved the examiner meeting the participants to seek reactions to the inquiries in the poll at working environments, homes of respondents or any place the target persons are found during the hour of visit. Respondents who are proficient were given the questionnaires to fill for themselves, especially those with a higher education qualification. The other respondents, especially community members, were helped by a facilitator in interpreting the inquiries into the local vernacular (Maasai/Kiswahili) before being asked to give their responses. This ensured any ambiguity was eliminated and, in the process, enhance the quality of the data collected.

### **3.7 Research Quality**

#### **3.7.1 Data Reliability and Validity**

The research aimed at ensuring high quality, valid and reliable research. Data triangulation research approach involving diverse data sources to explore the same phenomenon was be employed to increase reliability and validity. Data was collected from different stakeholders by seeking out their views. Multiple data sources increase the quality, validity, and reliability of the evidence.

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<b>Data</b>	<b>Collection Validity</b>	<b>Reliability</b>
<b>Instrument</b>		

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Questionnaire	Part of the target group will be literate hence reliable information to be obtained.	The questionnaire will contain both closed and open-ended relevant questions.
Secondary Information	The information provided the requisite information which will inform the study background, literature review and variables necessary to achieve the study goal.	Relevant policy documents, reports, publications and legislation available.
Photography	Pictures and photography will be used to validate the collected data. The camera will be used to be an extension of a researcher's memory.	Relevant photographs records will be analyzed and used to illustrate the assessment report.

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**Table 3.3: Data Collection Instruments; Validity and Reliability** (Source: Researcher, 2019).

### 3.8 Data Analysis

Data collected using structured questionnaires were analyzed quantitatively using the Statistical Package for Social Sciences (SPSS, version 23). The researcher will also use content analysis to analyze secondary data gathered from county government data and review of literature from articles, relevant policy documents, reports, publications and legislation available on critical factors of sustainable tourism.

Descriptive statistics including the construction of tables of means, variance and standard deviation were used to describe the socio-demographic characteristics of respondents and their views on sustainable tourism. Analyzed data was presented by the use of pie charts, graphs, tables, and figures, and then interpreted for drawing of inferences and suggestions. Inferential and descriptive analysis was used to make inferences from the analyzed data to enable the researcher to draw conclusions and make recommendations based on the results. Regression analysis was applied to test the degree and nature of the association between the independent and dependent variables of the study.

The study employed the following multiple regression model proposed by Torres-Reyna (2007) to analyze and interpret data:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

Where;

**Y** = Sustainable tourism,

**X<sub>1</sub>** = Strategic features,

**X<sub>2</sub>** = Management practices,

**X<sub>3</sub>** = Sustainable tourism policy

**X<sub>4</sub>** = Community participation

**B<sub>0</sub>** = the constant (y-intercept)

**B<sub>1</sub>** = slope (regression coefficient) for variable X<sub>1</sub>

**B<sub>2</sub>** = slope (regression coefficient) for variable X<sub>2</sub>

**B<sub>3</sub>** = slope (regression coefficient) for variable X<sub>3</sub>

**B<sub>4</sub>** = slope (regression coefficient) for variable X<sub>4</sub>

**e** = Error term

### **3.9 Ethical Considerations**

A letter of introduction was obtained from Strathmore Business School and the researcher also sought permission from the National Commission for Science, Technology & Innovation (NACOSTI) to conduct the survey. These approvals were used to seek county administrative authorization to carry out the study. Informed consent will be obtained from study participants before their enrollment into the study. Participation in the study was voluntary and the participants were given an option to withdraw from the study at any stage during the interview. The confidentiality of the information from the study participants was maintained throughout the study. Besides, codes were used to maintain the anonymity of all participants and keep their information confidential.

## CHAPTER FOUR: RESULTS AND INTERPRETATION

### 4.1 Introduction

This chapter presents research findings from data analysis as well as interpretation and discussion of the results. The primary objective of the study was to assess the awareness and implementation of critical factors for sustainable tourism on the Maasai Mara National Reserve (MMNR) in Kenya. Results are presented in line with the study objectives.

### 4.2 Response Rate

**Table 4.1: Response Rate**

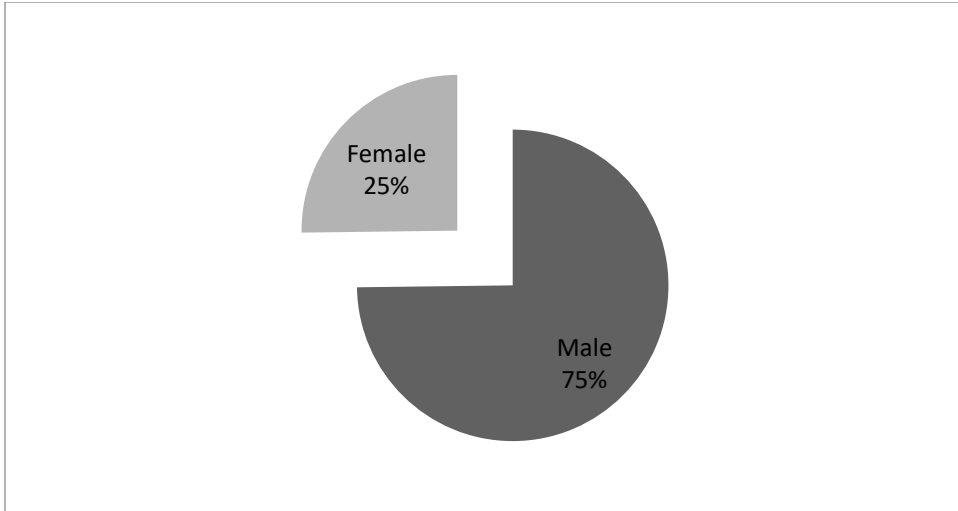
<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Returned	131	71.6%
Unreturned	52	28.4%
<b>Total</b>	<b>183</b>	<b>100%</b>

### 4.3 Socio-Demographic Results of the Respondents

This section presents results on socio-demographic profile of the respondents.

#### 4.3.1 Gender of the Respondents

The respondents were asked to state their gender. Results are shown in figure 4.1.

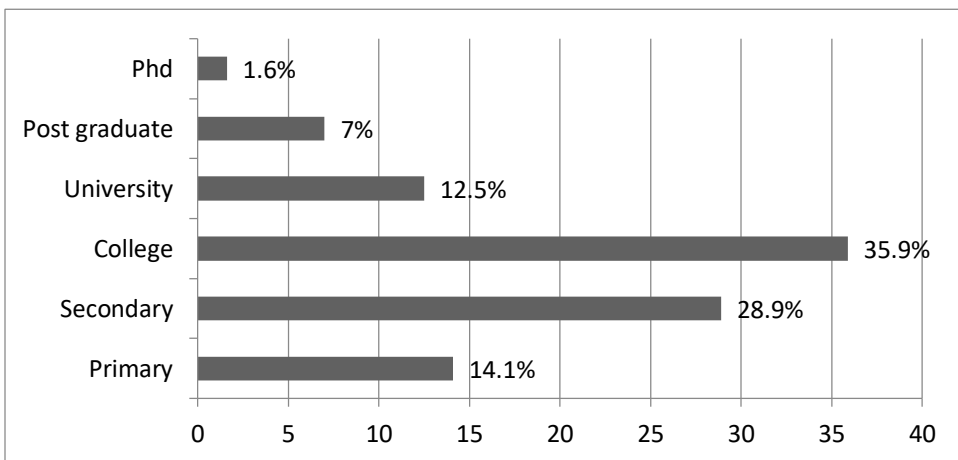


**Figure 4.1: Gender of Respondents**

The findings indicate that majority of the respondents (75%) were men while 25% were female. This implies that more men were willing to respond to the questionnaire than women.

#### **4.3.2 Highest level of education**

The respondents were asked to indicate their highest level of education. Results are shown in figure 4.2.



### Figure 4.2: Highest level of education

The findings indicate that a large number of the respondents had attained college education, followed by secondary, primary, university, postgraduate, and Phd in that order. This implies that over 50 percent of the respondents had attained a minimum of college education. In this research, having respondents with the right education was important in ensuring that they understood what was expected of them. With a high number of respondents having attained college education, it is believed that the information they provided was reliable.

### 4.3.3 Category

The respondents were asked to specify the category which they belong. Results are provided in figure 4.3.

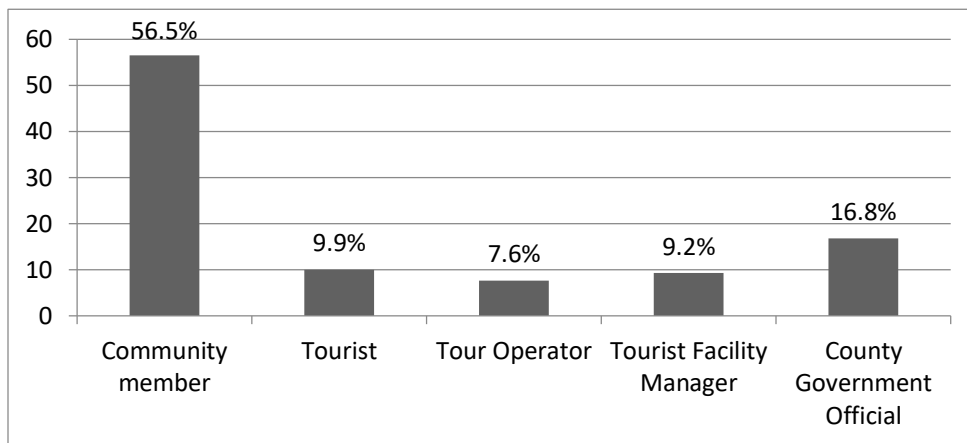
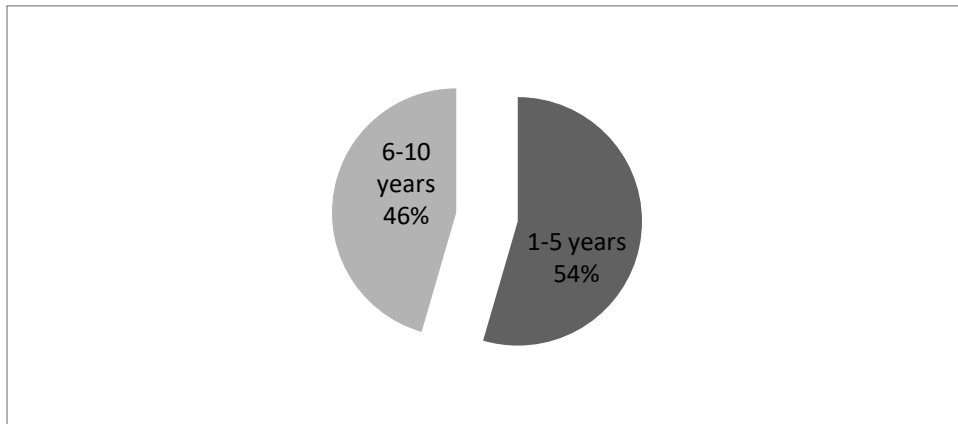


Figure 4.3: Category

Majority of the respondents indicated that they were community members, followed by county government officials, tourists, tourist facility managers and tour operators. This implies that information was obtained from different categories of people. These individuals comprise of various stakeholders in the tourism sector. As such, obtaining information from each of them was essential in realization the research objectives.

#### 4.3.4 Period of Service of Narok County Officials

The respondents serving as county government officials were further asked to state the duration of time they had been serving. Majority of the respondents (54%) stated that they had served as county government officials for a period from 1-5 years, whereas 46% had served for 6-10 years (figure 4.4: Period of service of Narok County Officials).



**Figure 4.4: Period of Service of Narok County Officials**

#### 4.4 Descriptive Analysis Results

This section provides descriptive statistic results in form of percentages, means and standard deviations. The results are presented in line with the study variables.

##### 4.4.1 Strategic Tourism Features

The section aimed to ascertain the influence of strategic features on sustainable tourism in Maasai Mara National Reserve. To achieve the objective of the study, the study used a 5-likert scale where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

The findings indicate that 75% and 68% of respondents strongly agreed that wildebeest migration and Big 5 respectively are big sources of attraction in the Maasai Mara National Reserve, and earns the country more foreign exchange. Similarly 52% of respondents also agreed that the management of MMNR has put measures to ensure the strategic features in the reserve are maintained. Game drives was also agreed by 45% of the respondents as attracting more visitors to the park since they get a chance to view the wildlife closely giving them an experience that is quite enjoyable.

However, only 24% of the respondents strongly agreed that sustainable tourism practices are encouraged by the management of the National Reserve, particularly those that support the conservation of strategic features and that there are economic benefits attached to sustainable tourism around the National Reserve (Table 4.2: Strategic Tourism Features in MMNR)

**Table 4.2: Strategic Tourism Features in MMNR**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev</b>
Wildebeest migration is a big source of attraction in the Maasai Mara National Reserve	0.8%	0.0%	0.0%	26.0%	73.3%	4.71	0.55
The management of MMNR has put measures to ensure the strategic features in the reserve are maintained	5.3%	6.1%	4.6%	52.7%	31.3%	3.98	1.05
Hot air balloons are the major form of tourist attraction in the Maasai Mara National Reserve	3.8%	16.0%	9.9%	43.5%	26.7%	3.73	1.14
Sustainable tourism also includes taking care of the environment as well as the strategic features in and around the National Reserve	0.8%	4.6%	6.9%	45.8%	42.0%	4.24	0.83
The county government of Narok plays a crucial role in enhancing sustainable tourism practices in the MMNR, especially on maintenance of strategic features	6.9%	6.9%	19.8%	40.5%	26.0%	3.72	1.13
The Big 5 are a key form of attraction in the Maasai Mara National Reserve and earns the country more foreign exchange	0.8%	0.0%	5.3%	25.2%	68.7%	4.61	0.66
Game drives attract more visitors to the park since they get a chance to view the wildlife closely giving them an experience that is quite enjoyable	3.1%	3.8%	4.6%	42.7%	45.8%	4.24	0.94
Sustainable tourism practices are encouraged by the management of the National	2.3%	3.1%	19.1%	51.1%	24.4%	3.92	0.87

Reserve, particularly those that support the conservation of strategic features								
There are economic benefits attached to sustainable tourism around the National Reserve	3.8%	7.6%	8.4%	48.1%	32.1%	3.97	1.03	
Strategic features are the backbone of attraction in the Maasai Mara National Reserve	1.5%	5.3%	13.7%	50.4%	29.0%	4.00	0.89	
Average						<b>4.11</b>	<b>0.91</b>	

#### 4.4.2 Management Design of MMNR

This section aimed to find out the influence of management design on sustainable tourism in the Maasai Mara National Reserve.

The findings indicated that 41.2% of the respondents agreed that the county government of Narok plays a crucial role in enhancing sustainable tourism in the MMNR. Similarly, 48.1% and 47.3% of respondents agreed that tour guides and marketing agencies form part of the critical aspects of the management and sustainable tourism in MMNR

Further, 22.5% of respondents were neutral to the statement that there is a budget set aside by the county government as well as the national administration to take care of the sustainability requirements in the MMNR (Table 4.3 Management Design of MMNR)

**Table 4.3: Management Design of MMNR**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
The county government of Narok plays a crucial role in enhancing sustainable tourism in the MMNR	4.6%	11.5%	16.8%	26.0%	41.2%	3.88	1.20
The county government is actively involved in planning for sustainable tourism practices in and around the Maasai in Mara National Reserve	3.8%	12.2%	16.0%	38.2%	29.8%	3.78	1.12
There is evidence that the county officials are actively involved in the matters affecting sustainable tourism in the National Reserve	5.3%	16.8%	16.8%	38.9%	22.1%	3.56	1.17

The staff of MMNR is properly trained and usually engaged in sustainable tourism practices	7.0%	6.2%	21.7%	33.3%	31.8%	3.77	1.17
The number of staff in the MMNR is sufficient to guarantee sustainable practices that enhance tourism in the region	0.0%	11.6%	19.4%	42.6%	26.4%	3.84	0.95
Tour guides in and around the Mara are knowledgeable of the practices that support and encourage sustainable tourism in the Maasai Mara National Reserve	3.1%	7.8%	7.8%	48.1%	33.3%	4.01	1.00
The national government of Kenya officials visit the MMNR regularly to assess the state of tourism and lay mechanisms to support sustainability of tourism in the region	3.1%	20.2%	15.5%	41.1%	20.2%	3.55	1.12
There is a budget set aside by the county government as well as the national administration to take care of the sustainability requirements in the MMNR	12.4%	11.6%	22.5%	42.6%	10.9%	3.28	1.19
Narok county assembly has passed laws to call for the conservation of Maasai Mara National Reserve and its ecosystem as a means of enhancing sustainable tourism	10.1%	9.3%	19.4%	41.9%	19.4%	3.51	1.20
Marketing agencies and trip advisors have played a crucial role in promoting sustainable tourism in the Maasai Mara National Reserve	1.6%	6.2%	8.5%	47.3%	36.4%	4.11	0.91
Average						<b>3.73</b>	<b>1.10</b>

#### 4.4.3 Sustainable Tourism Policy

The aim of this section was to find out the influence of the degree of awareness and implementation of sustainable tourism policies on tourism sustainability in the Maasai Mara

The research findings indicate that 50% of respondents agreed and are aware that hotels and lodgings in and around the Mara encourage conservation practices as way of promoting sustainable tourism while 42.9% agreed that is a policy guiding the development of facilities in MMNR.

Further, 19% of the respondents disagreed and 29.4% were neutral respectively that they are aware there are policies guiding the usage of land in MMNR (Table 4.4: Sustainable Tourism Policy in MMNR).

**Table 4.4: Sustainable Tourism Policy in MMNR**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. dev</b>
The national government has drafted policies to enhance tourism sustainability in the MMNR.	2.4%	8.7%	38.9%	24.6%	25.4%	3.62	1.03
Narok County government has drafted policies to ensure the local communities' interests are taken care of as a way of promoting tourism sustainability	5.6%	11.1%	23.8%	31.7%	27.8%	3.65	1.16
Hotels and lodgings in and around the Mara encourage conservation practices as way of promoting sustainable tourism	0.0%	3.2%	7.1%	39.7%	50.0%	4.37	0.76
I am aware of the sustainable tourism policies that govern operations in the MMNR	0.0%	5.6%	28.6%	42.9%	23.0%	3.83	0.85
Narok County and the national governments have drafted programs for sensitization of the public, the management of MMNR, tour guides and visitors on sustainable tourism practices.	4.0%	20.6%	20.6%	42.1%	12.7%	3.39	1.07
Maasai Mara National Reserve management is keen on enhancing environmental conservation practices in and around the MMNR	2.4%	3.2%	18.3%	46.0%	30.2%	3.98	0.91
There is a policy guiding the development of facilities in and around the MMNR.	4.0%	8.7%	23.8%	42.9%	20.6%	3.67	1.03
There are policies guiding the usage of land around the MMNR that I am aware of and adhere to.	0.0%	19.0%	29.4%	39.7%	11.9%	3.44	0.93
The level of awareness and implementation of sustainable	2.4%	8.7%	25.4%	38.1%	25.4%	3.75	1.01

tourism policies in the MMNR  
is high

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Average 3.74 0.97

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#### 4.4.4 Community Participation

The purpose of this section is to ascertain the influence of the community participation on sustainable tourism.

The findings indicate that 64.1% of respondents strongly agreed that Maasai culture is a source of attraction for tourists visiting the Maasai Mara National Reserve. They agreed that county government has plans in place to sensitize the surrounding Maa community on the importance of co-existing with wildlife as a plan to promote sustainable tourism in the area, 36.7% of the respondents agreed that land use policy in the Maasai Mara is a source of conflict between the locals and the wildlife.

Further, 29.7% of the respondents were neutral about the statement that Maa community living around the Mara get compensated whenever wild animals attack them or their farms as way of averting the conflicts between humans and wildlife, and there are plans by the national government and county management to compensate the locals of their land (Table 4.5: Community Participation in MMNR)

**Table 4.5: Community Participation in MMNR**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. dev
The Maasai culture is a source of attraction for tourists visiting the Maasai Mara National Reserve.	1.6%	1.6%	1.6%	31.2%	64.1%	4.55	0.75
The county government has plans in place to sensitize the surrounding Maa community on the importance of co-existing with wildlife as a plan to promote sustainable tourism in the area	9.4%	12.5%	10.9%	46.1%	21.1%	3.57	1.22
The land use policy in the Maasai Mara is a source of conflict between the locals and the wildlife	0.0%	11.7%	21.1%	36.7%	30.5%	3.86	0.99

The Maa community living around the Mara get compensated whenever wild animals attack them or their farms as way of averting the conflicts between humans and wildlife	24.2%	13.3%	18.0%	35.9%	8.6%	2.91	1.35
There is a plan by the management to have the local communities enjoy the benefits of sustainable tourism in the MMNR	7.0%	10.9%	25.8%	34.4%	21.9%	3.53	1.16
Elimination of human-wildlife conflicts is crucial in enhancing sustainable tourism	1.6%	5.5%	14.8%	54.7%	23.4%	3.93	0.86
There are plans by the national government and county management to compensate the locals of their land	12.5%	21.1%	29.7%	23.4%	13.3%	3.04	1.22
The local community participates in activities meant to promote sustainable tourism in the region	2.3%	4.7%	10.9%	43.0%	39.1%	4.12	0.94
Average						<b>3.69</b>	<b>1.06</b>

#### 4.5 Multiple Regression Analysis

This section provides multiple regression model results on the relationship between strategic tourism features, management design, sustainable tourism policy, community participation and sustainable tourism as per objective three. Results on model summary, regression coefficients are presented in Tables 4.7, 4.8 and 4.9 respectively.

**Table 4.6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866a	0.749	0.741	0.22222

a Predictors: (Constant), STP, STF, CP, MP

The findings in Table 4.7 indicate an R square of 0.749, which means that jointly, strategic tourism features, management practices, sustainable tourism policy, community participation accounts for 75% of total variations in sustainable tourism in the Maasai Mara National Reserve. The remaining 25% can be attributed to other factors not included in this study model.

The study findings in Table 4.9 indicated that strategic features had a positive and significant influence on sustainable tourism in the Maasai Mara National Reserve ( $\beta_1=0.774$  and  $p<0.05$ ). This implied that a unit increase in strategic features led to an increase in sustainable tourism by 0.774 units.

The research findings also revealed that management practices had a positive and significant influence on sustainable tourism in the Maasai Mara National Reserve ( $\beta_2=0.64$  and  $p<0.05$ ). This implied that a unit improvement in management practices led to an increase in sustainable tourism by 0.64 units.

Further, the findings indicated that community participation had a positive and significant influence on sustainable tourism in the Maasai Mara National Reserve ( $\beta_3=1.074$  and  $p<0.05$ ). This implied that a unit increase in community participation led to an increase in sustainable tourism by 1.074 units.

In addition, the research findings showed that sustainable tourism policy had a positive and significant influence on sustainable tourism in the Maasai Mara National Reserve ( $\beta_4=0.323$  and  $p<0.05$ ).

These findings shows that sustainable tourism policy had the lowest impact with a unit increase translating to a 0.323 units increase of sustainable tourism, hence more work on awareness and implementation is required to be director to the sustainable tourism policy.

**Table 4.7: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig (p value)
1	(Constant)	1.578	0.385		4.102	0.000
	STF	0.772	0.204	0.639	3.783	0.000
	MP	0.64	0.121	0.894	5.307	0.000
	CP	1.074	0.163	1.088	6.594	0.000
	STP	0.323	0.108	0.359	2.977	0.004

a Dependent Variable: ST

$$Y = 1.578 + 0.772X_1 + 0.64X_2 + 1.074X_3 + 0.323X_4$$

Where;

**Y** = Sustainable tourism, **X<sub>1</sub>** = Strategic features, **X<sub>2</sub>** = Management practices, **X<sub>3</sub>** = Community participation, **X<sub>4</sub>** = Sustainable tourism policy

## CHAPTER FIVE

### DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents a discussion of the findings, conclusions and recommendations. This is done in line with the objectives of the study. It also provides suggestions for further studies. The primary objective of the study was to assess the awareness and implementation of critical factors for sustainable tourism on the Maasai Mara National Reserve (MMNR) in Kenya.

#### 5.2 Discussion of the Findings

##### 5.2.1 Strategic Features

The first objective of the study was to explore the influence of strategic features on sustainable tourism in the Maasai Mara National Reserve. Descriptive findings indicated that the majority of respondents noted that wildebeest migration is a big source of attraction in the Maasai Mara National Reserve, the Big 5 are a key form of attraction in the Maasai Mara National Reserve, this agreed with the findings of a study that was done by Inés Sánchez and Jaramillo-Hurtado (2010) on *“Policies for enhancing sustainability and competitiveness in tourism in Colombia”* and noted that Colombia’s tourism sector was booming because of the strategic features of tourism in the country. Game drives attract more visitors to the park, sustainable tourism includes taking care of the environment as well as the strategic features in and around the National Reserve and strategic features are the backbone of attraction in the Maasai Mara National Reserve. This is in line with a study conducted by Onchwati, Sommerville and Brockway (2010) who noted that Kenya’s strategic resources attract a majority of tourists who bring in foreign exchange to the country. The regression findings indicated that strategic features had a positive and significant influence on sustainable tourism in the Maasai Mara National Reserve.

### 5.2.2 Management Design

The second objective of the study was to examine the extent of influence of management design on the implementation of sustainable tourism in the Maasai Mara National Reserve. Descriptive findings indicated that most of the respondents felt that tour guides in and around the Mara are knowledgeable of the practices that support and encourage sustainable tourism in the Maasai Mara National Reserve, marketing agencies and trip advisors have played a crucial role in promoting sustainable tourism in the Maasai Mara National Reserve, the county government of Narok plays a crucial role in enhancing sustainable tourism in the MMNR and number of staff in the MMNR is sufficient to guarantee sustainable practices that enhance tourism in the region. According to the WTO (2011), the function of the administration in the travel segment is to guarantee the enactment of the expressed sector growth policy plans and action tactics, the incentive and elevation of private outlay activities. Further, the administration must control, encourage and enhance sustainable tourism by being a service provider. The findings affirm the findings of a study by Schertow (2012) who noted that the county government must oversee the implementation of the tourism act that provide and maintain law and order and ensure the security and safety of residents and visitors alike, providing information and guidance facilitating and coordinating private investments in the sector with emphasis on promoting the participation of the indigenous population and host communities

According to Nechifor (2014), tourism is an economic activity that has growth potential and if people responsible for managing it supervise it properly, it can result in tremendous growth. In his study on *tourism and sustainable development*, Nechifor (2014) noted that tourism has developed over time with its growth raising the level of awareness among policymakers, tourists as well as local governments. The research concluded that tourism has implications on the link between the community and tourist sites because it can help improve the lives of the people living around the tourist sites.

The regression findings indicated that management practices had a positive and significant influence on sustainable tourism in the Maasai Mara National Reserve.

### 5.2.3 Sustainable Tourism Policy

The third objective of the study was to establish the influence of awareness on the implementation of sustainable tourism policy on sustainable tourism in the Maasai Mara National Reserve. Descriptive results shows 50% of respondents agreed and are aware that hotels and lodgings in and around the Mara encourage conservation practices as way of promoting sustainable tourism while 42.9% agreed that there is a policy guiding the development of facilities in MMNR.

In line with a study conducted by Steyn and Spencer (2013) on the effectiveness of sustainable tourism policies in Tanzania, the researchers analyzed the policies for the Tanzania tourism sector for the past decade and attempted to assess their effectiveness in enhancing sustainable tourism in the country. The findings indicated that despite their high effectiveness in the early period of their introduction, the policies had begun failing to meet their aims as envisioned by their drafters. Most of these policies have laid more emphasis on the economic gains of tourism and overlooked the ecological and socio-cultural aspects of tourism sustainability in Tanzania. This is affirmed by a study by MinCIT (2019) that noted that level of awareness and implementation of critical sustainable tourism policies in Colombia was high explaining the increase in earnings from tourism in 2018.

The high percentage of 19% and 29.4% of the respondents disagreeing and being neutral respectively on awareness of the existence of policies guiding the land usage in MMNR shows that there is a big gap in the sensitization of the population of MMNR on sustainable tourism policies. According to Moyle *et al.* (2013) in a study on the frequency usage of the concept of sustainability in Australian tourism, he noted that the increase in the usage of the term in policy papers led to increase in level of awareness and implementation of sustainable tourism policies in Australia. This implies that frequency of use of the policies and sensitization of the population in MMNR will increase the awareness of the policies and subsequently their implementation.

The Maasai Mara National Reserve management is keen on enhancing environmental conservation practices in and around the MMNR and there is a policy guiding the development of facilities in and around the MMNR. The regression findings indicated that

sustainable tourism policy had a positive and significant influence on sustainable tourism in the Maasai Mara National Reserve.

#### **5.2.4 Community Participation**

The fourth objective of the study was to investigate the role of community participation in promoting sustainable tourism in the Maasai Mara National Reserve. Descriptive findings indicated that the majority of respondents noted that Maasai culture is a source of attraction for tourists visiting the Maasai Mara National Reserve, the local community participates in activities meant to promote sustainable tourism in the region, elimination of human-wildlife conflicts is crucial in enhancing sustainable tourism and land use policy in the Maasai Mara is a source of conflict between the locals and the wildlife. Gani *et al.* (2012) studied the role of local community participation in sustainable tourism planning in Malaysian protected regions and noted that the emergence of conflicts amidst management of parks and the community members because of competition for scarce resources. Such conflicts and competition eventually result in serious ecological problems like degradation and destruction of parks.

The regression findings indicated that community participation had a positive and significant influence on sustainable tourism in the Maasai Mara National Reserve. According to Qiu *et al.* (2019) who conducted a study on Hong Kong's economic growth in tourism sustainability, the study pointed out to an increasing need for tourism authorities in Hong Kong to involve the public on matters policies because they affect the daily activities of the people

#### **5.3 Conclusions**

From the findings the study concludes that wildebeest migration and the Big 5 animals are the biggest source of attraction in the Maasai Mara National Reserve. Whereas game drives are a source of attraction, the environment should be taken care of.

The county government of Narok plays a crucial role in enhancing sustainable tourism in the MMNR and therefore must control, encourage and enhance sustainable tourism by being a service provider.

The high percentage of respondents disagreeing on awareness of the existence of policies guiding the land usage in MMNR shows that there is a big gap in the sensitization of the population of MMNR on sustainable tourism policies and measures should be taken to improve this.

From the study findings, land use policy in the Maasai Mara is a source of conflict between the locals and the wildlife. This needs to be streamlined to mitigate the issue of human – wildlife conflict.

### **5.3 Recommendations**

According to the study findings, the wildebeest migration and the Big 5 animals are great source of tourism attraction in MMNR. The study therefore suggests that the county government of Narok should support measures to have MMNR recognized as a world heritage site. This will come along with a number of benefits that will help sustain the tourism efforts in MMNR. Such benefits include, funding for the conservation of the site and protection during war.

The management of MMNR should start a policy sensitization program for all its stakeholders. The study pointed out that there is inadequate awareness of policies guiding the sustainability of the National Reserve. Particularly, there was evidence from the study that the stakeholders are not well conversant with the land use policy that guides the use of land in and around Maasai Mara National Reserve.

Finally, the county government should establish a Community Outreach and Partnership Program. This includes community activities that are impacting the ecology of the reserve as well as incidences of human-wildlife conflict occurring when animals, especially large predators, disperse from the reserve to the surrounding community areas. Therefore, this recommendation aims to ensure a strong relationship between the MMNR and the neighbouring communities are established.

### **5.5 Suggestions for Further Studies**

The study assessed the awareness and implementation of critical factors for sustainable tourism on the Maasai Mara National Reserve (MMNR) in Kenya. It focused on four critical factors; strategic features, management design, sustainable tourism policy, and community participation. Similar studies should be done in other National Reserves for comparison purposes. The critical factors in this research explained 75 percent of changes in sustainable tourism.

Future studies should consider other factors that may account for the remaining 25 percent and not included in this study especially the role of the private sector players in enhancing sustainable tourism practices.

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## APPENDICES

### Appendix I: Questionnaire For Collecting Primary data

Dear Respondent,

The purpose of this questionnaire is to gather data concerning the topic “**Awareness and Implementation of the Critical Factors of Sustainable Tourism– A Case Study of Maasai Mara National Reserve in Kenya.**” You are, therefore, requested to respond to the below questions with utmost honesty. Please note that this data will be handled with the utmost confidentiality and will not be utilized for any other purpose apart from this study.

Do not write your name anywhere in the questionnaire.

#### PART A: DEMOGRAPHIC DATA

1. What is your gender? Kindly tick the appropriate box.

i. Male           ( )

ii. Female       ( )

2. What is your highest level of education? Please tick the appropriate box.

i. Primary       ( )

ii. Secondary   ( )

iii. College     ( )

iv. University   ( )

v. Postgraduate ( )

vi. PhD           ( )

4. Kindly tick in which category you fall in the options below?

i. Community member           ( )

- ii. Tourist ( )
- iii. Tour operator ( )
- iv. Tourist facility manager ( )
- v. County government official ( )

5. If serving as a county government official, for how long have you been serving?

- i. 1-5 years ( )
- ii. 6-10 years ( )

**PART B: STRATEGIC TOURISM FEATURES**

The section aims to ascertain the influence of strategic features on sustainable tourism in Maasai Mara National Reserve. Kindly indicate to which extent you agree or disagree with the statement on the left. Use numbers 1-5

Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Wildebeest migration is a big source of attraction in the Maasai Mara National Reserve					
The management of MMNR has put measures to ensure the strategic features in the reserve are maintained					
Hot air balloons are the major form of tourist attraction in the Maasai Mara National Reserve					
Sustainable tourism also includes taking care of the environment as well as the strategic features in and around the National Reserve					
The county government of Narok plays a crucial role in enhancing sustainable					

tourism practices in the MMNR, especially on maintenance of strategic features					
The Big 5 are a key form of attraction in the Maasai Mara National Reserve and earns the country more foreign exchange					
Game drives attract more visitors to the park since they get a chance to view the wildlife closely giving them an experience that is quite enjoyable					
Sustainable tourism practices are encouraged by the management of the National Reserve, particularly those that support the conservation of strategic features					
There are economic benefits attached to sustainable tourism around the National Reserve					
Strategic features are the back bone of attraction in the Maasai Mara National Reserve					

### PART C: MANAGEMENT PRACTICES

The aim of this section is to find out the influence of management practices on sustainable tourism in the Maasai Mara National Reserve. Please indicate to what extent you agree or disagree with the statement on the left. Use numbers 1-5.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The county government of Narok plays a crucial role in enhancing sustainable tourism in the MMNR					

The county government is actively involved in planning for sustainable tourism practices in and around the Maasai in Mara National Reserve					
There is evidence that the county officials are actively involved in the matters affecting sustainable tourism in the National Reserve					
The staff of MMNR is properly trained and usually engaged in sustainable tourism practices					
The number of staff in the MMNR is sufficient to guarantee sustainable practices that enhance tourism in the region					
Tour guides in and around the Mara are knowledgeable of the practices that support and encourage sustainable tourism in the Maasai Mara National Reserve					
The national government of Kenya officials visit the MMNR regularly to assess the state of tourism and lay mechanisms to support sustainability of tourism in the region					
There is a budget set aside by the county government as well as the national administration to take care of the sustainability requirements in the MMNR					
Narok county assembly has passed laws to call for the conservation of Maasai Mara National Reserve and its ecosystem as a means of enhancing sustainable tourism					
Marketing agencies and trip advisors have played a crucial role in promoting sustainable tourism in the Maasai Mara National Reserve					

**PART D: COMMUNITY PARTICIPATION**

The purpose of this section is to ascertain the influence of the community participation on sustainable tourism. Please indicate the extent to which you agree to the statement on the left. Kindly use numbers 1-5.

<b>Statement</b>	<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Neutral 3</b>	<b>Agree 4</b>	<b>Strongly Agree 5</b>
The Maasai culture is a source of attraction for tourists visiting the Maasai Mara National Reserve.					
The county government has plans in place to sensitize the surrounding Maa community on the importance of co-existing with wildlife as a plan to promote sustainable tourism in the area					
The land use policy in the Maasai Mara is a source of conflict between the locals and the wildlife					
The Maa community living around the Mara get compensated whenever wild animals attack them or their farms as way of averting the conflicts between humans and wildlife					
There is a plan by the management to have the local communities enjoy the benefits of sustainable tourism in the MMNR					
Elimination of human-wildlife conflicts is crucial in enhancing sustainable tourism					
There are plans by the national government and county management to compensate the locals of their land					

The local community participates in activities meant to promote sustainable tourism in the region					
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**PART E: SUSTAINABLE TOURISM POLICY**

The aim of this section is to find out the influence of the degree of awareness and implementation of sustainable tourism policies on tourism sustainability in the Maasai Mara. Please indicate to what extent you agree or disagree with the statement on your left. Kindly use numbers 1-5.

<b>Statement</b>	<b>Strongly Disagree</b> 1	<b>Disagree</b> 2	<b>Neither Disagree nor Agree</b> 3	<b>Agree</b> 4	<b>Strongly Agree</b> 5
The national government has drafted policies to enhance tourism sustainability in the MMNR.					
Narok County government has drafted policies to ensure the local communities' interests are taken care of as a way of promoting tourism sustainability					
Hotels and lodgings in and around the Mara encourage conservation practices as way of promoting sustainable tourism					
I am aware of the sustainable tourism policies that govern operations in the MMNR					
Narok County and the national governments have drafted programs for sensitization of the public, the management of MMNR, tour guides and visitors on sustainable tourism practices.					
Maasai Mara National Reserve management is keen on enhancing					

environmental conservation practices in and around the MMNR					
There is a policy guiding the development of facilities in and around the MMNR.					
There are policies guiding the usage of land around the MMNR that I am aware of and adhere to.					
The level of awareness and implementation of sustainable tourism policies in the MMNR is high					

#### **PART F: SUSTAINABLE TOURISM**

This section seeks to find out the extent to which sustainable tourism benefits the Maasai Mara National Reserve and county government. Please indicate to what extent you agree or disagree with the statement on your left. Kindly use numbers 1-5.

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Suitable tourism is important in improving the economy of Kenya through foreign exchange earning					
Sustainable tourism is beneficial to the Narok county government both socially and economically.					
Sustainable tourism creates employment opportunities for the communities living near MMNR					

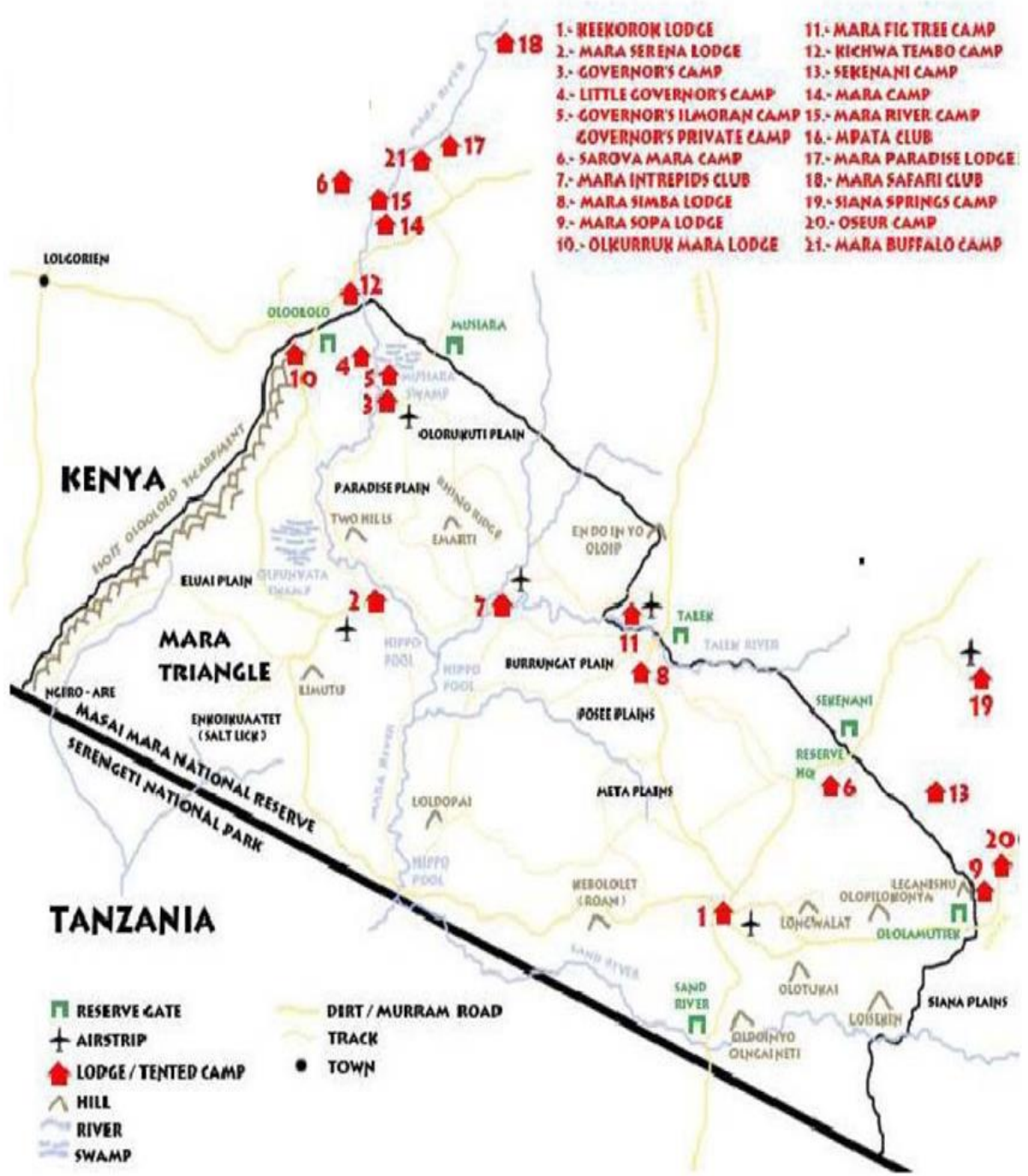
Through sustainable tourism, Kenya can earn foreign exchange					
The number of visitors visiting the MMNR has increased over time					
Sustainable tourism contributes positively to the economy of the Narok county and Kenya in general					

**Thank you for Participating**

\*\*\*\*\***End**\*\*\*\*\*

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Appendix II: Map for the Greater Mara Ecosystem



Source: Kenya Tourism Board (2017).

## Appendix IV: Letter of Introduction from Strathmore

Ott Burgate Rd, Madaraka Estate,  
P.O. Box 09607 00200, Nairobi, Kenya,  
Cell: +254 703 414607, Twitter: @strathmore  
Email: info@sbu.ac.ke or visit www.strathmore.edu



28<sup>th</sup> February 2020

Director General,  
National Commission for Science Technology and Innovation,  
P. O. Box 30623, 00100

Dear Sir,

### **RE: FACILITATION OF RESEARCH – SAMUEL TUNAI**

This is to introduce Samuel Tunai who is a Master of Public Policy Management (MPPM) Student at Strathmore University Business School, admission number MPPM 112430/18. As part of our MPPM Program, Samuel is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MPPM course.

Samuel is undertaking a research paper on "Awareness and Implementation of Critical Factors of Sustainable Tourism: Case of Maasai Mara National Game Reserve". The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MPPM seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research.



We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Caroline Tiara".

Caroline Tiara  
Manager – Graduate Programs

**Appendix V: Nacosti Permit**

 <p>REPUBLIC OF KENYA Ministry of Education, Science and Technology National Commission for Science, Technology and Innovation P.O. Box 10255, Nairobi Tel: 011 254 20 271000 Fax: 011 254 20 271000 www.nacosti.or.ke</p>	 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b> P.O. Box 10255, Nairobi Tel: 011 254 20 271000 Fax: 011 254 20 271000 www.nacosti.or.ke</p>
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<p><b>Mr. Samuel Kimal Tunoi</b> Bachelors Degree in Business Administration Kenya Nairobi Tel: 011 254 20 271000 Fax: 011 254 20 271000 www.nacosti.or.ke</p>	<p><b>Mr. Samuel Kimal Tunoi</b> Bachelors Degree in Business Administration Kenya Nairobi Tel: 011 254 20 271000 Fax: 011 254 20 271000 www.nacosti.or.ke</p>