

**CONSERVATION STRATEGIES, MONITORING AND EVALUATION  
PRACTICES AND SUSTAINABILITY OF COMMUNITY BASED TOURISM  
PROJECTS IN KENYA: A CASE OF MAASAI MARA CONSERVANCIES**

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The history of conservation can be traced back to the establishment of National parks in the USA in the late 19<sup>th</sup> Century. This form of conservation which embodied the creation of Protected Areas (PAs) later became popular spreading to other continents including Africa (Adams, 2007). Through colonialism, protectionism conservation rapidly moved to Africa and other continents. Adams (2004) highlights the need for advancing colonial interests, promoting elite enjoyment of wildlife as well as controlling the use of natural resources by local people which was seen as unsustainable by colonialists. The protectionism campaigns viewed local practices as retrogressive; for instance, traditional hunting practices were termed as ‘poaching’ while plant harvesting and food gathering was termed as ‘encroachment’ (Mugisha 2002). Excluding the locals from decision making, the colonial governments went as far as describing their traditions, norms and rules as unscientific, illogical and superstitious thus requiring an overhaul, (Mahonge 2010; Ahebwa, 2012). Introduction of various state institutions aimed at advancing the protectionism agenda seemed to further aggravate the situation as the local population became more resentful of the protected areas (Adams *et al.*, 2004).

In Kenya, the creation of the first national parks including Nairobi (1946), Amboseli (1957), Tsavo (1948) and Mt. Kenya (1949) was informed by recommendations from a committee set up by the British government. This was in response to pressure from conservation scientists and developers of safari tourism in 1939. The committee which was composed of British aristocrats, environmental naturalists, explorers and senior government officials, was tasked to determine the location of P.As, use of natural resources, management and control of wildlife parks as well as explore the recreational activities that would be allowed within (Okello *et al.*, 2009; Tucker and Akama, 2009). Tourism was one of the activities permitted in the P.As as these areas were for purposes of protection and conservation of artefacts that had scientific value and for the benefit of public interest (Luigi, 1978). The policies relating to wildlife management that resulted thereafter were based primarily on western experiences. The Economic, social and cultural factors as well as land use practices affecting the

indigenous African communities were not taken into consideration in the demarcation of park boundaries. The assumption was that traditional African practices in natural resource utilization was primitive and destructive to wildlife and incompatible with tourism development (Okello, 2009). This resulted in local inhabitants being barred from accessing and using park resources such as water, wild animals, and fuel which the communities depended on for survival. This, as safari tourism, an entirely western concept, was allowed and encouraged (Okello, 2009).

During the 1950s to the 1970s, conservation areas were determined based on where wildlife was in abundance and this meant local people living in those areas had to be displaced, making human settlement illegal and creating protected areas (PAs) (Akama *et al.*, 2011). Literature has described this as being a militaristic approach with critics describing it as; ‘top down’, ‘coercive’, ‘fence and fines’ as well as ‘fortress’ kind of conservation model (Adams and Hulme 2001; Brown, 2002; Fisher *et al.*, 2005). In Kenya, the government took the lead role in management and all decision making regarding conservation while Non-Governmental Organizations (NGOs), took on complimentary roles including capacity building, ecological research and prevention of poaching activities (Van Wijk *et al.* 2014).

Van der Duim (2011) refers to the 1950s and 1960s as the ‘Modernization era’ where development activities were geared towards, alleviation of poverty, increasing agricultural productivity, industrialization and infrastructure development with little attention given to social and environmental issues (Adams *et al.* 2004). Tourism in the PAs was promoted as an avenue for employment, foreign earning, and generally contributing to the country’s Gross Domestic Product (GDP) (Kangwana 2001; Van der Duim 2010 and 2011). The protectionism conservation model began to crumble in the late 1970s and early 1980s with conservationists viewing it as being unsustainable and unable to meet the conservation objectives (Brown 2002). It was criticized for alienating indigenous communities, leading to resentment and resulting in serious deterioration of social and economic resources for the local communities (Akama *et al.* 2011; Nyaupane and Poudel 2011). The desire to remedy the injustices of protectionism conservation led to the development of the ‘community conservation’ model (Dressler *et al.* 2010). The approach hypothesized that if local people were involved in the decision making, utilization and management of biodiversity, they

would actively participate in conservation activities. This would then result in a win-win situation for both wildlife and local communities (Hughes and Flintan 2001; Getz *et al.* 1999; Nthiga *et al.*, 2011). This coincided with international discourse on development which advocated for inclusivity, decentralization and devolution of decision making (Adams and Hulme 2001).

The mid 1980s to the 1990s saw a shift towards a more participatory approach towards conservation with local communities forming a critical base in the conservation agenda (Barrow and Murphree 2001). This led to Community-Based Natural Resource Management (CBNRM) model being popularized, with local communities playing the central role of managing natural resources and biodiversity through local empowerment strategies (Dressler *et al.* 2010. In Kenya, 65% of wildlife lives outside the PAs (Western *et al.* 2009; Williams *et al.* 2014) and this led to the adoption of CBNRM model due to its potential in delivering social and economic benefits for reinforcing community conservation interventions (Elliot and Sumba 2010).

This study examined conservation strategies by broadly classifying them into three categories; environmental conservation, socio-cultural conservation and community empowerment. This is largely based on the elements of the United Nations Biodiversity Convention of 1992, which Kenya is a signatory of (Nthiga, 2014), as well as on literature relating to Community-Based Natural Resource Management (CBNRM) model. Aware of the intrinsic value of biological diversity, the signatories of the convention on biological diversity agreed to several measures to achieve biodiversity conservation (UNEP 1999; GoK 2015).

This study conceptualizes these elements as the main indicators of conservation and examines how they influence sustainability of community based tourism projects. As a concept linking sustainability, self-reliance and community empowerment (Telfer, 2009), community based tourism (CBT) originates from alternative approaches to development of the 1970s. According to Singh (2008), CBT projects have the ability to promote conservation of natural and cultural resources, development of local communities, empowerment of marginalized groups and achieving social inclusion as well as opening up employment opportunities in rural areas. It is therefore common to

find CBT projects such as cultural villages, eco-lodges, and conservancies set up in community owned land, rich in wildlife but outside protected areas.

Many African countries such as Zimbabwe, Zambia, Uganda, Tanzania and Ghana have also embraced the concept of CBT as a strategy for rural livelihood improvement. Different countries have achieved different positive outcomes from these initiatives though they all have not been fully successful because of different challenges (Mitchell & Muckosy, 2008). In Namibia, Community-based tourism is promoted for three main reasons, namely: social welfare, economic development and local empowerment. This is with the aim of encouraging the community to conserve wildlife, manage natural resource sustainably and develop tourism in Namibia through product diversification, ecotourism and sustainability of the country's key resources (Keane, Lemma, & Kennan, 2009).

CBTs in Kenya developed in tandem with the conservation agenda to the extent that majority of CBTs in Kenya are conservation based (Western et al. 1998; ESOK 2003). After conducting major reviews in the wildlife tourism policy in the 1970s, the Kenyan government implemented a ban on sport hunting in 1977 as way to stop poaching as well as a ban in the sale of game trophies in 1978 (Elliot and Young 2001; Manyara and Jones 2007). These policy changes posed a challenge to the communities living around the protected areas where they earned a living from wildlife related activities such as porters, guides and skimmers (Sindiga 1999). This saw an increase in resource conflicts and further human encroachment on protected areas posing more challenges to the conservation agenda which culminated in wildlife losses despite the enacted policies (Manyara and Jones 2001). Through participatory approaches, it became paramount to involve local communities in conservation, with the initial focus being placed on eradication of resource conflict and human encroachment. It was then followed by ensuring that communities benefitted from conservation efforts in order to ensure their participation in conservation activities, this gave way to the rise of CBTs. This explains why, most CBTs in Kenya are conservation based (Sindiga 1999; Carter 2006).

CBTs have been criticized for oversimplifying concepts such as participation, sustainability, community and empowerment which researchers attribute to the reason

projects fail (Adams *et al.* 2004). Furthermore, Newmark and Hough (2000) posit that the assumption that if living standards of local communities are raised, it will automatically result in conservation, is 'erroneous'. Other shortcomings sighted include; governance issues and poor market access (Kiss 2004; Van der Duim and Caalders 2008); Dependency reinforcement in local communities (Manyara and Jones 2007); Internal power struggles among stakeholders (Southgate 2006); low occupancy in tourism facilities (Goodwin and Santili 2009); and lack of clear objectives as well as expectations among others (Kiss 2004).

Thus, this study sought to build on these discussions by examining the relationship between conservation strategies and the sustainability of community based tourism projects in Kenya. This study focused on conservancies in the Maasai Mara ecosystem. There are 160 conservancies in Kenya, 119 are registered under Kenya Wildlife Conservancies Association (KWCA). Based on this, this research sought to determine how community participation in the conservation agenda influenced the realization of sustainability in community based tourism projects. Naboisho and Olare Motorongi conservancies in Maasai Mara were target areas for the study. While examining the variables relating to conservation strategies employed in the CBTs, the study examined the practices of monitoring and evaluation carried out, the interplay of power relations among stakeholders and the extent to which they influenced sustainability of CBTs.

### **1.1.1 Sustainability of Community Based Tourism Projects**

Significant amounts of resources have been deployed to the development and maintenance of community programs, not much has been done to ascertain their causes of failure and their sustainability. In many cases the ordinary community based program does not continue beyond the expiry of its initial funding base (Schorr, 1997; Kiss 2004). Even amid the surging debate on the meaning and practice of sustainable development, it came out as an antidote of two major universal challenges; the rise in environmental degradation and the rise in the levels of poverty (Ahen 2007). Since the UN general assembly considered that these two aspects were closely linked, it mandated the World Commission on Environment and Development (WCED) in 1983 to formulate ways of tackling both challenges in a simultaneous manner. The resulting report entitled 'our common future' recommended a similar

approach to both challenges using sustainable development which has been described as a methodology of satisfying the present needs of the people without threatening the ability of the coming generations in meeting theirs (WCED 1987). The core concerns of sustainable development were then proposed to be: improving the well-being of human beings, equal sharing of resources, within and without the various societies and the development ensuring environmental integrity over different generation periods (Sneddon et al. 2006). The sustainable development treatise additionally enunciates issues that are related to inclusive involvement and equal development and policy formulation (WCED 1987).

A major critical challenge is the sustainability of the projects even after the departure of the donors, at the same time the beneficiaries get dividends appreciating their contribution and project possession. Williams (2003) argues that the measure of sustainability is the ability of any community in coping with changes and adapting to novel circumstances. This means that a project which is sustainable in the present may not be sustainable tomorrow. Sustainability is derived from the word to sustain, meaning provision of the right conditions for something to take place (A & C Black Publishers, 2007). EU (2004) characterizes sustainability as the probability of a continuation in the surge of advantages created by the project after the time of outside donor funding ends. Mulwa (2010) noticed that project sustainability is concerned with the continuity of a project until the point that it achieves its set objective. CBT involves the development of skills and improvement of income amongst local communities thereby empowering them through the generation of employment opportunities. Further describing it as any organization structure that strives for the management and ownership of community resources and the distribution of benefits resulting from tourism revenue. The World Bank in (2013), described CBT as development that is community-driven and involves stakeholders in decision-making, encouraging them to activate the majority of actors in the process of participation.

Sustainability of CBTs is hampered by reports of poor performance and failure to live up to expectations (Goodwin and Santili, 2009). The lacklustre performance is attributed to lack of technical skills by local communities which lead to production of inferior products, this is fuelled further by lack of capacity building initiatives as well as poor governance in tourist destinations. These factors prove a challenge for local

groups to access credit from financial institutions and competitively market their products. This research will focus on two conservancies and their surrounding communities in the Maasai Mara ecosystem. These are Naibosho conservancy and Olare Motorongi conservancy both formally of Koiyaki group ranch. These conservancies were formed through a combination of local demands for direct benefits from tourism, operators' desire to develop a different product in the area and conservationists vying to save part of the famous Mara-Serengeti ecosystem (Bedelian, 2014). The public/ private partnership conservancy model in the Mara is between Maasai landowners, who have title deeds following land subdivision, and tourism partners.

### **1.1.2 Environmental Conservation Strategy**

Placing emphasis on the vital role of conservation strategies in achieving project sustainability, the discourse on sustainable development highlights three critical elements. Secured territories give safe spots where species can endure while dangers are available or up and coming in different regions of their range, being a key preservation apparatus to improve species endurance just as being progressively expected to accomplish various social and monetary destinations (Watson et al., 2014). Political environmentalists contend that the manner in which nature is comprehended has significant political criticalness (Peet and Watts 2004; Neumann 2004). This is positively valid for protection, where, particularly in making PAs, the state or different entertainers try to cause administrators about who to can utilize nature and where, when and how they can do as such. The foundation of PAs that bar individuals mirrors an applied division among nature and human culture that has profound roots in Western idea. Without a doubt present day state administration was based on the possibility that nature could be comprehended, controlled and controlled for social advantage through the advancement of schematic learning (Scott 1998).

Given the need to supplement exacting insurance with approaches where individuals are boosted to exist together with wildlife, network based normal asset the board (CBNRM) has frequently been applied in zones where neighborhood networks are intensely reliant on common assets for their vocations (Roe, et al, 2009). Intending to accomplish wildlife protection while advancing social equity and meeting work objectives (Shahabuddin and Rao, 2010), CBNRM may take a wide range of



structures (for example overseeing wildlife for neighborhood the travel industry, trophy chasing or subsistence asset use) and has been executed in various nations, with blended audits about its prosperity around the world (Measham and Lumbasi, 2013). Environmental conservation describes the administration of natural resources which include tracts of land, forestry, wild animals and water resources collectively by the local institutions for the benefit of the local communities. CBNRM assumes various forms varying from one area to another, and various socio-political and bio-physical backgrounds. CBNRM may focus on profitable utilization of naturally occurring resources, for example the management of wildlife for domestic tourism or hunting initiatives, or the focus may be chiefly sustenance using of the resources for example non-timber forest products (Roe et al, 2009).

### **1.1.3 Socio-Cultural Conservation Strategy**

It is broadly perceived that tourism changes physical and social scenes, changing them into spaces for vacationer exercises. The environmental, monetary, and sociocultural effects of traditional tourism have prompted developing worries about the long haul maintainability of vacationer exercises as a community advancement device (Beeton, 2006; Sharpley, 2000). These effects not just influence the personal satisfaction of host networks, yet in addition impact their degree of help for tourism advancement ventures (Gursoy, et al., 2002).

Since tourism is a development based industry, human interactions and service provisions are critical. The overall impact is felt to both the generating and hosting destinations. Tourism relies heavily on creation of trust and faith among the communities involved. As a result of tourism, various changes have been witnessed in various communities with people having different religious affiliations and values meeting. The connection that has been witnessed after the world war is as a result of tourism. Among the positive aspects of tourism is the advancement of education and tolerance of other people's cultures. This interaction and consciousness has enabled people to be more tolerant of a locality's traditions and the revival of diminishing traditions that have been lost over time (Richards, 2007). Consequent to this working relationship and faith, people in the host community have bonded with each other as they offer services to their guests. The connectivity that has arisen from traveling from one place to the other has enhanced universal respect of all individuals and

assisted in the preservation of arts and cultures. The tourists have a keen interest in the purchasing of goods as the people buy souvenirs. Tourism must have control in a manner that sustainability of the destinations is governed through the ethics of preservation of local values as well as those of hosting destinations.

Many conservation studies have been carried out that considered the community as a little longitudinal unit with mutual values and common interests. Previous studies have demonstrated that communities are key to the sustainability of tourism development (Aref, 2011). However, little attention is given to the communities, studying how they impact tourism development, the communities contributions cannot be downplayed because of their critical role. Jamal and Stronza (2009) argue that when the local communities are involved in tourism development, the gaps existing between governance and utilization of resources are closed up. In addition to the economic empowerment, local communities' participation assists in proper environmental conservation that is based on domestic and scientific information, economic and social development and the safeguarding of the culture of the people and the production of interpretive and nature-based encounters for visitor learning and diverse appreciation". Community participation in tourism advancement procedures can bolster and maintain nearby culture, custom, information and aptitude, and make pride in community legacy (Lacy et al., 2002).

#### **1.1.4 Community Empowerment Strategy**

Mathiason (2012) however, opines that for individuals and communities to participate effectively, they must have the tools, skills and space to participate, thus participation supports empowerment through a person's consideration in an association and its hierarchical basic leadership (Rocha, 1997). Genuine community empowerment ought to be gotten progressively, through the greater part of the procedures of accomplishing complete power, up to the highest point of Arnstein's stepping stool. In applying this plan to tourism, such strengthening would stipulate that guest objective networks, instead of governments or the global business territory, hold the master and assets to choose, make a move and control tourism headway (Timothy, 2007). Along these lines, to recognize practical tourism, the strengthening of networks affected by tourism headway is affixed to the criticalness of political and budgetary value (Sofield, 2003). As an approach to recognizing open participation and strengthening,

Reid (2003) highlights the need of networks' care raising and transformative learning structures in understanding their condition and the need to face issues themselves.

### **1.1.5 Statement of the Problem**

In the national tourism strategy (2013-2018) Kenya anticipates to increase tourism revenue as well as provide diverse opportunities to the local communities. The core values indicated in the strategy include: Good governance, rule of law and dignity; Inclusiveness and equity; Customer focus, responsiveness and dynamism as well as Sustainability (Government of Kenya (GoK), 2012). However, indications show that this may not significantly cascade down to indigenous communities as envisioned from this initiative. There is a subtle disconnect from a Tourism Sector Performance Report (2019) from the ministry of Tourism Kenya which indicated a 31.26% growth in tourism revenues from Ksh. 120B to Ksh. 157.4B in the years, 2017 and 2018. The report however fails to indicate the effects and/or mitigation measures that these tourist numbers would have on the environment and socio-cultural dimensions of the tourism numbers. Tourism in Kenya is highly dependent on exploitation of local resources including natural resource, social and cultural heritage of local communities which can lead to environmental degradation and a deterioration of social and cultural values in and around tourism destinations.

For community conservation to be fully realized, protection of biodiversity, land use planning, mitigation of community-wildlife conflict, empowerment of the local community as well as use of traditional knowledge is a prerequisite. Reputed for its pristine wilderness and abundance of wildlife, the Maasai Mara ecosystem is threatened by the loss of wildlife grazing and dispersal areas due to agricultural practices and increased human settlement. The land tenure changes in the Mara from group ranches to private ownership has seen a significant rise in human population in wildlife dispersal areas. This is attributed to changes in the lifestyles of the Maa community from nomadic pastoralism to a more sedentary way of life, leading to large scale mechanized cultivation of land, intensification of agriculture and increased livestock production. There is a scarcity of empirical studies relating to community empowerment in CBTs in Kenya, where local involvement in tourism tends to be high in the informal sector where the scale of investment is low. Despite their culture being

the biggest attraction in Kenya for cultural tourism, the Maasai have very little control or say on how it is packaged or sold.

There is an urgent need to address issues of political and social justice such as land rights, access and user rights to natural resources, equity in distribution of benefits, transparency and accountability, as well as democratic decision making processes. Following these observations, this study seeks to build on these findings by examining the influence of community empowerment and sustainability of community based tourism projects in Maasai Mara conservancies. This study sought to determine the conservation strategies employed in these conservancies and how they influence the sustainability of community tourism projects. It focused specifically on environmental conservation, social-cultural conservation and community empowerment as well how monitoring and evaluation practices can be used to achieve sustainability of community based tourism projects.

## **1.2 Purpose of the Study**

The purpose of this study was to establish how conservation strategies influenced the sustainability of community based tourism projects in Kenya. It sought to investigate the extent to which monitoring and evaluation practices moderates the relationship between conservation strategies and sustainability of community based tourism projects in Kenya.

## **1.3 Significance of the Study**

Community based projects have been touted for long as an avenue to create wealth and empower the indigenous communities that live adjacent to these resources. However, there is little evidence that shows that these communities have benefitted from these projects. Indeed, there is a growing body of literature that suggests that these communities have lost their land, their traditional livelihood and their cultural heritage and there has also been significant environmental degradation and loss of biodiversity because of tourism activities. This study illuminates the various factors that come to play in the running of community based tourism projects while exploring

the efforts put into conservation of local resources. It highlights the challenges faced, the gaps in knowledge and propose solutions that can be applied in Kenya and throughout the world to strengthen these institutions and to ensure that the adjacent communities reap the maximum benefits from the projects. The outcomes of this study provide a platform to the researcher to explore future research and strengthen the linkages between communities and sustainable development.

#### **1.4 Limitations of the Study**

Pertinent data to the study was collected in selected conservancies around the Maasai Mara game reserve. This was limited by accessibility to some of the respondents due to the vastness of the area, the nomadic nature of the Maa community from whom information is sought, as well as cultural and language barriers from a section of the community members. These limitations were minimized by careful sampling of the population to enable the researcher to reach as many respondents as possible. The choice of research assistants from the community was also of paramount importance in order to maintain cultural respect as well as provide translation services. Triangulation in the use of instruments of data collection was used to authenticate accuracy of information from different sources.

#### **1.5 Delimitation of the Study**

The study was carried out in two conservancies adjacent to Maasai Mara National Reserve. These are Naboisho conservancy and Olare Motorongi conservancy both which were part of the former Koiyaki group ranch. Naboisho conservancy covers an area of 50,000 acres in partnership with 530 landowners, comprising of six camps. The conservancy is run in partnership with the Basecamp Foundation Kenya. These six tourism partners underwrite the lease payments and have contracted a management company, Seiya Ltd. Basecamp Foundation acts as the secretariat for Naboisho Conservancy. The Olare Motorongi Conservancy (OMC) which covers 32, 900 directly borders Masai Mara National Reserve on the south providing unmatched magnificence for the wild animals. This covers the low river valleys of Olare Orok together with the Ntiakitiak Rivers connected to the woodland near these rivers. In this scenery stands out the imposing Ntiakitiak Gorge with a stunning escarpment stretching 12 kms long on the lower side.

The study further confined itself to determining the influence of conservation strategies on sustainability of community based tourism projects in Maasai Mara conservancies. The study broadly conceptualized the variables under conservation into three broad categories; environmental conservation, socio-cultural conservation and community empowerment, capturing the indicators of each in the conceptual framework. Additionally, the study was grounded by the participation theory, stakeholder theory and sustainable livelihood approach to explain the use of various variables in the study. The methodology of the study was limited by pragmatic philosophical underpinning which justifies the use of a mixed methods approach. This research made use of questionnaires and interview schedules while making reference to relevant documents as the main instruments for data collection.

### **1.6 Assumptions of the Study**

The study made the assumption that the variables used in this study were adequately captured and explained the relationship between conservation and sustainability of community tourism. It further assumed that the variables were continuous and thus random selection of subjects can be conducted. The study was also based on the assumption of linearity, normality and homogeneity of variance which refer to the nature of distribution of the data and the underlying relationships among variables. This determined the use of parametric tests. Further assumptions were that respondents selected for the study are key and that they gave truthful and relevant information regarding the study.

### **1.7 Definition of Significant Terms Used in the Study**

**Conservation Strategies:** Plan of action applied to the preservation or efficient use of resources in an ethical manner. It refers specifically to the protection and management of the environment and natural resources as well as the protection and restoration of cultural heritage.

**Environmental Conservation Strategy:** Measures applied in the protection of natural resources and biodiversity for the benefit of both the environment and local communities. Measured through protection of biodiversity; land use planning; use of alternative sources of energy and mitigation of community-wildlife conflict management

**Social-Cultural Conservation Strategy:** Measures applied in the protection and preservation of the social, cultural and heritage values of indigenous communities at a tourism destination. Measured through preservation and promotion of culture and heritage; quality and diversification of product offer; entrepreneurship opportunities for locals and social inclusion of minority groups.

**Community Empowerment Strategy:** Mechanisms that give local communities the ability, power and authority to make decisions, take action and control utilization of local resources for tourism development. Measured through community participation in decision making; availability of capacity building initiatives; collaboration with external institutions and sources for resource mobilization.

**Community Based Tourism Projects:** conservation based tourism projects geared towards the generation of revenue for communities as well as provide incentives for conservation of natural resources.

**Monitoring and Evaluation Practices:** The process of conducting monitoring and evaluation of community based tourism projects and includes setting project goals and objectives, data collection and analysis as well as dissemination and utilization of data.

**Sustainability of Community Based Tourism Projects:** Community tourism projects that demonstrate ability to continue with project activities until set objectives are attained. This is reflected in project's ability to achieve economic viability, ecological sustainability, equitable distribution tourism revenue; the number of tourist arrivals at the destination; employment of locals; social amenities for the locals; ecotourism initiatives and public private partnerships.

## **1.8 Organization of the Study**

The study is organized into five chapters. Chapter one, introduces all the pertinent concepts of the study and explains them briefly, it begins with background information to the study, gives the problem statement, states the purpose and outlines the objectives guiding the study, sets out the research questions, and hypotheses. It

also describes the significance of the study, limitations, delimitation, assumptions of the study and a brief definition of terms. Chapter two reviews literature concerning conservation strategies, monitoring and evaluation process, power dynamics and sustainability of community based tourism projects. The chapter draws from published articles, organization reports and empirical research reports in an effort to present different views and arguments concerning these variables. It begins with an exploration of the dependent variable (Sustainability of CBTs) followed by the independent variables (Conservation Strategies), and moderating variable (Monitoring and Evaluation process). This chapter reviews theories that informed the study and present a conceptual framework to show the relationship between the variables and finally present gaps established from the literature reviewed and a summary of the literature.

The chapter begins with description of the demographic characteristics of the respondents, discussions and testing of assumptions made in the study. It further present analysis of data, interpretations therein as well as hypothesis testing linking the study to existing literature. Chapter five presents summaries of the major findings of the study and draws conclusions based on the data analysed in chapter four. The chapter also makes recommendations based on the evidence presented in the study, highlighting contributions the study has made on the body of knowledge also suggested areas for further studies



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature concerning conservation strategies, monitoring and evaluation practices and sustainability of community based tourism projects. The chapter draws from published articles, organization reports and empirical research reports in an effort to present different views and arguments concerning these variables. It begins with an exploration of the dependent variable (Sustainability of CBTs) followed by the independent variables (Conservation Strategies) and moderating variable (Monitoring and Evaluation practices). A further review of the theories that informed the study is carried out, presentation of a conceptual framework showing the relationship between the variables and finally gaps established from the literature reviewed and a summary of the chapter.

#### **2.2 Sustainability of Community Based Tourism Projects**

Sustainable tourism development has pulled in huge consideration in numerous logical investigations especially in tourism thinks about and has been one of the quickly developing territories of tourism studies look into since the late 1980s. Buckley (2012) out that the particular term 'feasible tourism' was first utilized in the mid '90s. Before all else, essential structures from foundations in tourism, financial matters and environmental administration were examined. The turn of the thousand years yielded various reconceptualization and a progression of studies including (Liu et al., 2013). Bramwell and Lane (1993), recommend that, manageable tourism rose to a limited extent as a receptive idea in light of the many negative tourism issues, for example, environmental harm, genuine effects on society and customary societies. Bit by bit, tourism improvement has been viewed as an answer fit for making positive changes through the thoughts of maintainable tourism. Practical tourism has assumed a significant job in distinguishing approaches to verify positive advantages, just as the built up methodologies of guideline and improvement control (Bramwell and Lane, 2012).

Community based tourism was developed in the 1990s as a model whose intention was to introduce a bottom-up approach that would deliver. (Asker, *et al.* 2010). CBT emphasizes the significance of interpreting and communicating local culture and environment. Kibicho (2010) and Zapata, *et al* (2011) are of the opinion that CBT involves the development of skills and improvement of income amongst local communities thereby empowering them through the generation of employment opportunities. Further describing it as any organization structure that strives for the management and ownership of community resources and the distribution of benefits resulting from tourism revenue. The World Bank in (2013), described CBT as development that is community-driven and involves stakeholders in decision-making, encouraging them to activate the majority of actors in the process of participation. Brohman (1996) provides perhaps the most comprehensive definition of CBT.

In this definition, CBTs are touted to have the power of inclusivity of all the stakeholders. The emphasis is however on the local community's ability to participate effectively in matters concerning them economically, socially as well as culturally. It further emphasizes the importance of responsible development, where CBT projects would promote conservation of the environment as well as cultural integrity of the host community. CBT projects have acquired much prominence over the past thirty years. The new methodology of development is participatory which came up as a consequence of dismal let-down of top to bottom methods in the conservation and development agenda. Different organizations have different approaches in pursuing their agenda, however, all of them established a connection existing between conserving the environment and the subsequent social and economic development especially in protected areas. Their key belief is that conservation and sustainability of projects is likely to thrive if indigenous communities fully participate and directly benefit (Mogelgaard, 2003).

Understanding a CBT project using critical indicators can help donors identify the reasons for project success and/or failure, the need for project governance and M&E processes to better understand project feasibility along the lifecycle, early identification of deviations what can be classed as appropriate performance. This concurs with alternative development and methodologies of sustainable livelihood focusing on ordinary development and inclusive participation, equality and enabling

ideas. The key focus is the ability of CBT projects' potential of generating various beneficial economic and society development effects in the non-urban regions where mostly there is a challenge in development (Epler Wood and Jones, 2008). Through regulation of domestic businesses and practices, CBT has made contribution to preservation of both culture and the environment while ensuring an equitable distribution of resources to the disadvantaged groups in the society. Several studies have affirmed the potential paybacks to communities more so those that are of economic value (Wood and Jones, 2008).

Distinctive CBT destinations most commonly can comprise indigenous cultures and surroundings where all the aspects pertaining to the local way of life, from culture, clothes, entertainment and foods are considered as part of CBT products. However, the local people may consider their unique features as weaknesses and nothing of value (Pinel, 2013). A lot is therefore required to change the perceptions through capacity empowerment, and raising their consciousness on the positive aspects of their lives enabling them to handle their visitors. Having in mind that every community has its unique characteristics, there is no prescribed way of handling their unique aspects but rather general CBT principles to cater for sustainability and profitability (Hamza, 2009). World Tourism Organization (2006), points out that advancement of sustainability tourism involves inclusive participation of all parties, enhanced political will for broad involvements and the creation of consensus. To achieve sustainable tourism, an un-interrupted process is needed which provides un-interrupted monitoring of the possible effects while the introduction of the critical prevention methods is fostered (UNTWO, 2006).

Sustainability of CBTs has been questioned by criticism from donors and researchers who point to below standard performance and failure in delivery of accruing benefits to the host communities as questions are raised on the justification of the funding from the donors. In one study, America, Mitchell and Muckosy (2008) while studying CBT in Latin America, reported the absence of financial transparency, poor accessibility to markets and pitiable governance. These are some of the factors that the Pro Poor Tourism Partnership identified in 2001 among many others. They concluded that for CBT to succeed, accessibility to markets, commercial viability,

availability of policies frameworks and implementation obstacles were key in success of the initiatives. (Ashley *et al*, 2001).

All these factors have been cited CBT projects experiencing difficulties in gaining entry into the market in a competitive way (Epler Wood, 2008, Scheyvens, 2007, Mitchell & Muckosy, 2008). In view of poor governance, there is a general assumption that all members of a community are equal but in reality there are different classes made up of complex structures in terms of gender, social class and different tribes with some community members enjoying special status. Any attempt to institute democratic systems in these communities has failed since the conventional authorities make critical decisions (Scheyvens, 2007). In addition, CBT is not all inclusive in many instances, since there is no engagement of the host community in the making of decisions (Mitchell & Muckosy, 2008).

The available literature on this area is limited considering the fact that clear ascertainable benefits are difficult to document as evidence, thus this area has remained attractive for further research. It is important therefore to measure, document and provide reports of these initiatives for the purpose of measuring how the communities has benefited or has been disadvantaged. Notwithstanding the criticisms, it has been proved that several CBT projects when subjected to steady source of funding, putting in place proper business plans and providing the necessary technical know-how, great results are registered. (Mitchell & Ashley, 2010).

Ndlovu (2016) reiterates the benefits of CBTs saying; the subsequent shift in the host community's life perspectives is a resource that gives continuously hence affecting both present and future economic activities. Hence by manner of change in production emphasis, there will be changes in projections. The latent benefit in reality will promote the support of CBT projects for the common good of the community focusing on equality, unity and peaceable co-existence. The advantages accrued from sustainability of CBT projects in regard to the shift in perspectives of the local communities in developing regions is key in the attainment of UN Millennium Development goals of elimination of poverty, reducing illiteracy levels, provision of food, reduction of discriminatory gender practices, reducing the spread of HIV/AIDS

pandemic and provision of universal health to vulnerable groups, ecological sustainability and universal cooperation (Tasci *et al*, 2013).

Conservancies in Kenya and specifically in the Maasai Mara, are designed as community based tourism projects that are community driven and involves all stakeholders in decision making, encouraging community participation in tourism activities. Sustainability of these projects can be achieved by creating avenues for local communities' involvement in decision making and management of natural resources (Van der Duim, 2011). The common element amongst most CBT projects is the interaction of socio-economic development and environmental conservation in and around protected areas (Butcher, 2011).

### **2.3 Conservation Strategies and Sustainability of Community Based Tourism Projects**

Placing emphasis on the vital role of conservation strategies in achieving project sustainability, the discourse on sustainable development highlights three critical elements. This was also known as community-based conservation. As enunciated by Songorwa (1999), CBNRM was aimed at creating an environment where a majority of community members would benefit from the sustainable use and management of natural resources. The programme foresaw a bottom up participatory approach based on principles which included meeting basic needs of the local community, devolving rights and control of natural resources from the central government, equity in sharing benefits and partnership and collaboration between the community and local institutions in the management of resources. Emphasis was placed on inclusion of all members of the community regardless of gender or any other consideration.

Jones (2015) discusses community based conservation in relation to the resident communities who own land as having the power of making decisions and therefore the right to use land and its associated resources. The rights may be inherent or given by the state and legislated. Various countries in Africa have different approaches in management of wild animals, arable land, water resources, forest cover, and fisheries Reporting on an integrated conservation and development project in Cameroon, Abbot *et al*, (2001) concluded that the inclusion of rural development initiatives promoting alternative livelihoods can improve the sustainability of conservation in an

area by altering community attitudes and behaviours. However, even this relationship was not straightforward. While community participation in the livelihoods programme created a 'pre-disposition' among community members towards biodiversity conservation, it did not predict an individual's attitude or behaviour in relation to the conservation project (Abbot *et al.*, 2001).

Several empirical studies highlight some deficiencies in community conservation; Franks (2008) studied the socioeconomic intricacies in conservation efforts in developing countries. As much as the studied areas had overhead and profit implications, there were different stakeholders operating at various longitudinal levels. The benefits occurred at the global scale whereas the costs were borne by the communities. At the domestic level, direct monetary payback is greatly reduced, the opportunity overheads are higher (Frank 2008). Inside the local community at Bwindi Impenetrable National Park, Uganda, these expenses were borne to a great extent by the poorest in the community and surpassed US\$200 per family every year (Franks, 2008). The effect on affluent community individuals was more positive, with costs under US\$150 per family unit every year. In parallel, the affluent experienced more noteworthy advantage than their poorer community individuals (Franks, 2008). Equally, Upton *et al.* (2008) gave a report on a study of protected zones network measure and spatial setup, which observed conservation-destitution linkages to be 'dynamic and locally particular'. The creators reasoned that while a win-win answer for biodiversity misfortune and destitution might be conceivable, it is probably going to be rarer than circumstances where an exchange off between these objectives is required (Upton *et al.*, 2008). These discoveries were echoed in a worldwide audit by Coad *et al.* (2008) which featured the disparity in the spatial and statistic circulation of the expenses and advantages of conservation.

#### **2.4 Environmental Conservation Strategy and Sustainability of Community Based Tourism Projects**

Due to the pressures occasioned by overconsumption, populace and innovation, the biophysical condition is being corrupted, some of the time for all time. This has been perceived, and governments have started setting restrictions on exercises that reason environmental corruption. Secured regions give safe spots where species can persevere while dangers are available or up and coming in different zones of their

range, being a key protection device to improve species endurance just as being progressively expected to accomplish various social and monetary destinations (Watson *et al.*, 2014). Political biologists contend that the manner in which nature is comprehended has significant political noteworthiness (Peet and Watts 2004; Neumann 2004).

Given the need to supplement exacting assurance with approaches where individuals are boosted to exist together with wildlife, community-based characteristic asset the board (CBNRM) has regularly been applied in territories where nearby networks are vigorously reliant on normal assets for their vocations (Roe, Nelson and Sandbrook, 2009). Expecting to accomplish wildlife preservation while advancing social equity and meeting job objectives (Shahabuddin and Rao, 2010), CBNRM may take various structures (for example overseeing wildlife for neighborhood tourism, trophy chasing or subsistence asset use) and has been executed in various nations, with blended audits about its prosperity around the world (Measham and Lumbasi, 2013).

In a report by the Economic and Social Council under the United Nations (2019), dubbed “*Conservation and the rights of indigenous peoples*”; experts outlined the fundamental role played by indigenous communities in promoting environmental conservation. The report highlights that approximately one quarter of the Earth’s surface is owned and/or occupied by indigenous peoples and that their lands intersect with 40 per cent of all terrestrial protected areas, (Garnett *et al.*, 2018). The expert forum made recommendations that indigenous peoples are an intrinsic, indivisible part of nature and the custodians of their environments thus; States, conservation organizations and donors need to enter into discussions with indigenous peoples to develop a new and innovative approach to conservation on the basis of recognition of and respect for the rights of indigenous peoples.

Mbida (1996) carried out a study titled ‘Indigenous Knowledge and Practices in Biodiversity Conservation: A Case Study of The Ilchamus, Baringo District, Kenya. Using Chi-square distribution and Spearman's rank correlation to test the null hypotheses; the study findings revealed that the Ilchamus were found to practice a highly developed indigenous agro-forestry, with the most preferred tree species being, *Acacia tortilis*, *Forssk*, *Balanites aegyptiaca*. (*L.*) *Del.* and *Salvadora persica* *L.* They

were selected based on their compatibility with crops and other uses like firewood, fencing and medicinal purpose among others. The community depended heavily on plants for most of their daily needs like firewood, construction materials, and medicines, thus their appreciation of the importance of these biological resources and had thereby developed indigenous models geared towards their conservation.

Environmental conservation by communities is not unique. Local groups of people have dealt with the arrive on which they live and the normal assets with which they are encompassed for centuries. Indigenous African people group frequently created expound asset the board frameworks, as have nearby networks all through the world (Ostrom, 1990; Borrini-Feyerabend and Lassen 2012). Today, nearby gatherings of pastoralists, ranchers, and tracker gatherers all through Africa keep up numerous customary frameworks of aggregate characteristic asset the board which help to continue the jobs and societies of a huge number of individuals. In the recent years, there has been a developing attention to the significance of aggregate common asset the executives' practices and organizations, and an acknowledgment of the manners in which that memorable powers have upset neighborhood individuals' capacity to deal with the grounds and assets they rely on. Borrini-Feyerabend et al., (2014) note that any place choices are being made and power and authority are worked out, some type of "administration" is set up. This is valid for regular asset the executives when all is said in done and for secured territories specifically. The power and the ability to take choices impact the accomplishment of secured territory targets, the sharing of obligations, rights, expenses and benefits, and the age and upkeep of help – be it money related, political, or from the networks in and around the ensured zones being referred to. The way toward comprehension and, where essential, improving administration is as the core of powerful protection.

Elaboration has been made on the origins, evolution and community involvement in natural resource in Africa. They document how prior to the formal processes we have come to know, there was a long tradition across Africa, for standard or customary ways to deal with the administration of common assets. Community gatherings of individuals over the area had a wide exhibit of indigenous asset the executives' frameworks, a large portion of which were never reported or recorded. Several years of outside disengagements and 'globalization' of asset the executives – from the inland



development of the slave and ivory exchange East Africa from the seventeenth through the nineteenth hundreds of years, to the inconvenience of European guideline from the late 1890's – have disintegrated numerous nearby asset administration organizations. All things considered numerous versatile neighborhood asset the executives frameworks and protection practices stay set up, and are a focal component of community preservation by and by crosswise over East Africa, (Roe, Nelson and Sandbrook, 2009).

The current study hypothesizes that environmental conservation strategies significantly influence sustainability of community based tourism. In relation, Chung *et al* (2018), carried out a cross-sectional survey study seeking to add to a superior comprehension of how biodiversity and nature-based tourism interface in PAs and how these collaborations might be modified by various protection procedures utilized by PAs. Their dataset was gotten by conglomerating information from various global foundations, national measurable organizations, online datasets and the dark writing. The needy variable was the normal yearly guest numbers for every PA. They determined appearance as the normal yearly guest numbers in every PA over a 15-year time frame. The key free factors were the administration system being utilized at the PA and its biodiversity. The executives' procedure was operationalized utilizing the IUCN (International Union for Conservation of Nature) the board classification. They further utilized a relapse model to foresee yearly visits to every PA as an element of the animal categories extravagance of the PA and the administration technique being utilized, with methodologies running from severe accentuation on biodiversity security to progressively blended use. Their outcomes show that biodiversity has a positive association with the quantity of yearly guests to PAs. Each 1% expansion in the quantity of species is related with an increment in yearly guests of about 0.87%, demonstrating that biodiversity is perhaps the most grounded impact on tourism. The administration procedures utilized additionally had a positive relationship with the quantity of yearly guests implying that PAs oversaw carefully for biodiversity protection draw in a greater number of guests than PAs for blended use.

In conclusion and by way of recommendation, the Chung *et al* (2018) study, tentatively suggested that delivering both biodiversity and nature-based tourism at the

same time is conceivable given suitable protection methodologies. That is, biodiversity is good with monetary improvement by means of tourism if legitimate systems are sent (Oldekop et al., 2016). More guests can build open doors for nearby monetary improvements, for example, inns, cafés and business open doors for nature guides (Liu et al., 2012). The executives designs that consider both biodiversity and neighborhood community participation could upgrade financial improvement encompassing PAs and in this way give employment advantages to the nearby occupants and diminish monetary disparities (Das and Chatterjee, 2015; Oldekop et al., 2016).

These finding concur and are reflected in a study by Ogotu *et al.*, (2016) which reports extreme declines of 68% in wildlife numbers and contemporaneous increment in domesticated animals in the Kenya rangelands from 1977 to 2016. Utilizing methodical investigation of flying checking overview to gather information, the creators offer grave worries about the eventual fate of wildlife, the adequacy of wildlife preservation arrangements, systems and practices in Kenya. The wildlife decreases are suggested incorporate exponential human populace development, expanding animal numbers, declining precipitation and a striking ascent in temperatures however the principal cause is by all accounts strategy, institutional and advertise disappointments. Furthermore, the examination assessed wildlife protection strategy in Kenya, proposing arrangement, institutional and the board mediations liable to prevail with regards to decreasing the decays and re-establishing rangeland wellbeing, most remarkably through strengthening and putting resources into community and private wildlife conservancies in the rangelands.

In building on these elements, this study went on to determine the extent to which environmental conservation strategies influence sustainability of community based tourism. In taking a divergent approach, this study focused on the relationships of these variables outside the PAs and in a more scaled down area, within two conservancies in Kenya. The studies mentioned in literature have described and analysed in depth, the importance of environmental conservation, maintaining green economies and descriptions of sustainability concepts. However, these studies have not considered the potentials of transformations of community based tourism towards

active green economies. To fill this gap, the study investigated specific environmental elements of community based tourism and its contribution to sustainability of these projects.

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**2.5 Socio-Cultural Conservation Strategy and Sustainability of Community Based Tourism Projects**

Without any doubt, tourism has a prominent effect on both the physical and cultural landscape converting these areas for tourism activities. The impacts whether they are economical, ecological or socio-cultural have elicited concerns on their future sustainability in regard to them being considered community development tools. The effects affect both the way of life of the local community and the support which they can offer to these tourism development ventures (Gursoy *et al.*, 2002; Zhuang *et al.*, 2019). Since tourism is a development based industry, human interactions and service provisions are critical. The overall impact is felt to both the generating and host destinations. Tourism relies heavily on creation of trust and faith among the communities involved (Shambhu and Gewali, 2014). Like other economic activities, tourism exerts a positive influence on host communities, offering developing countries a crucial opportunity to diversify their economic infrastructure, combat poverty, and pursue pro-poor policies, such as inclusive growth strategies (Dillimono and Dickinson 2016).

Social sustainability was first characterized by the World Commission on Culture and Development as between and intra-generational access to social assets (Järvelä 2008). Social manageability likewise infers that improvement happens such that regards the social capital and estimations of society (Mpofu 2012). Social supportability depends on the rule that the present age can utilize and adjust social legacy just to the degree that future ages won't be influenced as far as their capacity to comprehend and live their numerous qualities and implications (Pereira 2007). Hence, this element of maintainability is basically worried about guaranteeing the coherence of social qualities that connection the past, present, and future (Al-Hagla 2005). As the idea of social manageability started to build up, specialists' consideration centered around distinguishing and dissecting the down to earth instruments and routes through which culture could be protected, controlled, and demonstrated so that the general goals of maintainable advancement are satisfied. A significant commitment to this intention

was made by the Council of the European Union through the Digital Agenda for Europe and specifically through the European Digital Library, Europeana (Fanea-Ivanovici 2018). Social legacy digitisation is probably the best answer for safeguard social and aggregate memory and stretch out the free to accumulations simultaneously. In this way, the point of Europeana is to expand access to social legacy by enabling the general population to effortlessly discover in the entrance any social thing protected by European social organizations (Guccio 2016).

Other researchers have put culture on an equivalent balance with the economy, condition, and society (Errichiello and Micera 2016; Soini and Dessein 2016). The free job of culture in sustainability is clarified by the significance of safeguarding, monitoring, and keeping up various types of social capital (Janhonen-Abuquah, et al., 2018), given the way that social legacy can be utilized to achieve the social, environmental, and monetary objectives of supportable advancement simply after the vital advances have been taken to protect it (Guccio, et al., 2014). A third approach considers culture to be a 'larger element of sustainability', which encases the other three mainstays of sustainability and prompts advancement as a social procedure (Soini and Dessein 2016). A more up to date view is communicated by Loach et al. (2017), who underline the need to examine how the measures taken by galleries to turn out to be financially, socially, and biologically reasonable add to the satisfaction of their center social strategic, along these lines, to the accomplishment of social sustainability.

The importance of culture and community norms is seen all aspects of interactions between community members. Traditions, rites, religion and beliefs all influence the relationships and organisation of communities. It permeates into individuals' lives from birth, marriage, death, property ownership and resource allocation. In sub-Saharan Africa and specifically the ASAL regions, cultural practices play a big role in the ownership and use of natural resources, further scaling down to defined gender roles and inequalities. Forsythe *et al.*, (2015) in a study commissioned by the UNDP, so as to investigate issues of dryland ladies' territory rights, distributed a progression of reports on dryland ladies which including area rights, administration and flexibility. The reports underscore the estimation of land in creating nations and the power relations that exist inside. In creating nations and in the drylands, especially in sub-Saharan Africa and Asia, standard frameworks, including residency, assume a

significant job in dealing with the utilization and designation of land and other normal assets. Standard residency alludes to rights to arrive and are held, not possessed, by a gathering that is ordinarily of a similar heredity or faction, that are allotted by a family or genealogy head in the interest of the gathering (Bruce and Holt, 2011). Under standard frameworks, rights to access land and assets, for example, field, woodland and water are given through gathering participation, and can change as indicated by elements, for example, age, sexual orientation and conjugal status. These frameworks are generally unwritten and adaptable. This outcomes in a perplexing scene where various kinds of rights and wellsprings of rights connect in powerful manners, which can be alluded to as a land rights condition. In the drylands, the land rights condition takes on extra intricacy as standard residency is molded towards encouraging the versatility of individuals and domesticated animals, sharing assets and portability, which is exceptionally appropriate to the inconstancy in assets, topography, atmosphere and climate, which is normal of the drylands (Forsythe et al, 2015).

Land and land-based natural assets are the establishment of occupations for many individuals and are identified with social, social and profound character. Access to and power over land likewise adds to various advancement pathways and the Sustainable Development Goals. Land rights are legitimately identified with increments in agrarian efficiency, which is connected to financial development and destitution decrease notwithstanding progressively practical asset use, soil preservation, decrease in powerlessness, and the possibility to lessen clashes (UNCCD, 2011; Deininger et al., 2007). Ladies' entrance to and authority over land specifically is identified with improved family unit nourishment security and sustenance, more prominent interest in training, more prominent sexual orientation correspondence and dealing power, expanded economic wellbeing and social capital, decreases in sex based viciousness and HIV anticipation (Panda and Agarwal, 2005; UN, 2013; WB, FAO and IFAD, 2009; UNDP, 2008). There is expanding acknowledgment of the significance for land rights for improvement, ladies' property rights are including unmistakably inside and freely of these discussions, because of their significance for advancement results, the human rights motivation, and ladies' strengthening. This is likewise bolstered by global human rights systems. There is express notice of sexual orientation correspondence concerning the heap of land rights (proprietorship, use, get to, control, move, legacy and basic leadership), and

significant participation and security, of ladies in land law, arrangement, and execution (Wickeri and Kalhan, 2012; UN, 2013).

Existing literature on women's land rights exhibits that ladies experience weaknesses in access and control in connection to men and more fragile packs of rights than men in creating nations; notwithstanding, examples can contrast impressively as indicated by setting (Quisumbirg, 2009; UN, 2013; Deere and Doss, 2006; Adelman and Peterman, 2014). The same number of dryland networks are themselves prohibited from secure land rights, dryland ladies experience another layer of avoidance by method for their sexual orientation, which results in a particular setting in the drylands. Sexual orientation disparity in land rights is regularly identified with man centric socio-social standards in both statutory and standard land-residency frameworks, and the connection between them, alongside procedures of land privatization (IFAD, 2006; FAO, 2003; Adelman and Peterman, 2014). Ladies' absence of basic leadership authority and portrayal in land the board and administration is additionally depicted in the writing (Bezabih and Holden, 2010; Sircar and Pal, 2014). Especially in sub-Saharan Africa and Asia, ladies' privileges can be limited to utilize rights got from men through conjugal status, which is connected to male heredity (Berge et al., 2014; Odgaard, 2003). In dryland settings, rights to regular assets situated on the land (for example water, kindling or tree produce) may likewise be of significance to dryland ladies, yet again might be confined to utilize rights (IFAD, 2006). Ladies' residency weakness is likewise exacerbated by different patterns in the drylands, including statistic weight, urbanization, and atmosphere changeability.

Many conservation studies have been carried out that considered the community as a little longitudinal unit with mutual values and common interests. Previous studies have demonstrated that communities are key to the sustainability of tourism development (Aref, 2011). However, little attention is given to the communities, studying how they impact tourism development, the communities contributions cannot be downplayed because of their critical role. Jamal and Stronza (2009) argue that when the local communities are involved in tourism development, the gaps existing between governance and utilization of resources are closed up.



UNWTO (2013), discusses social inclusion by stating that the openings that the tourism area accommodates the poor as a wellspring of salary and different advantages can similarly be applied to different gatherings of individuals who might be hindered. Distinguishing five gatherings that are much of the time seen as financially and socially minimized as; ladies, youngsters, the old, crippled individuals and ethnic minorities. There is an extraordinary assortment of immediate and aberrant occupations related with tourism, in this way, chances to incorporate hindered gatherings are significant. Be that as it may, this requires explicit approaches and positive activity, so as to: Ensure that these gatherings are not oppressed at all; and effectively evacuate boundaries and elevate chances to encourage their full participation in the segment. Ladies are still minimized from pay producing exercises in many creating nations.

International labour Organization (ILO) (2009) indicates that impaired individuals are especially prone to experience the ill effects of segregation which might be immediate or as a ramification for neglecting to accommodate their uncommon needs regarding access and other help. Tourism endeavors ought to be required to make such arrangement, which ought to be secured by guideline and incorporation in the board norms. Equivalent consideration ought to be paid to the requirements of impaired workers and incapacitated guests. The treatment of ethnic minorities shifts significantly crosswise over creating nations. All types of oppression ought to be prohibited. Social tourism advancement should be similarly touchy to the necessities and openings displayed by the legacy of dominant part and minority societies. Ethnic minorities ought to be given an unmistakable stake in the arranging and association of tourism exercises around their social legacy.

## **2.6 Community Empowerment Strategy and Sustainability of Community Based Tourism Projects**

Burns et al (2004) contend that community participation is about engaging people, individuals or communities, in making decisions on things that affect their lives. Community participation may also highlight the relevance of policy to locals and add economic value through mobilization of resources.



Mathiason (2012) however, opines that individuals and communities to participate effectively, they must have the tools, skills and space to participate, thus participation supports empowerment through a person's consideration in an association and its hierarchical basic leadership (Rocha, 1997). Alternately, there are restrictions to community participation in the tourism improvement process. At last, it is basic to build up instruction and preparing program for community, getting the main foundations and master help to profit nearby individuals (Rocharungsat, 2004). Also, cooperative ways to deal with the tourism improvement and arranging procedure are the key advance for the reasonable tourism improvement.

Numerous studies that research coordinated effort among entertainers and systems in tourism are relevant with regards to systems administration for reasonable tourism. Morrison, Lynch and Johns' (2004) organize typology that distinguishes private, open private and scholastic partners is a model. Their statements that these systems can affect emphatically on community backing and feeling of community, upgrade the probability of composed utilization of framework and improve correspondence, information move and learning are normal. Some return to the most punctual deals with coordinated effort in tourism (Jamal and Getz, 1995; Murphy, 1985). Translating practical tourism as a social build, Dredge (2006a) contends that inclusivity, participation and systems administration can essentially add to the administration of tourism in an increasingly supportable way. This contention features the requirement for productive systems administration in tourism the executives by and large, a contention which can likewise be advanced to call for proficient systems administration in manageable tourism specifically. To be sure, when coordinated effort in its broadest comprehension can improve the probability of tourism continuing in a progressively supportable manner, an assessment of such systems ends up foremost for tourism scientists. Coordinated tourism arranging might be viewed as an intelligent or community oriented methodology which requires participation and connection between the different degrees of an association or unit of administration and between the capable association and the partners in the arranging procedure to acknowledge even and vertical organizations inside the arranging procedure (Hall and McArthur, 1998). Expository methodologies that stress the social parts of CBT undertakings can be gainful in light of the fact that they center around frameworks of joint effort between neighborhood tourism specialists as well as individuals from the



community – a key component for the participatory administration of traveler goals (Aas, Ladkin, and Fletcher, 2005; Erkus-Özturk and Eraydin, 2010).

Cooperation is an adaptable and dynamic procedure whereby various entertainers share their points of view and additionally material assets to tackle issues that can't be unraveled independently (Koontz, 2006). The synergistic procedure can create benefits for those included, so it is of enthusiasm for tourism improvement and vacationer operators (Aas et al., 2005; Arnaboldi and Spiller, 2011; Baggio, 2011). For instance, coordinated effort systems encourage access to learning, money related capital, markets, and innovation (Borgatti and Foster, 2003; Inkpen and Tsang, 2005). In like manner, the writing recommends that cooperation systems advance tourism development and can manufacture social security nets against ominous business conditions (Novelli, Schmitz, and Spencer, 2006; Wang and Fesenmaier, 2007). Given that the tourism division is regularly divided and dynamic, it is progressively perceived that coordinated efforts are expected to oversee visitor goals (Pforr, 2006; Wang and Xiang, 2008).

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In CBT, cooperation gives an instrument to address authoritative and operational issues that rise up out of tourism advancement (Araujo and Bramwell, 1999; Liu et al., 2014). The collective procedure may prompt self-association of visitor exercises inside a community, which ought to incorporate different partner gatherings while limiting irregular characteristics in the system. In any case, the benefits of coordinated effort are endangered when certain social gatherings are barred from the participatory procedure, since it puts the respectability of the whole framework in danger (Cornwall, 2003; Gilchrist, 2000) and makes pressures that could antagonistically influence the CBT improvement objectives (Bramwell and Lane, 2000; Landorf, 2009).

Limit building is currently a significant point of convergence for contributor financing associations, particularly in their crucial neediness decrease among provincial networks (World Bank, 2004). The idea is exceptionally critical be that as it may, restricted consideration has been given in the tourism studies contrasted with different fields. The idea of community limit isn't as something new, however an improvement of thoughts found inside the writing (Gibbon, Labonte and Lavarack, 2002). The

sustainability of community put together tourism improvement depends with respect to the capacities and abilities of the nearby people to plan and deal with the tourism exercises. There is a huge assemblage of writing expressing that community capacity building is a center procedure in creating and reinforcing nearby individuals (Kwan *et al.* 2003). Capacity building fundamentally alludes to the capacity of people, associations or social orders to meet their formative needs over some undefined time frame (Hinderbrand and Grindle, 1994; Ohiohenuan and Winker, 1995). While as indicated by Smith *et al.* (2003), community capacity building is the substance of community improvement. It encourages communities to enhance their capacity to take an interest in the tourism basic leadership.

Goodwin and Santilli (2009) and Iorio and Wall (2012) have recommended that it is generally advancement offices, NGOs and other association, with an enthusiasm for tourism as well as improvement, who find groups' potential and resources, and that, regardless of whether groups themselves look to begin CBTs, financing and help from outside are crucial. This offers a critical conversation starter on how much outside impact (through subsidizing and preparing) is required to start CBTs (Iorio and Wall, 2012), when the genuine beginning stage may well be a best down activity. In any case, support requires limit working with a specific end goal to make community individuals completely comprehend and grasp their chances (Novelli and Gebhardt, 2007).

Ondicho (2012) carried out an ethnographic study in Amboseli, Kenya, which sought to determine the challenges faced by the Maasai community in their involvement in tourism development. The study determined that local involvement in tourism was high in the informal sector where the scale of investment was low. It revealed that interest groups outside the Maasai community exercised more power and control over the formal tourism sector in the region due to their financial authority. Despite their culture being the biggest attraction in Kenya for cultural tourism, the Maasai have very little control or say on how it was packaged or sold.

Ondicho (2012) recommends that in order to increase benefits to the locals, there was need to increase their levels of formal education and training so as to enable them compete for employment and other opportunities accorded by community tourism.

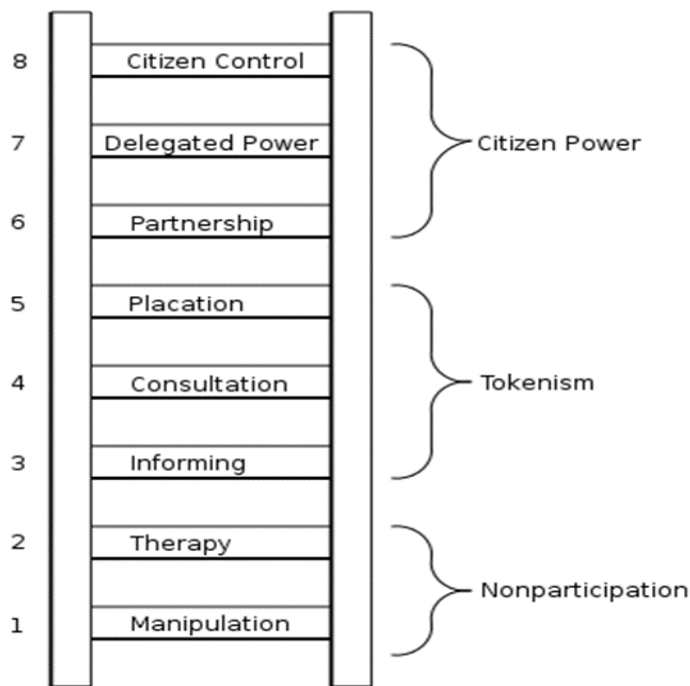
Furthermore, he posits the urgent need to address issues of political and social justice such as land rights, access and user rights to natural resources, equity in distribution of benefits, transparency and accountability, as well as democratic decision making processes. Following these recommendations, this study seeks to build on these findings by examining the influence of community empowerment and sustainability of community based tourism projects in Maasai Mara conservancies.

## **2.7 Theoretical Framework**

The major theory guiding this study was Participation theory which was developed by Arnstein (1969) and supported by sub theories including Social Capital and Participation and Collaboration as theorized by Selin and Chavez (1995). The study further made use of the Dependency theory that was developed by Franks (1967).

### **2.7.1 Participation Theory**

Arnstein (1969) in developing the theory of participation defines citizen participation as: the most vital point might be the level of energy dispersion. Community participation does constitute association in arranging forms, as well as the more undefined term of municipal ideals 'as the benefit of everyone, an aftereffect of individuals taking an interest together in a common undertaking which they see to be significant' (Arai and Pedlar, 2003). Dynamic inclusion by community residents gives a view of living in a brought together community as those included offer a shared objective with the end goal that, even the individual occupant who isn't a dynamic member, will at last advantage from the expanded community harmony (Wilson and Baldassare, 1996).



**Figure 2.1: Arnstein's Ladder of Participation (1969)**

In comparison, there are constraints to community participation in the tourism improvement process. Probably the most noteworthy boundaries incorporate absence of skill and preparing of tourism arranging experts; political conventions that support centralisation of specialist; absence of subsidizing; absence of intrigue or duty by partners; rivalry for similar resources; absence of long haul or vital arranging; and an absence of agreement. At long last, it is basic to build up an instruction and preparing program for community, getting the main establishments and master help to profit local individuals (Rocharungsat, 2004). Also, community oriented ways to deal with the tourism improvement and arranging process are the key advance for the sustainable tourism advancement.

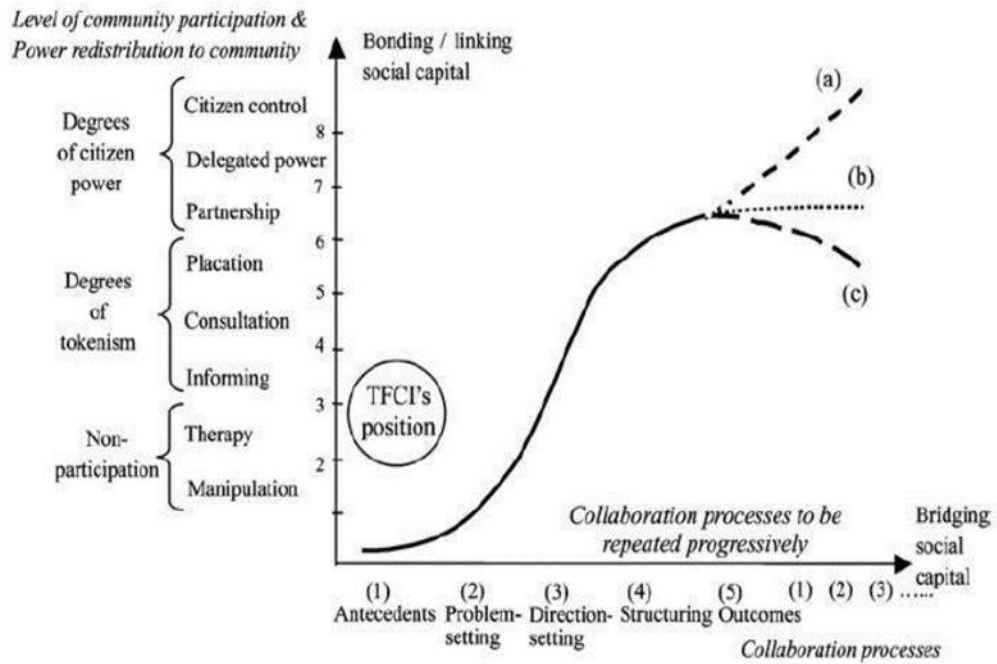
### **2.7.2 Social capital**

The concept of social capital, gotten from human science, has picked up a vital position in the talk of advancement help since the 1990s, particularly after its selection by the World Bank in 1998. To begin with, two important refinements have been distinguished amongst auxiliary and intellectual segments of social capital. The basic incorporates the power of associational connections or exercises, systems, rules,

parts, points of reference, and alludes to what individuals do. While, the subjective segment needs to do with standards, values, convictions, states of mind or view of help, correspondence and trust, and identifies with what individuals feel (Jones, 2005). Three sorts of connectedness – holding, crossing over and connecting – have been distinguished as essential social systems inside, between and past communities (Pretty, 2003).

In communities where social capital is high and entrenched, individuals have a tendency to have more certainty to put resources into aggregate commitment and cooperation, assuming that others will do as such as well (Pretty, 2003). Be that as it may, trust sets aside opportunity to manufacture and is effectively broken. At the point when a community is portrayed by doubt or struggle, helpful exercises are probably not going to develop. To build trust correspondence is required, which alludes to at the same time traded merchandise and learning. A kind-hearted correspondence creates sustainable commitments between individuals, which prompts commonly heaps of conduct, i.e. standards and guidelines of society. As can be seen, four interconnected highlights of social capital are recorded as fundamental; relations of put stock in, correspondence and trades, basic tenets and standards, and connectedness in systems and gatherings (Pretty, 2003).

Among others, Lin (2001) and Krishna (2002) contend that a superior comprehension of social capital is vital for giving a possible method to create sustainable communities. It has been proposed as the „missing link“ being developed and numerous see it as vital for majority rule government, neediness diminishment and natural sustainability (Jones, 2005). While others (Bridger and Alter, 2006) don't respect social money to dependably be the response to more noteworthy advancement, rather alluding to communities being subject to social communications. Then again, McCool and Martin (1994) contend that those inhabitants with a more grounded than normal connection to their community, have more grounded sees, are more educated and subsequently more worried about advancement in their area, in regards to both positive and negative effects.



As shown in figure 2.2 a two-dimensional diagram shows the collaboration forms and crossing over social capital on the flat hub with Arnstein's (1969) participation stepping stool, control redistribution and holding and connecting social capital on the vertical pivot. As accepted by Selin and Chavez (1995), the results of collaboration will be bolstered back to the phase of predecessors because of their recurrent nature. This implies the five phases of collaboration will repeat logically after the results organize; however a few phases might be missed while the cycles are recharged. This is normal when forms develop to tackle a similar issue (Ndlovu, 2016).

### 2.7.3 Stakeholder Theory

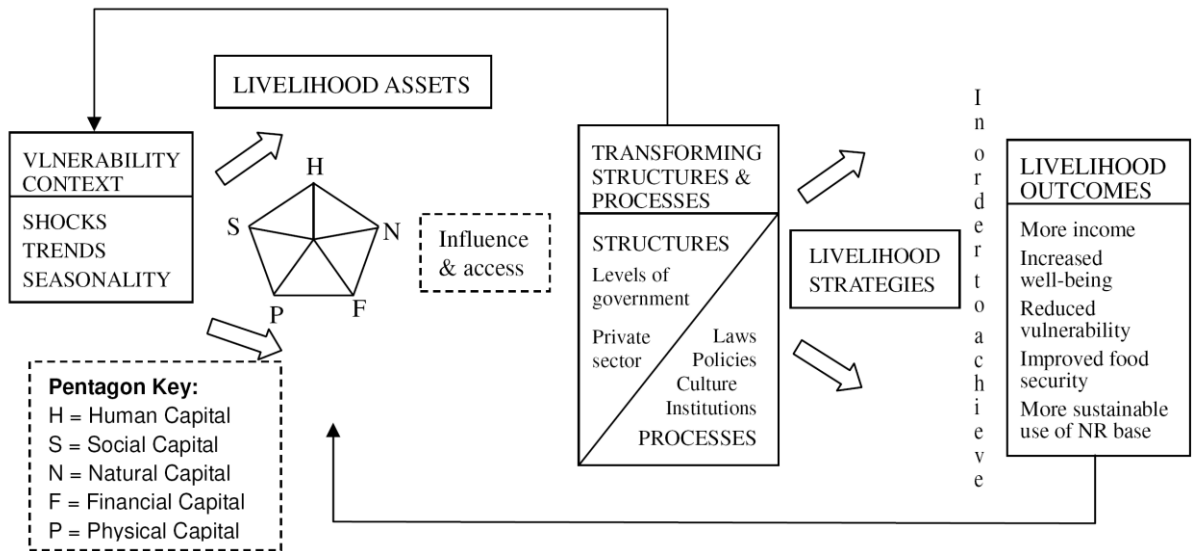
The instrumental perspective distinguishes the associations, or absence of associations, between partner the board and the accomplishment of the association or advancement's targets and objectives (Donaldson and Preston 1995). The instrumental perspective sets up associations between explicit activities and explicit final products. For instance on the off chance that a lodging is worked in a community, at that point the lodging stock would increment in the community. This expansion at that point can be identified with changes to inhabitation rates in the community, income produced, and inhabitation duty gathered. Under the instrumental viewpoint there is no supposition, anyway the practices distinguished will be pursued or that the aftereffects of the activities are wanted (Jones 1995). Utilizing a similar case of an inn that is

worked in the community, the inhabitation rates could build, remain the equivalent, or decline as a result of the additional lodgings to the stock while inhabitation assessment gathered expanded.

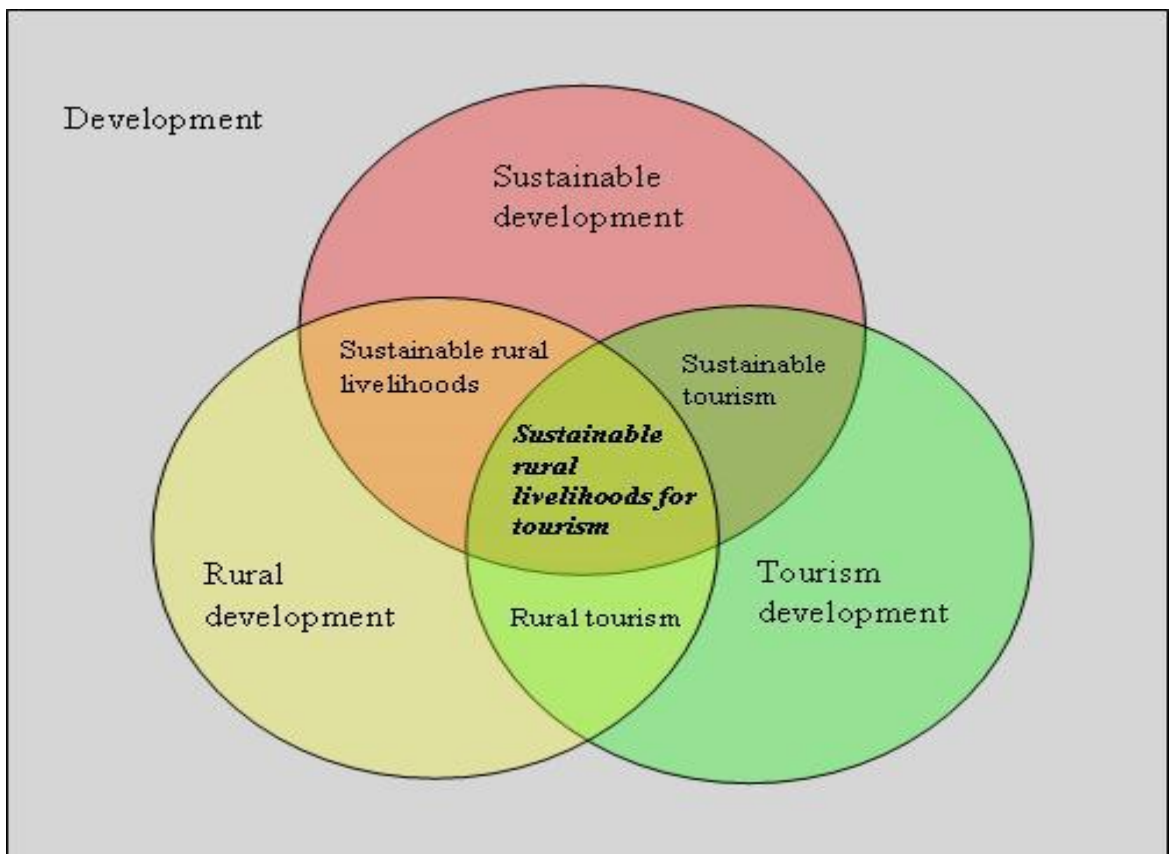
(Nicolaidis, 2015) In the Salience model elaborates on stakeholders' power to influence the organization. They are additionally accomplices to an authentic association with the association and have an earnestness guarantee on the association. Power in itself doesn't make for grouping a partner as having a high need. What is required is authenticity which gives authority and earnestness is required for execution. This infers the partners must be aware of their capacity and be eager to utilize it. The talk on the partner hypothesis has basically revolved around two related streams: characterizing the idea, and arranging partners and understanding their connections (Rowley 1997). The hypothesis hypothesizes that all voices ought to be heard while settling on a choice paying little respect to the power or intrigue held by partner gatherings (Byrd 2007). Clarkson (1995) arranged the partner as essential and auxiliary partners. Essential partners are ones without whose participation the company can't endure, which incorporate financial specialists, representatives, clients, and providers, though optional partners are the individuals who impact or influence, or are affected or influenced by, the enterprise however are not occupied with exchanges with the organization and not basic for its endurance (Clarkson 1995). Applying stakeholder theory to the current study, the element of the theory is that all gatherings keen on or influenced by tourism improvement ought to have a chance to impact its administration (Sautter and Leisen 1999; UNEP and UNWTO 2005; Poudel et al., 2014). This implies feasible tourism involves backing and contribution of partners in the whole goal arranging process (Byrd, et al., 2009; Jamal and Stronza 2009; Waligo et al. 2013).

#### **2.7.4 Sustainable Livelihood Approach**

This study bases its Sustainable Livelihood Approach on the pentagram-based module shown in Figure 3.



**Figure 2.3. The Sustainable Livelihoods Framework (Source: adapted from DFID, 1999, p. 11).**





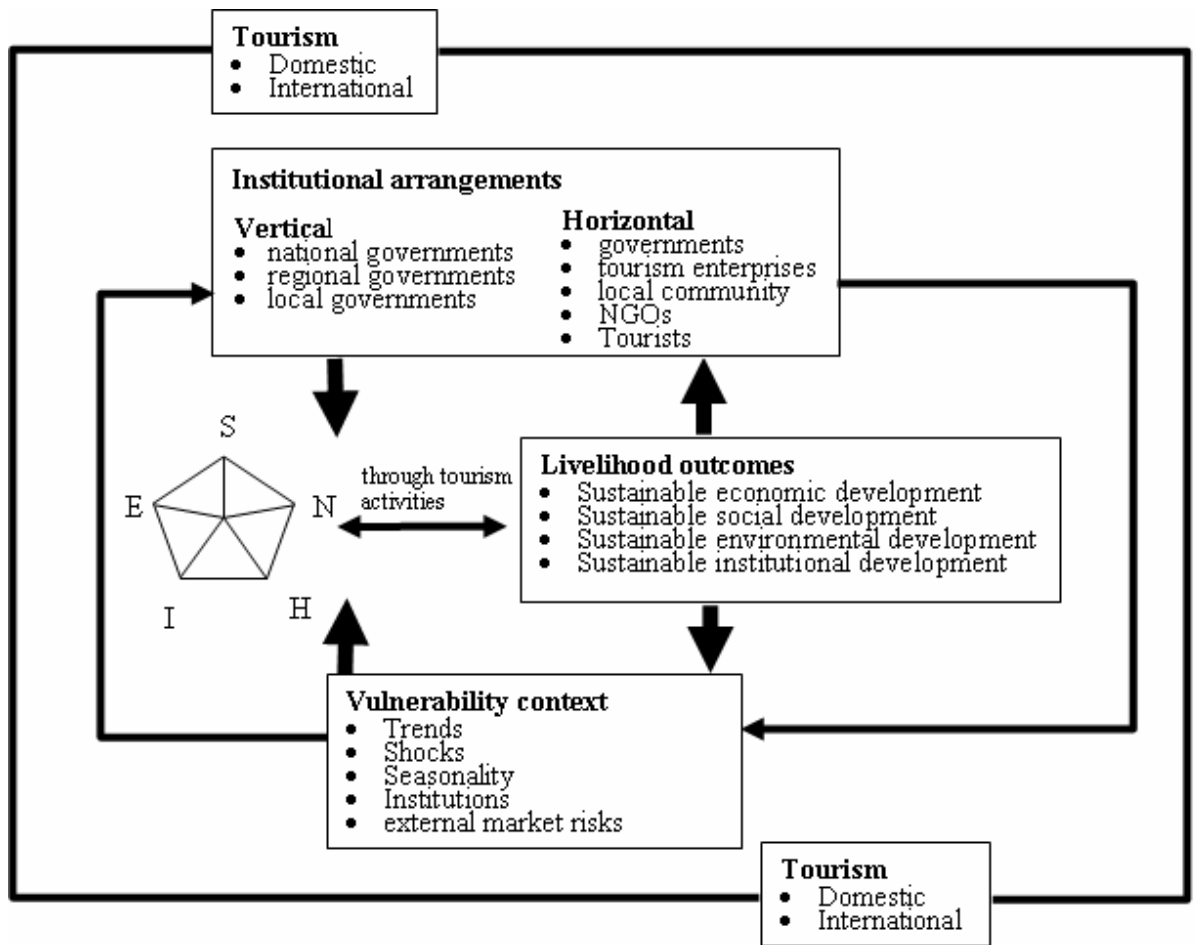


Figure 2.5. Sustainable Livelihood Framework for Tourism (adapted from Shen *et al.*, 2008).

## 2.8 Conceptual Framework

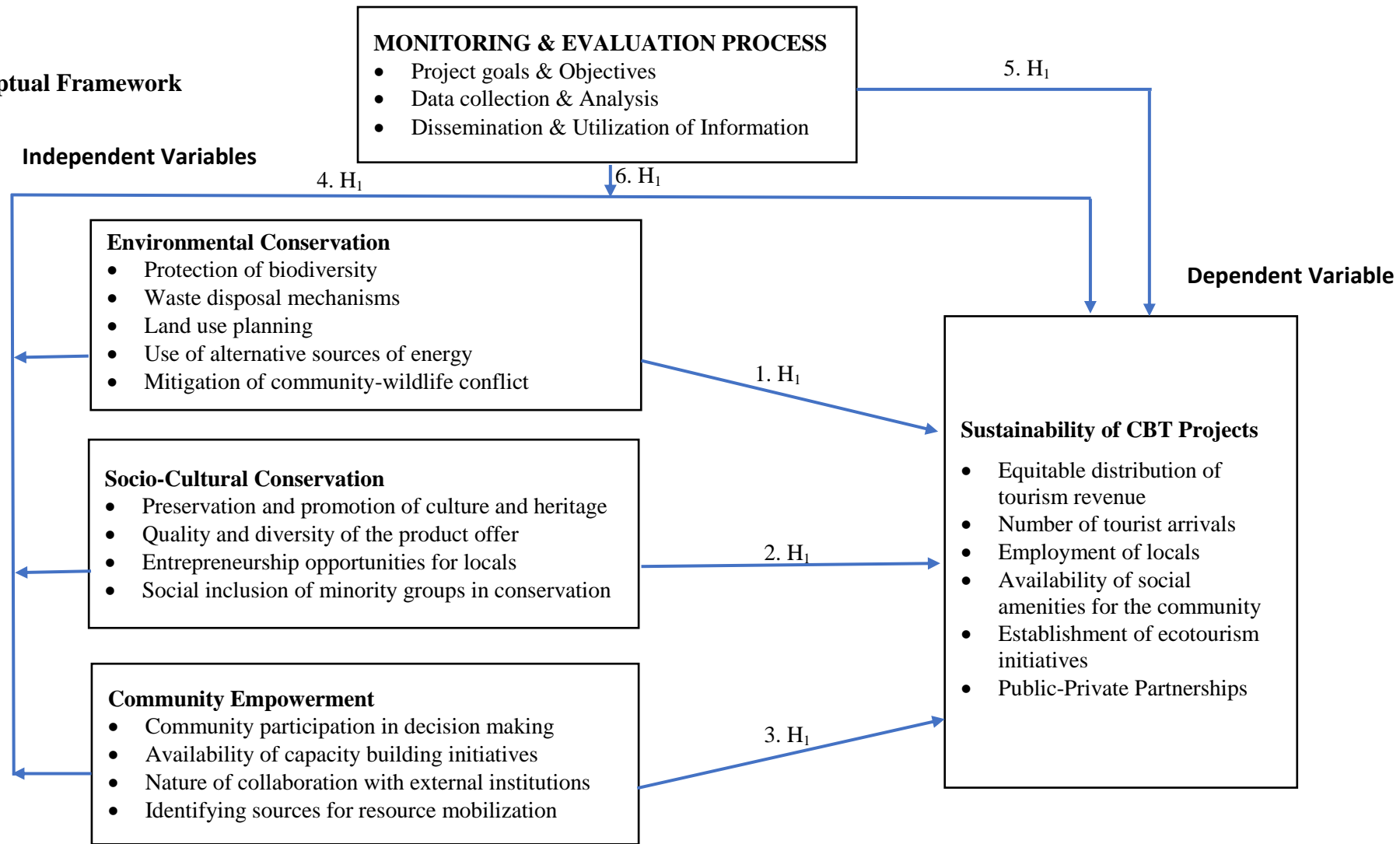


Figure 2.6: Conceptual Framework of the relationship between conservation strategies, monitoring and evaluation practices and sustainability of community based tourism projects.

The conceptual framework forms the basis of the study as it seeks to establish the relationship between conservation strategies and sustainability of community based tourism projects. The independent variable (Conservation strategies) is examined using the indicators; environmental conservation strategies, socio-cultural conservation strategies and community empowerment strategies. Indicators of sustainability of community-based projects vary from project to project. In this study, the dependent variable (Sustainability of community based tourism projects) will be measured by the following indicators based on (Rozemeijer, 2001).

**Table 2.1: Summary of Literature Review**

<b>Variable</b>	<b>Author/Year</b>	<b>Knowledge Gaps</b>	<b>Current Study</b>
1. Environmental Conservation Strategy and Sustainability of Community based tourism projects	Kellert et al (2000)	Used primary and secondary data from five case studied in three continents. Failed to shed light on how protection of natural resources would lead to sustainability of projects.	Examines how biodiversity conservation leads to community projects sustainability
	Measham and Lumbasi (2013)	Based on two cases where community conservation is considered successful. Fails to give a comparative analysis of similar cases	Considers factors that would enable local communities manage their own resources.
	Boudreaux (2010)	The study is based on document review and does not address sustainability of projects after implementation.	The study will use both primary and secondary data to examine the relationship between environmental conservation and sustainability.
	Neubauer (2014)	Focuses on the maasai household and how land tenure has changed their livelihoods. Does not measure conservation as an element in the changes affecting land tenure.	This study will look at changes in land use and planning as one of the determinants for effective environmental conservation strategies.
2. Socio-Cultural Conservation Strategy and Sustainability of Community based tourism projects	Arya (2007)	Failed to indicate how participation of women in projects would lead sustainability of the projects.	Seeks to determine the use of capacity building initiatives and inclusion of minority groups in achieving sustainability.
	Kiss (2004)	Using literature review, the study discusses the relationship between ecotourism and biodiversity conservation and economic benefits to the community but fails to examine the other indicators of sustainability	Will make use of Primary and secondary data to draw conclusions
	Irandu (2004)	The paper relies heavily on data and information obtained from personal observations in the field,	The study will build on these findings, collecting data mainly from maasai mara region for a better

		interviews held with key informants mainly in Kenya's coastal region	comparative analysis
3. Community empowerment strategy and Sustainability of Community based tourism projects	Campbell, and Mattila(2003)	Makes use of literature review and authors' own field experience.	The study will make use of both Primary and Secondary data to make conclusions
	Burgos and Mertens (2017)	Discusses the importance of collaboration and networking in CBTs in Brazil. Fails to connect this to sustainability	The study will examine the nature of networks and collaboration in CBTs and their relationship to sustainability of the projects.
	Ahmad and Talib (2014)	Analyses the relationship between community empowerment and sustainability of CBTs with a moderating variable of sense of community. Hierarchical regression analysis was used with F-tests.	The study will make use of regression analysis performing F tests.
4. Monitoring and Evaluation Practices and Sustainability of Community based tourism projects	Stem et al (2004)	Reviewed numerous publications and carried out interviews with key informants with expertise in M&E	This study will build on this findings to determine how M&E is practiced in conservancies using a mixed method approach.
	Wood (2004)	This paper used literature, results of global participatory meetings, the author's experience in Sri Lanka with establishing a monitoring program, and other evaluation frameworks for sustainable development to form an evaluation framework	This paper seeks to determine the moderating effect of M&E on the relationship between conservation strategies and sustainability of CBTs

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

#### **3.2 Research Paradigm**

This study adopted pragmatism as its philosophical underpinning which believes that the truth is always renegotiated, discussed, deciphered, and along these lines the best technique to utilize is the one that takes care of the issue. Realism is result arranged and keen on deciding the importance of things (Johnson and Onwuegbuzie, 2006) or concentrating on the result of the examination (Biesta, 2010). It is described by an accentuation on correspondence and shared significance making so as to make down to earth answers for social issues, in this way putting essential significance on the examination question (Tashakkori and Teddlie, 2003). Pragmatism enables the researcher to develop theories that can be both contextual and generalizable and can be used in different situations (Shannon-Baker, 2015).

Creswell (2009) states that in a pragmatic approach the investigators focus more on the research problem while using all avenues available within their reach in understanding the research as opposed to the focusing on methods. Pragmatism therefore gives the researcher the freedom of using different methods such as quantitative and qualitative methods in answering various research questions based on their application (Scotland, 2012). This research was based on the political, economic, historical and social context of the CBTs that was studied. Using the pragmatic philosophy, the study employed quantitative techniques to measure the depth and direction of the variables and their relationships. It further sought deeper understanding of the meanings of concepts and how the variables interacted with each other. A pragmatic perspective focuses on what is workable, the use of different approaches while giving prominence to significance of the research question and problem, and putting into consideration both independent and personal information (Morgan, 2007).

##### **3.2.1 Research Design**

This study employed a descriptive survey research design as it sought to determine the relationship between variables as well as concerned with making predictions, narrating facts and characteristics concerning a phenomena, (Kothari, 2004). The study adopted a mixed method approach as it focused on the collection, analysis and combination of both quantitative and qualitative data. The core premise is that the application of both quantitative and qualitative methods together, gives a correct grasp of the research problems as opposed to the use of either of them, (Creswell and Clark, 2011). This study specifically used simultaneous varied methods procedures whereby, the researcher converged or merged quantitative and qualitative data in with a view of providing a thorough analysis of the study problem. Based on this design, the investigator collected both qualitative and quantitative forms of data concurrently and after which integration of the information was done in the interpretation of the final outcome (Creswell 2009). The use of quantitative examined the different conservation strategies used while qualitative data sought to answer the ‘how’ and ‘why’ questions while obtaining the views and perceptions of respondents on the issue of conservation in community based tourism.

### **3.3 Target Population**

The study targeted a population of 861 respondents comprising land owners, managers in the tourism camps, management committee members, conservancy managers and wardens as summarized in table 3.1. It specifically targeted the Mara Naboisho conservancy and the Olare Motorongi conservancy as the areas for research. The choice of these conservancies was based on conservancies whose community members signed a 15 year lease agreement with tourism partners as well as on their proximity to the Maasai Mara national reserve which is a protected area. They are located in wildlife dispersal areas, as well as migration corridors but outside the protected area, which had endangered wildlife numbers before the introduction of the conservancies. The idea of the two conservancies was mooted by the local community with the help of several partners including the base camp foundation in the case of Naboisho and Olare Orok trust in the case of Olare Motorongi conservancy. The Conservancy model operates through the leasing of parcels of land from the elderly Maasai land owners for longer periods with an intention of creating sustainable economic and ecological growth in the region.

Olare Motorogi Conservancy covers an area of 35, 000 acres and is a partnership contract of 298 landlords and 5 tourism firms. Naboisho conservancy covers an area of 50,000 acres in partnership with 530 landowners, comprising of six camps. The conservancy is run in partnership with the Basecamp Foundation Kenya. These six tourism partners underwrite the lease payments and have contracted a management company, Seiya Ltd. Basecamp Foundation acts as the secretariat for Naboisho Conservancy. The target population was divided into different strata as follows:

**Table 3.1: Target Population**

<b>Conservancy</b>	<b>Land Owners</b>	<b>Tourism Camp Managers</b>	<b>Committee Members</b>	<b>Conservancy managers &amp; Wardens</b>	<b>Total</b>
Naboisho Conservancy	530	6	9	3	548
Olare Motorongi Conservancy	298	5	7	3	313
<b>Grand Total</b>	<b>828</b>	<b>11</b>	<b>16</b>	<b>6</b>	<b>861</b>

*Source: Kenya Wildlife Conservancies Association (2016)*

### **3.4 Sample Size and Sampling Procedure**

This section describes the process of getting the respondents who were used in the study as representatives of the target population. This was expounded in the following subsections.

#### **3.4.1 Sample Size**

The sample size of the study was 266 respondents drawn from a population of 861 as summarized in table 3.2. From these it was possible to make generalizations of the findings to be applicable to the entire population (Cooper and Schindler, 2014). The sample size was calculated using the formula by Krejcie and Morgan (1970).

#### **3.4.2 Sampling Procedure**

This research purposefully selected two cases within which the study was carried out; Naboisho conservancy and Olare Orok conservancy. The targeted population was



divided into different strata namely; Land owners, Tourism partners, management committees and Conservancy managers and wardens. Stratified random sampling was applied in ensuring that there was equal representation of all areas of the population with an aim of increasing the efficiency of the research (Kothari, 2009; Kotrlík & Higgins, 2001). In order to get a proportional representation of every stratum, samples were obtained independently using the same ratio in order to obtain comparable percentages of each total. Random sampling was applied in ensuring that every component in every stratum has equal probability of selection during the investigation.

This method gave a sample size that was sufficient to provide enough accuracy to base decisions on the findings with confidence.

$$S = \frac{\chi^2 NP(1-P)}{d^2(N-1) + \chi^2 P(1-P)}$$

Where:

S = Required Sample size

$\chi$  = Z value (e.g. 1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%))

d = Degree of accuracy (5%), expressed as a proportion (.05); It is the margin of error

Thus:

$$S = \frac{1.96^2 \times 861 \times 0.5(1 - 0.5)}{0.05^2(302 - 1) + 1.96^2 \times 0.5(1 - 0.5)}$$

$$s = \frac{826.9044}{3.1104}$$

$$S = 265.8515$$

$$S = 266$$

With the sample size determined, proportional allocation was adopted to distribute the respondents among the different strata aiming to have at least 31 percent as shown in Table 3.2.

$$\text{Thus } \frac{266}{861} \times 100 = 30.9$$

**Table 3.2: Sample size**

Conservancy	Land owners		Tourism Camp managers		Management Committees		Conservancy managers & Wardens	
	100%	31%	100%	31%	100%	31%	100%	31%
<b>Naboisho Conservancy</b>	530	164	6	2	9	3	3	1
<b>Olare Motorongi Conservancy</b>	298	92	5	2	7	2	3	1
<b>Total</b>	256		4		5		2	
	N=861 ;		n=267					

### 3.5 Research Instruments

This study took a pragmatic approach allowing the application of different tools in collecting data. The combination rationale of this research at instruments level was based on two factors: the validity of the instruments; with an aim of maximization of the suitability and/or effectiveness of the instruments in use during the research and significance augmentation in maximization of the investigators' data interpretations (Onwuegbuzie & Leech, 2006). Hence in this research, three tools were used; questionnaires, interview guides and document analysis. The items in the research instruments were developed based on the objectives of the study (Kothari 2004). These were further detailed in the following sections:

#### 3.5.1 Questionnaires

The questionnaire was used to collect data from the landowners and committee members who represent 261 respondents, to gather information on the conservation practices in the community and the livelihood activities of members. Questionnaires can be structured and used to gather huge amounts of information from an assortment of respondents. They have various advantages over different types of information gathering: they are normally cheap to oversee; next to no preparation is expected to create them; and they can be effectively and immediately examined once finished (Wilkinson and Birmingham 2003). A successful survey is one that empowers the transmission of helpful and exact data or information from the respondent to the analyst. The thought is that the poll would accumulate quantitative data on a scope of community traits, in this manner encouraging direct examination between family units, between various occupation exercises, and over the investigation region.

For this study, the questionnaire included several sections in relation to the study objectives, seeking data on the demographic information of the respondents, environmental conservation, socio-cultural conservation and community empowerment strategies employed in the conservancies as well as seeking the views of community members on sustainability of the project. The questionnaire was designed in a manner to ensure clarity and simplicity for the respondents and where possible interpretation by the research assistants. The instrument were subjected to pilot testing so as to clear any ambiguities and enhance clarity (Kothari 2004). The data collected was coded and analyzed using parametric tests.

### **3.5.2 Interview Schedule**

In addition to questionnaire, structured interview schedules was used to collect in-depth information. They were administered to the tourism camp managers and conservancy managers who represent 6 respondents of the 267 sampled respondents. The structured interviews provided a wider appreciation of various issues, and were useful in the expounding of the questions administered in the questionnaire. They were similarly valued in the in-depth exploration of the issues that arise from the questionnaire, and information cross examination obtained from different sources.

The interviews sought to provide an opportunity to the respondents to deliberate openly various issues of concern and interest that affect them and in the process bring to the open new areas of investigation (Kothari 2004). In comparison to the questionnaire, interviews give room for the researcher to find the real reasons as opposed to only the 'how many' or 'how often' questions, providing an opportunity to carry out exploration of various issues as opposed to their categorization (Stroh 2000). In this study, the interviews were used on key informants such as tourism partners, conservancy managers and wardens.

### **3.5.3 Document Analysis**

This involved perusal and analysis of secondary data, specifically targeting previous research on conservation strategies in the two conservancies. The study analyzed reports, minutes of meetings, plans, surveys and any other documents relevant to the study. Records can give foundation data and expansive inclusion of information, and

are in this manner accommodating in contextualizing one's exploration inside its subject or field (Bowen, 2009).

#### **3.5.4 Piloting of the Research Instruments**

The researcher piloted the research instruments by drawing a sample from the neighboring Ol Kinyie conservancy who shared similar characteristics and history as Naboisho and Olare Motorongi conservancies. The Pilot study enabled the researcher to improve on the internal validity of the research instruments and to identify inconsistencies and lack of clarity in the questionnaires. The pre-testing of the instruments was also useful in training the research assistants on what was expected of them during the study. This study thus drew a sample of 27 respondents from the Ol Kinyie conservancy with representation across each strata.

#### **3.5.5 Validity of Instruments**

This study conceptualized the variables based on literature review and theories studied by a number of researchers to validate them, thus Construct validity was determined. To ensure content validity, this study considered the variables and their dimensions as searched in the literature (Hogan, Greenfield & Schmidt, 2001). The study then proceeded to seek opinion from the research supervisors and conservation experts to review the appropriate indicators of the variables and verify consistencies of the research instruments within the content area. To determine the predictive validity, this study carried out a correlation coefficient between measures.

#### **3.5.6 Reliability of Instruments**

Unwavering quality reflects consistency and replicability after some time. Besides, unwavering quality is viewed as how much a test is free from estimation blunders, since the greater estimation mistakes happen the less dependable the test. This study checked for internal consistency by determining how well the items on a tool fit together conceptually before piloting was done. The questionnaire used Likert-type scales to measure the indicators of each variable thus after piloting, Cronbach's alpha coefficient was determined for internal consistency reliability for all the scales used (Gliem & Gliem, 2003). For this study, these tests are presented in Table 3.3.

**Table 3.3: Cronbach's Reliability Test**

<b>Description</b>	<b>Cronbach's Value</b>	<b>alpha</b>	<b>No of items</b>
Sustainability of Community Based Tourism Projects	0.756		14
Environmental Conservation Strategy	0.757		13
Social-Cultural Conservation Strategy	0.797		13
Community Empowerment Strategy	0.705		13
Monitoring & Evaluation	0.713		12

### **3.6 Data Collection Procedures**

The researcher trained and used two research assistants in the process of data collection, ethical considerations and how to identify and approach respondents. Their assistance was also sought in interpretation in case of language barriers as well as their knowledge of the geography of the study area. Furthermore, the researcher initiated contact with interviewees to request for an appointment and book a date for conducting the interviews; this is with the camp managers and conservancy managers. The questionnaires were collected and the transcripts of the interviews obtained and collated in readiness for transcription and analysis.

### **3.7 Data Analysis Techniques**

Qualitative analysis was conducted through content analysis. The researcher developed codes representing certain themes using qualitative data analysis computer software. From these codes, identification of emerging patterns and relationships were done, such as repetition of certain words and phrases, metaphors and jargon. Finally, the data was linked to the hypotheses, research questions and objectives. The researcher used noteworthy quotations from the transcripts and photographs (where possible) in order to highlight major themes within findings and possible contradictions.

In quantitative data analysis, the study tested the data for normality, linearity, and homogeneity of variance. These determined if the assumptions for parametric tests were met. The study made use of both descriptive and inferential statistics suitable for parametric tests. The descriptive statistics included; the use of central tendency

(means, modes and medians), frequencies, proportions, standard deviation and variance. Inferential statistics employed the use of Pearson's Product Moment of Correlation ( $r$ ) to investigate the relationship i.e. the strength and association between variables. If the values of  $r$  are nearer +1 or -1, then there is a strong linear relationship. If the value of  $r$  is nearer 0, then the linear relationship is weak or non-existent (Bluman, 2013). The multiple regression model took the form:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \dots + \beta_n x_n + \varepsilon$$

Where:

Y= the Dependent Variable

X<sub>1</sub>...X<sub>n</sub>= the Independent Variables

β<sub>0</sub>= Constant term (y-intercept)

β<sub>1</sub>...β<sub>n</sub>= Beta Coefficients of the predictor variables

ε = Error term

### 3.8 Summary for Hypothesis Testing

Hypothesis	Model	Statistical Tool
Hypothesis 1: H <sub>0</sub> : Environmental conservation has no significant influence on the sustainability of community based tourism projects in Kenya	$\gamma_1 = \beta_0 + \beta_1 x_1 + \varepsilon$ Where: Y <sub>1</sub> = Sustainability of CBTs X <sub>1</sub> =Environmental conservation strategies	-Pearson's $r$ correlation coefficient, -Linear regression $r$ , -R <sup>2</sup> , F test
Hypothesis 2: H <sub>0</sub> : Socio-cultural conservation has no significant influence on the sustainability of community based tourism projects in Kenya	$\gamma_2 = \beta_0 + \beta_2 x_2 + \varepsilon$ Where: Y <sub>2</sub> = Sustainability of CBTs X <sub>2</sub> =Socio-Cultural conservation strategies	-Pearson's $r$ correlation coefficient, -Linear regression $r$ , -R <sup>2</sup> , F test
Hypothesis 3: H <sub>0</sub> : Community empowerment has no significant influence on the sustainability of community based tourism projects in Kenya	$\gamma_3 = \beta_0 + \beta_3 x_3 + \varepsilon$ Where: Y <sub>3</sub> = Sustainability of CBTs X <sub>3</sub> =community empowerment strategies	-Pearson's $r$ correlation coefficient, -Linear regression $r$ , -R <sup>2</sup> , F test
Hypothesis 4: H <sub>0</sub> : Combined conservation strategies have no significant influence on the	$\gamma_4 = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$ Where:	-Pearson's $r$ correlation coefficient, -Multiple regression analysis $r$ ,

sustainability of community based tourism projects in Kenya	$Y_4 = \text{Sustainability of CBTs}$ $X_1 = \text{Environmental conservation strategies}$ $X_2 = \text{Socio-Cultural conservation strategies}$ $X_3 = \text{community empowerment strategies}$	- $R^2$ , F test
Hypothesis 5: $H_0$ : Monitoring and evaluation practices have no significant influence on the sustainability of community based tourism projects in Kenya	$\gamma_5 = \beta_0 + \beta_5 x_5 + \varepsilon$ Where: $Y_5 = \text{Sustainability of CBTs}$ $X_5 = \text{community empowerment strategies}$	-Pearson's $r$ correlation coefficient, -Linear regression $r$ , - $R^2$ , F test
Hypothesis 6: $H_0$ : The monitoring and evaluation practices have no significant moderating influence on the relationship between conservation strategies and sustainability of community based tourism projects in Kenya	$\gamma_6 = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_5 (x_1 * x_2 * x_3 * x_5) + \varepsilon$ Where: $Y_4 = \text{Sustainability of CBTs}$ $X_1 = \text{Environmental conservation strategies}$ $X_2 = \text{Socio-Cultural conservation strategies}$ $X_3 = \text{community empowerment strategies}$ $X_5 = \text{Monitoring and evaluation practices}$	-Pearson's $r$ correlation coefficient, -Multiple regression analysis $r$ , - $R^2$ , F test -Stepwise regression

### 3.9 Ethical Issues

The researcher sought approval from the National Commission for Science, Technology and Innovation (NACOSTI) to carry out this study. Additionally, the researcher got an introduction letter from the university which were presented to the CBT managers, community leaders and community members. The respondents were assured that their responses will only be used for academic purposes and that their confidentiality shall be maintained at all times. The researcher only involved the respondents who consented to participate in the study.





## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION**

#### **4.1 Introduction**

This chapter entails data analysis, presentation of the findings, interpretation of the results, and discussion on the same. Data analysis includes questionnaire return rate, background information of respondents, tests for linear regression assumptions, descriptive, qualitative, correlation, and regression analyses. Interpretation of findings includes explanations about the analytical output. Discussion of the findings entails linkage of the findings of the current study to theoretical and prior empirical literature

#### **4.2 Questionnaire Return Rate**

The researcher administered 267 questionnaires to the members of Mara Naboisho Conservancy and Olare Orok Conservancy in Narok County for the purposes of data collection. 206 questionnaires were dully filled and returned, representing 77.2% return rate; 61 questionnaires were not returned despite elaborate effort by the researcher to have them completed and returned. Richardson (2005) indicates that a response rate of 60% is considered adequate for social sciences studies. The researcher conducted face to face interviews with tourism camp managers and conservancy managers representing 6 respondents of the 267 sampled respondents. The researcher, thus, proceeded to data analysis.

#### **4.3 Demographic information of Respondents**

The researcher sought to obtain the demographic information of the respondents which included the gender of the respondents, age bracket of the respondents, highest level of education, current position in the project, approximate monthly income and membership duration at the conservancies. Demographic information about the respondents are an important part in social research since it informs the nature of responses obtained. Age of the respondents, for instance, is important in attempt to understand their views about a phenomenon. Gender is also a major consideration in understanding the dynamics about the respondents since construction of reality about a phenomenon would also take cue from the gender biases. The level of education of the respondents also plays a critical role in determining the nature of responses

obtained from a study. This is because it explains the manner in which the educationally diverse respondents express opinions about a research problem. Current occupation and level of experience is equally important since it determines the quality of responses, in terms of the validity of the data obtained. The average income is important since it indicates the social class of the respondent, and hence the nature of the responses obtained. The background information about the respondents was as shown in the subsequent tables.

#### **4.3.1 Gender of the Respondents**

The gender of the respondents who participated in the research study was analysed using frequencies and the results are presented in Table 4.1

**Table 4.1: Distribution of Respondents by Gender**

<b>Gender of Respondents</b>	<b>Frequency</b>	<b>Percent (%)</b>
Female	36	17.5
Male	170	82.5
<b>Total</b>	<b>206</b>	<b>100</b>

The findings presented in Table 4.1 revealed that 82.5% of the respondents were males in comparison to 17.5% females. This is an indication that majority of the respondents who were involved in issues relating to conservancy and sustainability of community based tourism projects were from the male gender. This gender disparity among the respondents could be attributed to the socio-cultural background the community within which the population, and hence the sample was drawn. In this regard, male dominance in the membership and management of the conservancies could explain this gender variation. This can also be attributed to a largely patriarchal society of the Maasai community where the study was conducted.

#### **4.3.2 Age Bracket of the Respondents**

The age bracket of the respondents who participated in the research study was assessed using frequencies and the results are presented in Table 4.2

**Table 4.2: Distribution of Respondents by Age**

<b>Age Bracket of Respondents</b>	<b>Frequency</b>	<b>Percent (%)</b>
25 years and below	12	5.8
26-35 years	35	17
36-45 years	56	27.2
46-55 years	73	35.4
56 and above	30	14.6
<b>Total</b>	<b>206</b>	<b>100</b>

The study findings presented in Table 4.2 on the respondents who participated in the study in terms of age bracket indicated that majority of the respondents were 36 years and older with a majority of the respondents, 73(35.4%) falling in the 46-55 years age bracket; 56(27.2%) respondents in 36-45 years age bracket; 35(17%) in the 26-35 years age bracket and 30(14.6%) respondents were 56 years and older. A few of the respondents, 12(5.8%) were aged 25 years and below. The findings indicate that (194)94.2% of the respondents were adults aged over 26 years and therefore, were old enough to participate in community tourism projects and provide the necessary information on their sustainability. The age distribution of the respondents can be explained by the general trend in the community with respect to cultural standings and career progression.

#### **4.3.3 Highest Level of Education**

The academic qualification of the respondents were varied and were analysed using frequencies. The results are presented in Table 4.3

**Table 4.3: Distribution of Respondents by Education Level**

<b>Highest Level of Education</b>	<b>Frequency</b>	<b>Percent (%)</b>
No formal education	15	7.3
Primary education	78	37.9
Secondary education	55	26.7
Certificate/Diploma	40	19.4
University education	18	8.7
<b>Total</b>	<b>206</b>	<b>100</b>

The results indicated that majority of the respondents, 78(37.9%) who participated in the study had a basic primary level of education, 55(26.7%) had studied up to Secondary school education level; 40(19.4%) respondents indicated having a Certificate/Diploma level education and 18(8.7%) with University education. However, 15(7.3%) respondents reported that they had no formal education. From the study findings, it is evident that majority of the respondents in the community where the study was conducted, had the capacity of understanding and better articulating issues that related to the sustainability of community based tourism projects. The study findings concur with observations made by Gitari, Mbabaz and Jaya (2016) who posited that people with basic level of education were well placed in providing valid and reliable information in regard to the sustainability of community projects.

#### **4.3.4 Current Occupation**

The researcher sought to find out the current occupations the respondents who participated in the research study. The results are presented in Table 4.4

**Table 4.4: Distribution of Respondents by Current Occupation**

<b>Current Occupation</b>	<b>Frequency</b>	<b>Percent (%)</b>
Farmer	93	46.3
Employed	44	21.9
Casual labour	47	23.4
Business	17	8.5
<b>Total</b>	<b>201</b>	<b>100</b>

According to the results as presented in Table 4.4, majority, 93(46.3%) of the respondents indicated that they were farmers, 47(23.4%) indicated that they were casual labourers, 44(21.9%) were in employment and 17(8.5%) respondents indicated that they were engaged in business activities. The respondents therefore were better placed to present their views on the idea of pooling private land resources with the intention of creating single conservancies with the desire of maintaining pastoral livelihoods and at the same time establishing tourism in the region.

#### 4.3.5 Current Position of Respondents at the Conservancies

The researcher sought to obtain information on the current positions of the respondents who worked at the conservancies. The results are presented in Table 4.5

**Table 4.5: Distribution of Respondents by Current Position at the Conservancies**

<b>Current Position</b>	<b>Frequency</b>	<b>Percent (%)</b>
Camp Manager	2	40
Conservancy Manager	2	40
Warden	1	20
<b>Total</b>	<b>5</b>	<b>100</b>

The researcher conducted face to face interviews with employees at the conservancies with an aim of obtaining detailed information on sustainability of community based tourism projects. Results from Table 4.5 indicate that 2(40%) of the respondents who were interviewed worked as Camp Managers, 2(40%) worked as Conservancy Managers and 1(20%) worked as a Warden. The responses from the Camp Managers and the Conservancy Managers, and Warden provided critical information on the conservation strategies and sustainability of the community based tourism projects.

#### 4.3.6 Approximate Monthly Income

The approximate monthly income of the respondents who participated in the research study was assessed using frequencies and the results are presented in Table 4.6

**Table 4.6: Approximate Monthly Income**

<b>Approximate Monthly Income</b>	<b>Frequency</b>	<b>Percent (%)</b>
Kshs. 10,000 and below	45	21.8
Kshs. 10,000-20,000	66	32
Kshs. 20,001-30,000	47	22.8
Kshs. 30,001-40,000	28	13.6
Above Kshs. 40,000	20	9.7
<b>Total</b>	<b>206</b>	<b>100</b>

The results presented in Table 4.6 above indicate that majority of the respondents, 66(32%) earned approximately Kshs. 10,000-20,000 per month, 47(22.8%) earning approximately Kshs. 20,001-30,000 per month, 45(21.8%) earned approximately

Kshs. 10,000 and below, 28(13.6%) earned approximately Kshs. 30,001-40,000 with a few of the respondents, 20(9.7%) earning approximately above Kshs. 40,000. The income distribution of the respondents is representative of the normal per capita income variability, and explained by the average living standard of the community around the conservancy organizations constituting the study context. The findings therefore, indicate that the income of majority of the respondents was low with majority of the respondents being farmers, casual labourers and in employment. This therefore, indicates a need of emphasizing community empowerment and increased community participation in community tourism projects with an aim of boosting their incomes.

#### **4.3.7 Conservancy Membership Duration**

The respondents' membership duration in the conservancies was assessed using frequencies and the results are presented in Table 4.7

**Table 4.7: Conservancy Membership Duration**

<b>Membership Duration at Conservancy</b>	<b>Frequency</b>	<b>Percent (%)</b>
5 years and below	78	37.9
6-10 years	100	48.5
10 years and above	28	13.6
<b>Total</b>	<b>206</b>	<b>100</b>

According to the results as presented in Table 4.7, majority of the respondents, 100(48.5%) had been members in the Conservancies for a period of 6-10 years, 78(37.9%) being members for a period of 5 years and below. A few of the respondents, 28(13.6%) indicated that their membership duration at the conservancies had been for 10 years and above. The findings therefore, indicate that majority of the respondents had been members in the conservancy long enough to provide sufficient and reliable information on the sustainability of community based tourism projects.

#### **4.4 Statistical Assumptions Tests for Likert Data**

Statistical assumptions tests were run to ensure that the basic parametric statistical assumptions were met before further tests were conducted. This is because the validity and accuracies of the findings are depended on the fulfilment of the statistical assumptions of data and statistical techniques (Verma & Abdel-Salam, 2019). When

the assumptions are not met, the inferences drawn from the tests become invalid. Multicollinearity, normality, heteroscedasticity, linearity and Levene’s Homogeneity of variances were run for this statistical analysis.

#### 4.4.1 Multicollinearity Test

Multicollinearity test was conducted to evaluate whether the correlation of the predictor variables was high. A high correlation leads to unreliable and unstable estimations of regression coefficients, thus unreliable outcomes are arrived at when an attempt is made in establishing the extent to which the individual predictor variables contributes towards gaining an understanding of the dependent variable. The presence of multicollinearity results in huge standard errors, resulting to non-significant results (Gujarat and Porter, 2009). Tolerance and Variance Inflation Factor (VIF) are used in the measurement of multicollinearity. Low tolerance values of less than 0.1 and in some cases 0.2 are regarded as problematic suggesting a lower tolerance in the analysis. A lower number suggests that there is less and less tolerance associated with the analysis. VIF values of 10 or greater are an indication of the presence of multicollinearity (Field, 2013). The multicollinearity test for this study indicated no multicollinearity problem with all the tolerance values greater than 0.2 and the VIF values less than 4. The independent variables in the study, therefore, demonstrated insignificant multicollinearity problem, hence linear regression analysis was tenable. The multicollinearity results are presented in Table 4.8

**Table 4.8: Multicollinearity Test**

<b>Variables</b>	<b>Tolerance</b>	<b>VIF</b>
(Constant)		
Environmental Conservation Strategy	0.939	1.065
Social-Cultural Conservation Strategy	0.458	2.182
Community Empowerment Strategy	0.332	3.008
Monitoring & Evaluation	0.358	2.793

a. Dependent Variable: Sustainability of Community Based Tourism Projects

#### 4.4.2 Normality Test

The Shapiro Wilk Normality test is a more robust test in checking the normal distribution of random samples. Shapiro-wilks gives a W statistic. When W statistic is equal to 1 then the data is perfectly normal (Bonini, Hausman & Bierman, 1997).

However, it is important to point out that perfect normality does not commonly occur in real life and as the sample sizes increase, normal distribution is problematic. The W statistics for the variables; sustainability of community based tourism projects, environmental conservation strategy; social cultural conservation strategy; community empowerment strategy and monitoring and evaluation were;  $W = 0.979$ ,  $W = 0.975$ ,  $W = 0.975$ ,  $W = 0.956$  and  $W = 0.962$  respectively which were all close to 1, indicating that the sample was nearly normal. The Shapiro Wilk results are presented in Table 4.9

**Table 4.9: Normality Test**

Description	Shapiro-Wilk Statistic	df	sig
Sustainability of Community Based Tourism Projects	0.979	206	0.004
Environmental Conservation Strategy	0.975	206	0.001
Social-Cultural Conservation Strategy	0.975	206	0.001
Community Empowerment Strategy	0.956	206	0.000
Monitoring and Evaluation	0.962	206	0.000

#### 4.4.3 Heteroscedasticity Test

Heteroscedasticity is defined as the existence of varying variances of error terms in a regression model. A variable is said to be heteroscedastic if there exists subpopulations with different variabilities. Heteroscedasticity is problematic in the estimation of parameters in regression models since the least squares estimation procedures put more weight on observations with large errors and variances (Kaufman, 2013). Testing heteroscedasticity using the Glejser Test, a p value  $< 0.05$  indicates a problem of heteroscedasticity. The results for the Glejser heteroscedasticity test are presented in Table 4.10

**Table 4.20: Heteroscedasticity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.052	0.068		0.768	0.443
	Environmental	-0.004	0.104	-0.012	-0.036	0.971



Conservation Strategy					
Social Cultural	0.024	0.052	0.093	0.462	0.645
Conservation Strategy					
Community	0.025	0.048	0.085	0.507	0.613
Empowerment Strategy					
Monitoring and	-0.005	0.062	-0.022	-0.087	0.931
Evaluation					

The results in Table 4.10 show that there was no problem of heteroscedasticity since all the predictor variables, environmental conservation strategy; social cultural conservation strategy; community empowerment strategy and monitoring and evaluation had non-significant p values:  $p = 0.971$ ,  $p = 0.645$ ,  $p = 0.613$  and  $p = 0.931$  respectively.

#### 4.4.3 Linearity Test

Linearity is the assumption that the best way of describing data patterns is the use of a straight line. Linearity Test is used in establishing whether the relationship between the predictor variables and the outcome variable is linear or not. It is critical to test for linearity since linear regression is sensitive to outlier effects. If the deviation from linearity  $> 0.05$ , then the relationship between the predictor and outcome variables is linearly dependent (Privitera, 2011).

The relationship between sustainability of community based tourism projects and environmental conservation strategies, social cultural conservation strategies, community empowerment strategies, monitoring and evaluation practices was tested for linearity. From the findings, the p-values for the deviation from linearity for the relationship between the dependent variable sustainability of community based tourism projects and the predictor variables were 0.113, 0.335, 0.681 and 0.633 which were all greater than 0.05 indicating that the relationship between the independent variables is considered to be linearly dependent. The findings are shown in Table 4.11

**Table 4.31: Linearity Test**

			<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
SCBTP * ECS	Between Groups	(Combined)	2.092	25	0.084	1.575	0.048
		Linearity	0.134	1	0.134	2.531	0.113
		Deviation from Linearity	1.957	24	0.082	1.536	0.061
SCBTP * SCCS	Between Groups	(Combined)	4.598	21	0.219	1.066	0.388
		Linearity	0.009	1	0.009	0.042	0.838
		Deviation from Linearity	4.59	20	0.229	1.118	0.335
SCBTP * CES	Between Groups	(Combined)	11.23	30	0.374	2.103	0.002
		Linearity	0.01	1	0.01	0.058	0.810
		Deviation from Linearity	11.219	29	0.387	2.173	0.681
SCBTP * ME	Between Groups	(Combined)	4.292	23	0.187	0.892	0.610
		Linearity	0.281	1	0.281	1.342	0.248
		Deviation from Linearity	4.011	22	0.182	0.871	0.633

**4.4.4 Factorability and Sphericity Tests: Kaiser Meyer-Olkin and Bartlett Test**

Factorability makes an assumption of the presence of some correlations between the variables making it possible to identify coherent factors. In most cases, a degree of collinearity exists between the variables (Fabrigar, Wegener, MacCallum and Strahan, 1999). The results are presented in Table 4.12

**Table 4.12: Kaiser-Meyer-Olkin and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.708
	Approx. Chi-Square	1338.544
Bartlett's Test of Sphericity	df	136
	Sig.	0.000

#### 4.5 Sustainability of Community Based Tourism Projects

The researcher sought to measure the extent to which the community based tourism projects were sustainable. In achieving this 14 indicators which were measured on a 5 point Likert scale about the sustainability of the conservancy in terms of equitable distribution of tourism revenue, number of tourists arrivals, employment of locals, social amenities for locals, ecotourism initiatives and public private partnerships. The extent to which the sustainability of community based tourism projects as measured by the indicators is presented in Table 4.13.

**Table 4.43: Sustainability of Community Based Tourism Projects**

Description	Frequency		and		Percentage		Mean	SD
	n	D	N	A	SA	n		
<b>Equitable Distribution of Tourism Income</b>								
Members receive an equitable amount of money from tourism	0; 0%	8; 3.9%	0; 0%	170; 82.5%	28; 13.6%	206	4.06	0.538
<b>Number of Tourist Arrivals</b>								
There is an increase in the bed occupancy in the lodges	0; 0%	0; 0%	0; 0%	171; 83%	35; 17%	206	4.17	0.376
There is an increase in tourist arrivals at the destination	0; 0%	0; 0%	0; 0%	171; 83%	35; 17%	206	4.17	0.376
<b>Employment of Locals</b>								
There is adequate availability of labour from the community	0; 0%	0; 0%	13; 6.3%	123; 59.7%	70; 34%	206	4.28	0.573
Community members are trained for management	2; 1%	10; 4.9%	19; 9.2%	149; 72.3%	26; 12.6%	206	3.91	0.703
Locals have adequate skills for employment opportunities in tourism	0; 0%	0; 0%	0; 0%	171; 83%	35; 17%	206	4.17	0.376
The conservancy can be fully run by the locals from the community	0; 0%	19; 9.2%	0; 0%	150; 72.8%	37; 18%	206	4.00	0.742
<b>Social Amenities for the Locals</b>								
Infrastructure in the area has improved	1; 0.5 %	8; 3.9%	16; 7.8%	161; 78.2%	20; 9.7%	206	3.93	0.609
Security levels in the area have improved	4; 1.9 %	8; 3.9%	14; 6.8%	157; 76.2%	23; 11.2%	206	3.91	0.710
<b>Ecotourism Initiatives</b>								
Use of local resources for tourism activities	0; 0%	37; 18%	28; 13.6%	138; 67%	3; 1.5%	206	3.52	0.801
Visitors are sensitized to respect the environment and	0; 0%	0; 0%	0; 0%	171; 83%	35; 17%	206	4.17	0.376

local culture									
Responsible travel at the destination is promoted	0; 0%	0; 0%	0; 0%	171; 83%	35; 17%	206	4.17	0.376	
<b>Public-Private Partnerships</b>									
There are clear and active structures that bring together public and private sector enterprises	0; 0%	22; 10.7 %	0; 0%	151; 73.3%	33; 16%	206	3.95	0.766	
There is a good relationship between the conservancy and Narok county	0; 0%	0; 0%	10; 4.9%	163; 79.1%	33; 16%	206	4.11	0.444	
<b>Composite Mean</b>						<b>206</b>	<b>4.04</b>	<b>0.55</b>	

The research sought to obtain information on the number of tourist arrivals. The respondents indicated that there was an increase in bed occupancy in the lodges and as well as an increase in tourist arrivals at the destination with 171(83%) of the respondents and 35(17%) of the respondents indicating that they agreed and strongly agreed to the statements respectively. The responses mean was 4.17 with an SD of 0.376 compared to the composite mean of 4.04 and composite SD of 0.55; implying that the respondents agreed to a greater extent that increased bed occupancy in the lodges and increase in tourist arrivals contributed to the sustainability of the tourism projects.

Further, the study sought to assess the employment opportunities that were available to the locals courtesy of the community based tourism projects. Concerning whether there was adequate availability of labour from the community, an examination of the frequencies showed that a majority of the respondents, agreed that there was adequate availability of labour from the community with 123(59.7%) of the respondents and 70(34%) of the respondents indicating that they agreed and strongly agreed with the statement respectively. The responses mean was 4.28 with an SD of 0.573 compared to the composite mean of 4.04 and composite SD of 0.55; implying that the respondents agreed to a greater extent that adequate availability of labour from the community contributed to the sustainability of the tourism projects.

As to whether the locals had adequate skills for employment opportunities in tourism, all the respondents, 206, responded in affirmation, 171(83%) and 35(17%) of the respondents indicating that they agreed and strongly agreed to the statements. The responses mean was 4.17 with an SD of 0.376 compared to the composite mean of

4.04 and composite SD of 0.55 implying that the respondents agreed to a greater extent that the possession of adequate skills by the locals that were suited for the employment opportunities in the tourism contributed to the sustainability of the tourism projects.

The researcher attempted to establish whether the conservancies can be fully run by the locals from the community. Majority of the respondents, 187 (90.8%) affirmed to that statement, with 150 (72.8%) agreeing and 37 (18%) strongly agreeing. However, some respondents, 19 (9.2%) were of the contrary opinion. The responses mean was 4.00 with an SD of 0.742 compared to the composite mean of 4.04 and composite SD of 0.55; implying that as much as the respondents agreed that the conservancies can be fully run by the locals from the community, they had varied opinions on whether this would contribute to sustainability of the project.

Majority of the respondents, 175 (84.9%) affirmed that the community members had been trained on management of the conservancy, with 149 (72.3%) agreeing and 26 (12.6%) strongly agreeing. The responses mean was 3.91 with an SD of 0.703 compared to the composite mean of 4.04 and composite SD of 0.55 implying that the respondents had varied views and agreed to a lesser extent that community members had been trained on management of the conservancy.

The respondents were asked to give their views on whether social amenities for the locals had improved. On whether the infrastructure in the area had improved, majority of the respondents, 181 (87.9%) agreed that infrastructure had improved, with 161 (78.2%) agreeing and 20 (9.7%) strongly agreeing. The responses mean was 3.93 with an SD of 0.609 compared to the composite mean of 4.04 and composite SD of 0.55; implying that the respondents were not wholly in agreement that the infrastructure in the area had improved.

As regards to security levels in the area improving, majority of the respondents, 180 (87.4%) answered in the affirmative, 157 (76.2%) and 23 (11.2%) agreeing and strongly agreeing respectively. The responses mean was 3.91 with an SD of 0.710 compared to the composite mean of 4.04 and composite SD of 0.55; implying that the respondents had varied views and less agreeable that the security levels in the area had improved.

Concerning ecotourism initiatives, the researcher sought to establish whether visitors are sensitized to respect the environment and local culture. All the respondents, 206, responded in affirmation, 171(83%) and 35(17%) of the respondents indicating that they agreed and strongly agreed to the statements respectively. The responses mean was 4.17 with an SD of 0.376 compared to the composite mean of 4.04 and composite SD of 0.55 implying that the respondents agreed to a greater extent that the visitors were sensitized to respect the environment and local culture which contributed to the sustainability of the community based tourism projects.

Similarly, on the promotion of responsible travel, all the respondents, 206, responded in affirmation, 171(83%) and 35(17%) of the respondents indicating that they agreed and strongly agreed to the statements respectively. The responses mean was 4.17 with an SD of 0.376 compared to the composite mean of 4.04 and composite SD of 0.55 implying that the respondents agreed to a greater extent that responsible travel was promoted which contributed to the sustainability of the community based tourism projects.

The researcher assessed whether local resources were used in tourism activities. Majority of the respondents, 141 (68.5%) concurred that local resources were used in tourism activities, with 138 (67%) agreeing and 3 (1.5%) strongly agreeing. However, some respondents, 37 (18%) were of the contrary opinion on this issue. The responses mean was 3.52 with an SD of 0.801 compared to the composite mean of 4.04 and composite SD of 0.55; implying that the views of respondents largely varied with some believing that if local resources were not used in tourism activities, it would negatively affect sustainability of the project.

The researcher also sought to obtain information on public-private partnerships. The respondents confirmed that there was a good relationship between the conservancy and Narok County, 199 (95.1%) affirmed the good relationship, with 163 (79.1%) agreeing and 33 (16%) strongly agreeing. The responses mean was 4.11 with an SD of 0.444 compared to the composite mean of 4.04 and composite SD of 0.55; implying that the respondents agreed to a greater extent that there was a good relationship

between the conservancy and Narok County which contributed to the sustainability of the tourism projects.

As regards to there were clear and active structures that bring together public and private sector enterprises, majority of the respondents, 186 (89.3%) answered in the affirmative, 151 (73.3%) and 33 (16%) agreeing and strongly agreeing respectively. However, some respondents, 22 (10.7%) disagreed on this issue. The mean score for this item was 3.95 (SD = 0.766) compared to the composite mean of 4.04 and composite SD of 0.55 implying that the respondents had varied views as to whether there were clear and active structures that bring together public and private sector enterprises.

In summary, the study findings indicate that respondents agreed that there was equitable distribution of tourism revenue, an increase in the number of tourist arrivals, employment of locals, availability of social amenities for the locals, ecotourism initiatives and public private partnerships. Thus, if the opinions of respondents about sustainability of community based tourism projects were plotted on a normal curve, 68% of the responses would lie between 3.18 on the lower bounds and 4.72 on the upper bounds of the mean. This implies that majority of the respondents agreed and perceived that community based tourism projects were sustainable at the destination. Further analysis through qualitative data revealed that the conservancy model had become a source of revenue for the communities living around the Maasai Mara National reserve.

While the conservancies seem to be doing their part in a bid to achieve sustainability, there are still areas that require attention. The findings in this study concerning the sustainability of community based tourism converge with literature reviewed. The conservancy model, has a top bottom approach that in as much as the concept has been embraced by the local community, they still view it as an external agenda to be addressed by others. Without proper ownership and management by the community, sustainability success cannot be guaranteed as the community will continue depending on external factions to keep the project running.

#### 4.6 Environmental Conservation Strategy

The researcher sought to measure the extent to which protection of biodiversity, waste disposal mechanisms, land use planning, use of alternative sources of energy and mitigation of community wildlife conflict as aspects of environmental conservation strategy contributed to sustainability of community based tourism projects. In achieving this 13 indicators which were measured on a 5 point Likert scale. The extent to which environmental conservation strategy as measured by the indicators is presented in Table 4.14

**Table 4.54: Environmental Conservation Strategy**

Description	Frequency and Percentage					n	Mean	SD
	SD	D	N	A	SA			
<b>Protection of Biodiversity</b>								
Community members are sensitized on the importance of environmental conservation	1; 0.5%	27; 13.1%	47; 22.8%	72; 35%	59; 28.6%	206	3.78	1.020
Formation of the conservancy has seen an increase in wildlife numbers	15; 7.3%	2; 1%	19; 9.2%	82; 39.8%	88; 42.7%	206	4.10	1.100
Diversity of species for both flora and fauna has grown since the introduction of the conservancy	3; 1.5%	14; 6.8%	37; 18%	92; 44.7%	60; 29.1%	206	3.93	0.935
Boreholes have been sunk in the community to address water scarcity	1; 0.5%	26; 12.6%	54; 26.2%	97; 47.1%	28; 13.6%	206	3.61	0.892
<b>Waste Disposal Mechanisms</b>								
The community has been trained in hygiene and sanitation	11; 5.3%	26; 12.6%	42; 20.4%	108; 52.4%	19; 9.2%	206	3.48	1.006
<b>Land Use Planning</b>								
There is adequate vegetation and pasture for grazing due to land use planning	28; 13.6%	94; 45.6%	17; 8.3%	57; 27.7%	10; 4.9%	206	2.65	1.163
There is effective control of grazing patterns for wildlife and livestock	1; 0.5%	61; 29.6%	24; 11.7%	115; 55.8%	5; 2.4%	206	3.30	0.941
There are more returns for the land using the	3; 1.5%	39; 18.9%	34; 16.5%	88; 42.7%	42; 20.4%	206	3.62	1.056



conservancy model compared to other economic activities									
<b>Use of Alternative Sources of Energy</b>									
There is an increase in the use of alternative sources of energy	1; 0.5%	26; 12.6%	25; 12.1%	111; 53.9%	43; 20.9%	206	3.82	0.922	
More households are using solar energy	1; 0.5%	24; 11.7%	26; 12.6%	112; 54.4%	43; 20.9%	206	3.83	0.906	
<b>Mitigation of Community-Wildlife Conflict</b>									
Losses of life and property due to community-wildlife conflict have decreased	0; 0%	1; 0.5%	26; 12.6%	49; 23.8%	130; 63.1%	206	4.50	0.731	
There is less fighting for pasture and water	0; 0%	99; 48.1%	16; 7.8%	81; 39.3%	10; 4.9%	206	3.01	1.036	
The conservancy strives to ensure equitability in sharing the use of natural resources to prevent conflict	1; 0.5%	98; 47.6%	7; 3.4%	92; 44.7%	8; 3.9%	206	3.04	1.049	
<b>Composite Mean</b>						<b>206</b>	<b>3.574</b>	<b>0.996</b>	

The researcher sought to obtain information on the protection of biodiversity. The examination of the response frequencies revealed that majority of the respondents, 1(0.5%) Strongly Disagreed, 27 (13.1%) Disagreed, 47 (22.8%) were Neutral, 72 (35%) Agreed and 59(28.6%)

Strongly Agreed. Majority of the respondents 131 (63.6%) community members had been sensitized on the importance of environmental conservation, thus contributing to protection of biodiversity. The mean score of this item was 3.78 (SD = 1.020) compared to the composite mean of 3.57 and composite SD of 0.996 suggests majority were in agreement , however, there was a large variation in responses and opinion. This could be attributed to the number of respondents who were neutral and could neither agree nor disagree with the statement.

As to whether there had been an increase in wildlife numbers since the formation of the conservancy, examination of the response frequencies revealed that majority of the respondents, 82(39.8%) and 88(42.7%) agreed and strongly agreed respectively that formation of the conservancy had seen an increase in wildlife numbers. The mean score of this item was 4.10 (SD = 1.100) compared to the composite mean of 3.57 and

composite SD of 0.996 suggesting a large variation in responses and this can be attributed to the number of people that disagreed 15(7.3%) and those that were neutral in their opinions 19 (9.2%).

Concerning whether diversity of species for both flora and fauna had grown since the introduction of the conservancy. On this item, 152 respondents were in agreement; (92; 44.7%) agreed and strongly agreed (60; 29.1%) representing 73.8% of the respondents. This item had a mean of 3.93 (SD = 0.395) compared to the composite mean of 3.57 and composite SD of 0.996 implying that the respondents agreed to a greater extent that the diversity of species for both flora and fauna had grown since the introduction of the conservancy.

The researcher sought information on whether boreholes had been sunk in the community to address water scarcity, majority of the respondents 125 (60.7%) were in agreement. 97 (47.1%) and 28 (13.6%) agreed and strongly agreed that boreholes had been sunk in the community to address water scarcity with the item having a mean score of 3.61 (SD = 0.892) compared to the composite mean of 3.57 and composite SD of 0.996 implying that the respondents agreed to a slight extent on this item. This suggests a large variation in responses and this can be attributed to the number of people that disagreed 26(12.6%) and those that were neutral in their opinions 54 (26.2%), neither agreeing nor disagreeing.

The researcher investigated the waste disposal mechanisms that were in place in the community where the study was conducted. The respondents stated that the community had been trained in hygiene and sanitation, where 127 respondents were in agreement 108(52.4%) and strongly agreed (19; 9.2%) representing 61.6% of the respondents. This item had a mean score of 3.48 (SD = 1.006) compared to the composite mean of 3.57 and composite SD of 0.996 implying that the respondents agreed to a lesser extent that waste disposal mechanisms had been put in place. This suggests a large variation in responses and this can be attributed to the number of people that strongly disagreed 11(5.3%), disagreed 26(12.6%) being 37 (17.9%) of respondents who were of contrary opinion and those that were neutral in their opinions 42 (20.4%), neither agreeing nor disagreeing.

Concerning the land use planning, the study reviewed whether the returns were high in the use of the conservancy model in comparison to other economic activities, with 88 (42.7%) and 42 (20.4%) of the respondents affirming and strongly affirming respectively. The item had a mean score of 3.62 (1.056) compared to the composite mean of 3.57 and composite SD of 0.996 implying that the respondents agreed to a greater extent that the returns were high in the use of the conservancy model in comparison to other economic activities. This also suggests a large variation in responses and this can be attributed to the number of people that strongly disagreed 3(1.5%), disagreed 39(18.9%) being 42 (20.4%) of respondents who were of contrary opinion and those that were neutral in their opinions 34 (16.5%), neither agreeing nor disagreeing.

The study investigated whether there was effective control of grazing patterns for wildlife and livestock, with 120 respondents in agreement; 115 (55.8%) agreed and 5 (2.4%) strongly agreed representing 58.2% of the respondents. However, a number of respondents, 61 (29.6%) disagreed that there was an effective control of grazing patterns for wildlife and livestock. On this item, the mean score was 3.30 (SD = 0.941) compared to the composite mean of 3.57 and composite SD of 0.996 implying that the respondents agreed to a lesser extent that there was effective control of grazing patterns for wildlife and livestock and could negatively affect sustainability.

Majority of the respondents, on whether there was adequate vegetation and pasture for grazing due to land use planning, disagreed, 122 (59.2%), with 28 (13.6%) strongly disagreeing, 94 (45.6%) disagreeing while 17 (8.3%) remaining neutral. However, 67(32.6%) were in agreement that there was adequate vegetation and pasture for grazing courtesy of land use planning. The responses mean was 2.65 with a SD of 1.163 compared to the composite mean of 3.57 and composite SD of 0.996 suggesting a large variation in responses. The results imply that the respondents disagreed that there was adequate vegetation and pasture for grazing due to land use planning and this would ultimately negatively contribute to lack of sustainability of the project.

Further, the researcher sought to assess the usage of alternative sources of energy. The respondents indicated that more households had embraced the use of alternative energy sources where 155 respondents were in agreement; 112(54.4%) agreed and

strongly agreed 43(20.9%) representing 75.3% of the respondents. This item had a mean score of 3.83 (SD = 0.906) compared to the composite mean of 3.57 and composite SD of 0.996 implying a variation in responses.

The statement on increased use of solar energy was further supported by majority of the respondents, 111(53.9%) and 43 (20.9%) who similarly agreed and strongly agreed respectively that there had been an increase in the use of alternative sources of energy. The responses mean was 3.82 with an SD of 0.922 compared to the composite mean of 3.57 and composite SD of 0.996 implying that the respondents agreed to a greater extent that there had been an increase in the use of solar as a source of energy.

Finally, on this variable, the researcher proceeded to investigate mitigation of community wildlife conflict. Majority of the respondents, 49(23.8%) and 130(63.1%) agreed and strongly agreed respectively that losses of life and property due to community-wildlife conflict had decreased. The responses mean was 4.50 with an SD of 0.731 compared to the composite mean of 3.57 and composite SD of 0.996 implying that the respondents agreed to a greater extent that losses of life and property due to community-wildlife conflict had decreased.

The assessment of whether the conservancy had strived to ensure equitability in sharing the use of natural resources to prevent conflicts revealed that respondents were divided with 98 (47.6%) disagreeing while 92 (44.7%) agreed. The mean of this item was 3.04 (SD = 1.049) compared to the composite mean of 3.57 and composite SD of 0.996 suggesting a large variation in responses and this can be attributed to the number of people that strongly disagreed and those that were in agreement as to whether the conservancy strove to ensure equitability in sharing the use of natural resources to prevent conflicts.

The researcher also sought to find out whether there was less fighting for pasture and water. The respondents were equally split on this item with 99 (48.1%) disagreeing while 81 (39.3%) agreeing. The findings therefore, indicate that the mitigation of conflicts had been partially achieved.

The composite mean of environmental conservation strategy was 3.574 with an SD of 0.996, suggesting that the community members had varied opinions in how environmental conservation was being carried out in the conservancy. Land use planning and community wildlife conflict seem to be the areas with least scores when it comes to environmental conservation efforts. These items would require more intervention to effectively contribute to the sustainability of community based tourism projects.

#### 4.6.1 Relationship between Environmental Conservation Strategy and Sustainability of Community Based Tourism Projects

The relationship between Environmental Conservation Strategy and Sustainability of Community Based Tourism Projects was determined using Pearson Correlation Coefficient. The Pearson Correlation assists in establishing the strength and direction of the relationship that exists between Environmental Conservation Strategy and Sustainability of Community Based Tourism Projects. Kothari and Garg (2018), suggests that a correlational coefficient of 1 is an indication of a positive perfect relationship while on the other hand -1 is an indication of a negative perfect relation. The Pearson Correlation results are presented in Table 4.15

**Table 4.15: Environmental Conservation Strategy Pearson Correlation**

Projects		Sustainability of Community Based Tourism	
		Pearson Correlation	
Environmental Conservation Strategy		0.808**	
		Sig. (2-tailed)	0.000
		n	206

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis One:** Environmental conservation has no significant influence on the sustainability of community based tourism projects in Kenya

The first hypothesis was tested using the following model

$$Y_1 = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

$Y_1$  = Sustainability of Community Based Tourism Projects

$X_1$  = Environmental conservation strategies

$\beta_0$ = Constant term (y-intercept)

$\beta_1 \dots \beta_n$ = Beta Coefficients of the predictor variables

$\varepsilon$  = Error term

**Table 4.16: Model Summary for Environmental Conservation Strategy**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. F Change	
1	0.808	0.653	0.651	0.27341	0.653	383.57	1	204	0.000
				a					

a. Predictors: (Constant), Environmental Conservation Strategy

The study results shown in table 4.16 provides an explanation on the extent to which the predictor variable accounts for the overall variability of the model. The R Square is given as 0.653 indicating that environmental conservation strategy contributed to the sustainability of community based tourism projects by 65.3% and other factors which were not considered in this model accounted for 34.7%. The Adjusted R Square gives an indication that if the whole population was taken into account in this study as opposed to choosing a sample, then the response would be (1-0.651) 34.9% less variance. Hence, the study deduced that environmental conservation strategies has a strong positive significant influence on the sustainability of community based tourism projects.

▲ **Table 4.17: Coefficients of Environmental Conservation Strategy**

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.127	0.136		0.939	0.349
	Environmental Conservation Strategy	0.944	0.048	0.808	19.585	0.000

a. Dependent Variable: Sustainability of Community Based Tourism Projects

$r = +0.808$ ;  $R^2 = 65.3\%$

$F(1, 204) = 383.57$ ;  $P < 0.0$

The results in Table 4.17 gave a beta value of 0.808 indicates that a unit increase of environmental conservation strategies contributed to 80.8% increase in the sustainability of community based tourism projects. Overall the model was fit to predict the sustainability of community based tourism given environmental strategies at  $P < 0.05$ . The F ratio was significant,  $F(1, 204) = 383.571$ ;  $P < 0.05$ . This indicates that there was a statistically significant influence of environmental conservation strategies on sustainability of community based tourism projects. This means the regression model would be as such:

Sustainability =  $0.127 + 0.944$  (Environmental conservation strategy) +  $\epsilon$ ;  $t = 19.59$ ;  $P < 0.05$

Thus, the null hypothesis of the study was rejected and the alternative hypothesis accepted. Therefore, there is a significant influence of environmental conservation strategies on sustainability of community based tourism projects in Kenya.

To answer the first research question; how does an environmental conservation strategy influence sustainability of community based tourism projects in Kenya? The findings of the first objective were linked to the previous empirical investigations that had been reviewed. This study determined that environmental conservation strategy had statistically significant influence on community based tourism projects. The case studies from Kenya and Australia, had similarities where both communities had a strong affiliation to natural resource which had contributed to the success of the

projects. These findings concur with Neubauer (2014) in an ethnographic study, made use of in-depth interviews, participant observation and focus group discussions to investigate how changes in land tenure had affected livelihoods among the pastoral Maasai in southern Kenya; concluding, the crucial need for effective natural resource management in providing sustainable livelihoods to local communities. The first hypothesis was, thus supported by data and literature since environmental conservation strategy was found to have significant influence on sustainability of community based tourism projects.

These findings were further expounded on through analysis of qualitative data obtained from interviews of key informants. The respondents point out that the environmental conservation strategy employed in the conservancies has primarily focused on ensuring protection of wildlife but has subsequently failed to address environmental conservation at individual and community level. In an interview, one respondent observed:

*‘Community members are not conscious of their role in mitigating environmental degradation, it is therefore important to create awareness...For instance, they need to be informed on proper waste disposal...This seems to be an area that has been overlooked. There are no proper ways to dispose of trash and most times, people will be seen burning things like plastic bottles, paper bags..’*

Conservancy managers were however quick to point out that they carry out sensitization and community awareness initiatives on the value of protecting the environment. These campaigns were primarily done through baazars, conservancy meetings and frequently on vernacular radio stations accessed by community members.

The land rental agreements signed between conservancies and community land owners state that no grazing would be permitted within leased areas except within certain localities and timelines. These restrictions in the beginning, were received with a lot of pessimism towards the conservancies with some community members conducting illegal grazing at night which in turn encourages attacks from predators



such as lions. The restrictions to access some of the natural resources such as salt licks, water springs and grass have made community members less enthusiastic about the conservancies. A committee member and landowner commented:

*'They should allow us to access these resources, what is the difference between them and Mara (MMNR) if they restrict our cows from feeding? After all, these were communal resources before the conservancies.... all we need are better controls.'*

These sentiments were similarly reported by Homewood (2012) and Bedelian (2014) who argue that conservancies restrict nomadic movement and access of livestock to resources and thus detrimental to pastoralism. In analyzing minutes and resolutions made in various meetings between conservancy management, tourism partners and local community members, a decision was made to allow controlled livestock grazing in the conservancies. Courtney (2015) using a case study research design, carried an extensive ethnographic study in Maasai Mara conservancies; reports that this decision was also as a result of an awareness among the tourism partners of the potential environmental benefits of grazing for the flora and fauna. The need to appease the local community as well as the benefits that were accruing for the tourism product resulted in a change in the grazing policy.

However, there is still some misunderstanding on land use planning among the conservancy management and local communities. In Naibosho conservancy, a formal grazing plan was introduced; the conservancy manager created grass banks and experimented with rotational grazing. Courtney (2015: 164) in her qualitative research determined that 'the grazing scheme, attempts to balance the role that livestock can play in rangeland management, greater access to community members and allaying the concerns of tourism partners on how their product would be affected'. Some community members could still not understand how the scheme works; with questions as to why they could only graze on certain locations and not others. The community members in Naibosho were slowly beginning to see the benefits of the scheme, while in Olare Motorongi conservancy, community members feel that conservancy management is too strict on allowing access to livestock. A similarity in both conservancies is the imposition of a fine for illegal grazing; Naibosho charges Ksh.

5000 per herd and while OMC charges a similar amount, it increases with repeat offences and if there is a threat of violence. To ensure compliance, several heads of cattle are held until payment is received. The money received from these fines are utilized differently in the two conservancies, some being paid directly to the rangers who made the arrests as an incentive and reward.

The community members and the conservancy managers were in agreement on the need for a comprehensive and holistic management in the use of natural resources. A suggestion was made by an interviewee;

*‘Grazing should happen but I do not think we have reached a level where we can do it in a sustainable manner. We need a really good plan to achieve this.’*

Bedelian 2014, is of the same opinion indicating that, conservancies indeed do need a better grazing plans that are well thought out, wide integration of livestock into conservancy landscapes. She goes further to state that these measures would increase landowners’ interests to continue participating in the conservancies. Given this underlying importance of livestock, it is vital that the conservancies wholly support pastoralism in the area in order to maintain community support which is essential for their business. Following the above discussion, if community members perceive that the conservancies would consequently threaten this livelihood, support for the conservancies would wane. This is consistent with (Courtney 2015; Whelan 1991), that benefits of community based tourism ventures must outweigh perceived costs.

#### **4.7 Social Cultural Conservation Strategy**

The researcher sought to measure the extent to which preservation and promotion of culture and heritage, quality and diversification of product offer, entrepreneurship opportunities for locals and the social inclusion of minority groups as aspects of social cultural conservation strategy contributed to sustainability of community based tourism projects. In achieving this 10 indicators were measured on a 5 point Likert scale. The extent to which the social cultural conservation strategy as measured by the indicators is presented in Table 4.18.

**Table 4.18: Social Cultural Conservation Strategy**

Description	Frequency and Percentage					n	Mean	SD
	SD	D	N	A	SA			
<b>Preservation and Promotion of Culture and Heritage</b>								
Community members are proud of to display and market their culture	0; 0%	13; 6.3%	20; 9.7%	45; 21.8%	128; 62.1%	206	4.40	0.90 4
Visitors/tourists, respect and appreciate our cultural values and norms	0; 0%	32; 15.5%	19; 9.2%	146; 70.9%	9; 4.4%	206	3.64	0.79 5
Use of new technology, social media and other e-marketing opportunities market of local culture and heritage	0; 0%	6; 2.9%	20; 9.7%	163; 79.1%	17; 8.3%	206	3.93	0.54 1
<b>Quality and Diversification of Product Offer</b>								
Community members are encouraged to be innovative to create new products	0; 0%	9; 4.4%	7; 3.4%	157; 76.2%	33; 16%	206	4.04	0.60 8
Steps have been taken to identify product gaps and increase diversification	0; 0%	11; 5.3%	7; 3.4%	147; 71.4%	41; 19.9%	206	4.06	0.66 7
There is an established product offer related to culture and heritage	0; 0%	22; 10.7%	11; 5.3%	51; 24.8%	122; 59.2%	206	4.33	0.98 6
There is improvement in the quality of cultural products and services offered to tourists	0; 0%	39; 18.9%	8; 3.9%	124; 60.2%	35; 17%	206	3.75	0.95 3
<b>Entrepreneurship Opportunities for Locals</b>								
Community members are able to get income from cultural practices	0; 0%	15; 7.3%	8; 3.9%	171; 83%	12; 5.8%	206	3.87	0.61 2
Actions been taken to promote and support local investment in tourism	0; 0%	23; 11.2%	11; 5.3%	161; 78.2%	11; 5.3%	206	3.78	0.71 1
Community members are able to start and own businesses	7; 3.4%	53; 25.7%	10; 4.9%	124; 60.2%	12; 5.8%	206	3.39	1.03 9
<b>Social Inclusion of Minority groups</b>								
Young people are involved in conservation, entrepreneurship and tourism	0; 0%	37; 18%	11; 5.3%	115; 55.8%	43; 20.9%	206	3.80	0.97 1
Women are represented in the conservancy management committee	0; 0%	31; 15%	9; 4.4%	140; 68%	26; 12.6%	206	3.78	0.85 3

People with disabilities are involved in tourism and conservation activities	0;	123;	21;	50;	12;	206	2.76	1.01
	0%	59.7%	10.2%	24.3%	5.8%			1
<b>Composite Mean</b>						<b>206</b>	<b>3.81</b>	<b>0.819</b>

The responses in Table 4.18 revealed that community based tourism projects were generally perceived to be sustainable measured on a 5-point Likert scale. The researcher sought to obtain information on preservation and promotion of culture and heritage as an aspect of social cultural conservation strategy. The examination of the frequencies showed that a majority of the respondents, agreed that community members were proud of displaying and marketing their culture with 45(21.8%) of the respondents and 128(62.1%) and of the respondents indicating that they agreed and strongly agreed with the statement respectively. The mean of this item was 4.40 (SD = 0.904) compared to the composite mean of 3.81 and a composite SD of 0.819 implying that the respondents agreed that community members were proud of displaying and marketing their culture, however with varied views. The variation in opinion can be attributed to the number of people who disagreed with this statement 13 (6.3%) as well as the neutral responses 20(9.7%).

The researcher further sought to investigate whether there was an established product offer related to culture and heritage where 173 respondents were in agreement; (51; 24.8%) agreed and strongly agreed (122; 59.2%) representing 84% of the respondents. This item had a mean score of 4.33 (SD = 0.986) compared to the composite mean of 3.81 and a composite SD of 0.819 implying that the respondents agreed to a greater extent that community members were proud of displaying and marketing their culture. The study examined whether the use of new technology, social media and other e-marketing opportunities had been employed in the marketing of local culture and heritage. Majority of the respondents, 180 (87.4%) responded in affirmation, with 163 (79.1%) agreeing and 17 (8.3%) strongly agreeing. This item had a mean score of 3.93 (SD = 0.541) compared to the composite mean of 3.81 and a composite SD of 0.819 implying that the respondents agreed to a greater extent that the use of new technology, social media and other e-marketing opportunities had been employed in the marketing of local culture and heritage.

The respondents were asked to give their opinion as to whether visitors/tourists, respected and appreciated their cultural values and norms. Majority of the respondents, 155 (75.3%) affirmed that visitors/tourists, respected and appreciated their cultural values and norms, with 146 (70.9%) agreeing and 9 (4.4%) strongly agreeing. However, some of the respondents, 32 (15.5%) were of the contrary opinion that visitors/tourists, respected and appreciated their cultural values and norms and a few of the respondents, 19 (9.2%) indicating a neutral opinion on this item. The item had a mean score of 3.64 (SD = 0.795) compared to the composite mean of 3.81 and a composite SD of 0.819. The variance in responses could be as a result of the people holding the contrary and neutral views.

The researcher sought to obtain information on quality and diversification offer as an aspect of social cultural conservation strategy. The respondents were asked to give their opinion as to whether steps had been taken to identify product gaps and increase diversification, majority of the respondents, 188, responded in affirmation, with 147 (71.4%) agreeing and 41 (19.9%) strongly agreeing. with the item having a mean score of 4.06 (SD = 0.667). The item had a mean score of 4.06 (SD = 0.667) compared to the composite mean of 3.81 and a composite SD of 0.819 implying that the respondents agreed to a greater extent that steps had been taken to identify product gaps and increase diversification.

As to whether community members were encouraged to be innovative to create new products, majority of the respondents, 190, responded in affirmation, with 157 (76.2%) agreeing and 33 (16.0%) strongly agreeing. The item had a mean score of 4.04 (SD = 0.608) compared to the composite mean of 3.81 and a composite SD of 0.819 implying that the respondents agreed to a greater extent that community members were encouraged to be innovative to create new products.

The researcher also sought to find out whether there were entrepreneurship opportunities available for the locals. The respondents were asked to give their opinion as to whether community members were able to get income from cultural practices. Majority of the respondents, 183 (88.8%) were in agreement, with 171 (83.0%) agreeing and 12 (5.8%) strongly agreeing. with the item having a mean score of 3.87 (SD = 0.612). The item had a mean score of 3.87 (SD = 0.612) compared to the composite mean of 3.81 and a composite SD of 0.819 implying that the

respondents agreed to a greater extent that community members were able to get income from cultural practices.

As to whether actions had been taken to promote and support local investment in tourism, majority of the respondents 172 (83.5%) were in agreement, with 161 (78.2%) agreeing and 11 (5.3%) strongly agreeing. Majority of the respondents, 136 (66%) affirmed that community members are able to start and own businesses, with 124 (60.2%) agreeing and 12 (5.8%) strongly agreeing. However, almost a quarter of the respondents, 53 (25.7%) were of the contrary opinion that community members were able to start and own businesses and a few of the respondents, 10 (4.9%) indicating a neutral opinion on this item. The item had a mean score of 3.39 (SD = 1.039) compared to the composite mean of 3.81 and a composite SD of 0.819. The findings therefore, indicate that entrepreneurship opportunities had been made available to most members of the community but not all have benefited.

The researcher further sought to establish whether there was social inclusion of minority groups in conservation activities. From the responses of majority of the respondents, 158 (76.7%) affirmed that young people were involved in conservation, entrepreneurship and tourism activities, with 115 (55.8%) agreeing and 43 (20.9%) strongly agreeing. The item had a mean score of 3.80 (SD = 0.971) compared to the composite mean of 3.81 and a composite SD of 0.819 implying a varied opinion with respondents agreeing to a slight extent that that young people were involved in conservation, entrepreneurship and tourism activities.

It was also established that women were represented in the conservancy management committees, 166 (80.6%) responded in affirmation, with 140 (68%) agreeing and 26 (12.6%) strongly agreeing. The item had a mean score of 3.78 (SD = 0.853) compared to the composite mean of 3.81 and a composite SD of 0.819 suggesting variance in views that could be attributed to 31(15%) disagreeing and 9 (4.4%) being neutral on the item of women were representation in the conservancy management committees.

However, majority of the respondents, 123 (59.7%) disagreed that people with disabilities were involved in tourism and conservation activities and a few of the respondents, 21 (10.2%) indicating a neutral opinion on this item. This item had a

mean score of 2.76 (SD = 1.011) compared to the composite mean of 3.81 and a composite SD of 0.819. The findings of the study therefore, indicate that as much as more youth and women were involved in conservancy and tourism activities, people with disabilities were still disadvantaged, a group which should be considered to achieve better social inclusion of minority groups. This could have a negative effect on the sustainability of community based tourism.

The composite mean of social cultural conservation strategy was 3.81 with an SD of 0.819. This implies that there were varied opinions with majority of responses (68%) lying between 2.99 on the lower bounds and 4.63 on the upper bounds of the mean. Thus, more effort is required to strengthen social cultural conservation initiatives in order to enhance its significance to the sustainability of community based tourism projects.

#### **4.7.1 Relationship between Social Cultural Conservation Strategy and Sustainability of Community Based Tourism Projects.**

The relationship between social cultural conservation strategy and sustainability of community based tourism projects using Pearson Correlation Coefficient. The results are presented in Table 4.19.

**Table 4.19: Social Cultural Conservation Strategy Pearson Correlation**

Based Tourism Projects			Sustainability of Community	
Social	Cultural	Conservation	Pearson Correlation	0.891**
Strategy			Sig. (2-tailed)	0.000
			N	206

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

The findings of quantitative data were further analyzed using linear regression analysis to test the hypothesis of social cultural conservation strategy.

**Hypothesis Two:** Socio-cultural conservation strategy has no significant influence on the sustainability of community based tourism projects in Kenya

The second hypothesis was tested using the following model

$$\gamma_1 = \beta_0 + \beta_2 x_2 + \varepsilon$$

Where:

$Y_1$  = Sustainability of Community Based Tourism Projects

$X_2$  = Social Cultural conservation strategies

$\beta_0$  = Constant term (y-intercept)

$\beta_2 \dots \beta_n$  = Beta Coefficients of the predictor variables

$\varepsilon$  = Error term

**Table 4.20: Model Summary for Social Cultural Conservation Strategy**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. F Change	
1	0.891	0.794	0.21052	0.794	787.02	1	204	0.000	

a. Predictors: (Constant), Social Cultural Conservation Strategy

The study results shown in Table 4.20 provides an explanation on the extent to which the predictor variable accounts for the overall variability of the model. The R Square is given as 0.794 indicating that socio-cultural conservation strategy contributed to the sustainability of community based tourism projects by 79.4% and other factors which were not considered in this model accounted for 20.6%. The Adjusted R Square gives an indication that if the whole population was taken into account in this study as opposed to choosing a sample, then the response would be (1-0.793) 20.7% less variance. Hence, the researcher deduced that socio-cultural conservation strategy has a significant influence on the sustainability of community based tourism projects.

**Table 4.21: Coefficients of Social Cultural Conservation Strategy**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.079	0.088		0.903	0.368
	Social Cultural Conservation Strategy	0.888	0.032	0.891	28.054	0.000

a. Dependent Variable: Sustainability of Community Based Tourism Projects



The results in Table 4.21 generated a beta value of 0.888 indicates that a unit increase of Socio-cultural conservation strategies contributed to 88.8% increase in the sustainability of community based tourism projects. Overall the model was statistically significant at  $P < 0.05$ . The F ratio was significant,  $F_{(1, 204)} = 787.02$ ,  $P < 0.05$ . This indicates that there was a statistically significant influence of socio-cultural conservation strategies on sustainability of community based tourism projects. Thus the regression model would be:

$\text{Sustainability} = 0.079 + 0.888 (\text{socio cultural conservation strategy}) + \varepsilon$ ;  $t = 28.05$ ;  $P < 0.05$

Thus, the null hypothesis of the study was rejected and the alternative hypothesis accepted. In view of this socio-cultural conservation strategy has a significant influence on the sustainability of community based tourism projects at  $P < 0.05$ .

The researcher further sought to validate the quantitative information by conducting interviews with key informants and analysing this data. The study sought to determine the opinion of respondents on how sociocultural conservation strategies influenced sustainability of community based tourism in Kenya. Respondents were in agreement that preservation of culture and heritage was a big component of socio-cultural conservation, reflecting that the community was proud of their culture and willing to display and showcase it. A key respondent was captured saying:

*'The Maa people have had a long and proud heritage that is sacred and we guard it jealously. We value our way of life and people come all over the world to see how we live, how we dress and even what we eat. Some want to settle here, marry and have children... it means they must have seen something good.'*

However, there were concerns that visitors and tourists had little appreciation to their cultural values and norms, only partaking of it as a commodity. These sentiments were shared:

*'We are afraid that our young people will lose their heritage by emulating the visitors. You can see it in their manner of dressing and behaviour. Some shun our traditions terming them as old fashioned.'*

These comments reveal that the community does appreciate the value of their culture and would like to promote culture as a tourism product. They are however wary of the long term effects that external influences would have on their traditions and way of life. It would be impossible to separate the tourism product in Maasai Mara from the culture and traditions of the Maasai people.

Respondents were further asked about their opinion regarding quality and diversity of the tourism product to which they agreed that there was concerted effort to encourage innovative ideas and improve cultural products and services. Giving an example of homestays as a product diversification measure, a respondent stated:

*'We have tourists coming all the way from Europe to come and live in our homes, cook and perform daily activities as part of the cultural tourism experience. Some are given space within a homestead to build their own 'manyattas' and others reside with a local family for a period of time'*

This sentiment reveals the extent to which the community is willing to provide an authentic visitor experience and package their products in a unique manner. Moreover, strides are being made to promote and encourage local people to start and own businesses. Small and medium sized enterprises such as curio shops, tour companies and motels were cited some of the investments that the community participated in. It was pointed out however that community members had a hard time accessing credit and this made it difficult to effectively take advantage of entrepreneurship opportunities. They further expressed their displeasure that these opportunities were taken up by foreigners or people from outside the community. One respondent quipped:

*'financial institutions do not want to give us loan facilities so that we can invest in the community, that is why outsiders come and take over everything...it is unfair that we are the owners of the resources yet we can't fully enjoy the benefits.'*

A conservancy manager expounded that they encourage their members to seek alternative methods of funding:

*‘As a conservancy, we tell our members to form groups popularly known as ‘Chamas’, where they can save and borrow as a group as well as join SACCOs. This helps them access a little financial credit that can be used to for investment’*

It emerged that the conceptualization of entrepreneurship in the conservation is still through traditional thinking where individuals set up private initiatives with the hope that it can sustain their livelihoods with little regard to social impacts. This school of thought diverges from the findings by Mayaka *et al.*, (2017), whose qualitative study of CBTs in Kenya, suggest a bottom-up approach in which control and benefits, both social and economic, predominantly accrue to the neediest because the process is a response by the needy to issues identified by the needy. This is also highlighted in Thomas (2013) in his book, *‘small firms in tourism’*, and taking different perspectives of how small businesses are conducted in tourism. Suggestions are made that entrepreneurs in communities should aim at contributing to social benefits at the fore as opposed to financial gain solely. The study findings are however supported by previous studies that entrepreneurship for CBT projects is a means for emancipation (Rindova *et al* 2009) and a vehicle of enhancing community identity and sustainability.

On product quality and diversification, respondents pointed out that as much as they were engaging in tourism, they were doing do to diversify their incomes, however, their passion as Maa people was in pastoralism.

Finally, the researcher asked respondents for their views on social inclusion of minority groups. There was general consensus that women young people and people living with disabilities were more involved in conservation and tourism activities, however, their participation was limited. An in-depth review of the discussions revealed that in the formative years of the formation of the conservancies, very few women attended conservancy meetings. Women are often excluded from decision making, negotiation and information process that governs the clans and leadership system that is the interface with the conservancies. Legal provisions in conservancy documents also discriminate against women. Widespread resistance to change for fear of losing power or changing the status quo makes it difficult for women to access, influence or benefit from these structures. Community-level participation similarly

can often leave women’s voices and concerns unacknowledged. Even when women attend meetings or events, women may not sit with male elders, speak before male elders, and they may not be or feel free to voice their opinions and needs may not be taken seriously. The Wildlife Conservation and Management Act of 2013 (WCMA) is supportive and gives formal recognition to the collective voice of conservancies at the landscape national levels. Yet significant gender disparities still exist in the conservancies’ leadership (boards, committees and management) and within the staff (permanent and casual). For instance, at the national level, KWCA (14%) of the board membership are women while (44%) are in the secretariat. This low threshold limits women’s visibility, influence and power in decision-making processes at all levels in the conservancies. KWCA in a Gender Strategy (2018), further reports that, less than 5% of landholding within conservancies are held by women; a marginal ownership indicating that tenure remains strongly a male domain in most pastoral communities, women and the youth are often unrepresented or entirely excluded. Lack of access to land deprives them of an important economic tool for improving livelihoods. Currently, less than 10% of conservancy committee members are women. Only two women have been elected to chair two conservancies within the Northern Rangeland Trust. This is because traditionally, women do not own land and further perpetuated by the gender insensitive land laws under the repealed Group Land (Representatives) Act and Trust Lands Act. This limits women participation in decision making on land, natural resource management and accessing benefits.

#### **4.8 Community Empowerment Strategy**

The researcher sought to measure the extent to which community participation in decision making, availability of capacity building initiatives, collaboration with external institutions and sources for resource mobilization as aspects of community empowerment strategy contributed to sustainability of community based tourism projects. In achieving this 13 indicators were measured on a 5 point Likert scale. The extent to which the community empowerment strategy as measured by the indicators is presented in Table 4.22.

**Table 4.62: Community Empowerment Strategy**

<b>Description</b>	<b>Frequency and Percentage</b>	<b>n</b>	<b>Mea n</b>	<b>SD</b>
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	SD	D	N	A	SA			
<b>Community Participation in Decision Making</b>								
Community members have a say in the decision making process in the conservancy	0; 0%	21; 10.2%	7; 3.4%	151; 73.3%	27; 13.1%	206	3.89	0.751
Decisions made by the project committee reflect the views of the community	0; 0%	11; 5.3%	6; 2.9%	158; 76.7%	31; 15%	206	4.01	0.628
Community members were involved in the plans to develop the conservancy	0; 0%	13; 6.3%	10; 4.9%	156; 75.7%	27; 13.1%	206	3.96	0.657
<b>Availability of Capacity Building Initiatives</b>								
Schools have been built for children living around the conservancy	0; 0%	33; 16%	5; 2.4%	128; 62.1%	40; 19.4%	206	3.85	0.917
Community members are trained on conservation and management of the conservancy	0; 0%	65; 31.6%	8; 3.9%	118; 57.3%	15; 7.3%	206	3.40	1.011
There are vocational colleges for young people in the area	0; 0%	24; 11.7%	9; 4.4%	152; 73.8%	21; 10.2%	206	3.83	0.764
<b>Collaboration with External Institutions</b>								
The conservancy collaborates with universities for research	3; 1.5%	39; 18.9%	5; 2.4%	123; 59.7%	36; 17.5%	206	3.73	1.009
The conservancy is in collaboration with other financial institutions for funding	0; 0%	41; 19.9%	56; 27.2%	97; 47.1%	12; 5.8%	206	3.39	0.869
The conservancy networks with NGOs on conservation efforts	1; 0.5%	1; 0.5%	23; 11.2%	55; 26.7%	126; 61.2%	206	4.48	0.750
<b>Sources for Resource Mobilization</b>								
The conservancy relies on tourists numbers for income	0; 0%	24; 11.7%	9; 4.4%	145; 70.4%	28; 13.6%	206	3.86	0.793
Funding is received from donations from well wishers	0; 0%	12; 5.8%	12; 5.8%	167; 81.1%	15; 7.3%	206	3.90	0.596
Human resource is sourced largely from the local community	0; 0%	94; 45.6%	12; 5.8%	91; 44.2%	9; 4.4%	206	3.07	1.036
Land is the biggest	0;	0;	23;	56;	127;	206	4.50	0.690

resource at the destination	0%	0%	11.2%	27.2%	61.7%	
<b>Composite Mean</b>				<b>206</b>	<b>3.81</b>	<b>0.728</b>

The researcher sought to obtain information on community participation in decision making as an aspect of community empowerment strategy. The examination of the frequencies showed that a majority of the respondents, agreed that decisions made by the project committee reflected the views of the community with 158(76.7%) of the respondents and 31(15%) of the respondents indicating that they agreed and strongly agreed with the statement respectively. The item had a mean score of 4.01 (SD = 0.628) compared to the composite mean of 3.81 and a composite SD of 0.728 implying that the respondents agreed to a larger extent that decisions made by the project committee reflected the views of the community.

The researcher further sought to investigate whether community members were involved in the plans to develop the conservancy where 183 respondents were in agreement; 156(75.7%) agreed and strongly agreed 27(13.1%) representing 88.8% of the respondents. The item had a mean score of 3.96 (SD = 0.657) compared to the composite mean of 3.81 and a composite SD of 0.728 implying that the respondents agreed to a larger extent that community members were involved in the plans to develop the conservancy.

The researcher examined whether community members had a say in the decision making process in the conservancy. Majority of the respondents, 178 (86.4%) responded in affirmation, with 151 (73.3%) agreeing and 27 (13.1%) strongly agreeing. However, some of the respondents, 21 (10.2%) were of the contrary opinion that visitors/tourists, respected and appreciated their cultural values and norms and a few of the respondents, 7 (3.4%) indicating a neutral opinion on this item. The item had a mean score of 3.89 (SD = 0.751) compared to the composite mean of 3.81 and a composite SD of 0.728 implying that the respondents agreed that community members had a say in the decision making process in the conservancy, despite the variance in responses.

The researcher sought to obtain information on availability of capacity building initiatives as an aspect of community empowerment strategy. The respondents were asked whether schools had been built for the children living around the conservancy, majority of the respondents, 168, responded in affirmation, with 128 (62.1%) agreeing and 40 (19.4%) strongly agreeing with the item having a mean score of 3.85 (SD = 0.917) compared to the composite mean of 3.81 and a composite SD of 0.728. The large variance in the views can be attributed to the number of respondents disagreeing 33(16%) and those with neutral views 5(2.4%) on this item.

As to whether there are vocational colleges for young people in the area, majority of the respondents, 173, responded in affirmation, with 152 (73.8%) agreeing and 21 (10.2%) strongly agreeing with the item having a mean score of 3.83 (SD = 0.764) compared to the composite mean of 3.81 and a composite SD of 0.728 implying that the respondents slightly agreed to a greater extent that schools had been built for the children living around the conservancy.

The researcher sought to find out whether community members were trained on conservation and management of the conservancy. Majority of the respondents, 133 (64.6%) affirmed that the community members had been trained on conservation and management of the conservancy, with 118 (57.3%) agreeing and 15 (7.3%) strongly agreeing. However, more than a quarter of the respondents, 65 (31.6%) were of the contrary opinion on the training of community members conservation and management of the conservancy and a few of the respondents, 8 (3.9%) indicating a neutral opinion on this item. The item had a mean score of 3.40 (SD = 1.011) compared to the composite mean of 3.81 and a composite SD of 0.728. The findings therefore, indicate that there are capacity building initiatives in terms of building schools and vocational institutions for the children and the young people in the areas where the conservancies are located. However, there are members who still feel this is not enough and more is required in terms of capacity building initiatives in order to empower them.

The researcher also sought to assess the extent of the collaboration of the conservancies with external institutions. The respondents were asked to indicate whether the conservancies networked with NGOs on conservation efforts. Majority of

the respondents, 181 (87.9%) were in agreement, with 55 (26.7%) agreeing and 126 (61.2%) strongly agreeing. The item had a mean score of 4.48 (SD = 0.750) compared to the composite mean of 3.81 and a composite SD of 0.728 implying that the respondents agreed to a larger extent that the conservancies networked with NGOs on conservation efforts.

As to whether the conservancies collaborated with universities for research, majority of the respondents 159 (77.2%) were in agreement, with 123 (59.7%) agreeing and 36 (17.5%) strongly agreeing, with the item having a mean score of 3.73 (SD = 1.009).

A slight majority of the respondents, 109 (52.9%) affirmed that the conservancies were in collaboration with other financial institutions for funding, with 97 (47.1%) agreeing and 12 (5.8%) strongly agreeing. The item had a mean score of 3.39 (SD = 1.039) compared to the composite mean of 3.81 and a composite SD of 0.728 implying that the respondents agreed to a slight extent that community members were involved in the plans to develop the conservancy.

However, a number of the respondents, 41 (19.9%) were of the contrary opinion on the issue of the conservancies collaborating with other institutions for funding and more than a quarter of the respondents, 56 (27.2%) indicating a neutral opinion on this item. The findings therefore, imply that there was some collaboration of the conservancies with external institutions on research and conservation efforts but members feel more is required in the area of funding.

The researcher sought to establish the sources for resource mobilization as an aspect of community empowerment strategy for the sustainability of community based tourism projects. From the responses of majority of the respondents, 183 (88.9%) affirmed that land was the biggest resource at the destination, with 56 (27.2%) agreeing and 127 (61.7%) strongly agreeing, with the item having a mean score of 4.50 (SD = 0.690) compared to the composite mean of 3.81 and a composite SD of 0.728 implying that the respondents agreed to a larger extent that land was the biggest resource at the destination as an aspect of community empowerment strategy for the sustainability of community based tourism projects.



It was also established that funding is received from donations from well-wishers, 182 (88.4%) responding in affirmation, with 167 (81.1%) agreeing and 15 (7.3%) strongly agreeing with the item having a mean score of 3.90 (SD = 0.596) compared to the composite mean of 3.81 and a composite SD of 0.728. The researcher also attempted to find out whether the conservancies relied on tourists numbers for income. Majority of the respondents, 173 (84%) were in agreement, with 145 (70.4%) agreeing and 28 (13.6%) strongly agreeing with the item having a mean score of 3.86 (SD = 0.793) compared to the composite mean of 3.81 and a composite SD of 0.728 implying that the respondents agreed to a larger extent that the conservancies relied on tourists numbers for income.

The respondents were asked whether human resources were sourced largely from the local community. On this item, the responses were split almost into halves, with 100 (48.6%) in agreement, of which 91 (44.2%) and 9 (4.4%) respondents agreeing and strongly agreeing respectively. The other respondents, 94 (45.6%) disagreed that human resources was largely sourced from the community with another 12 (5.8%) being of a neutral opinion. The mean score for this item was 3.07 (SD = 1.036) compared to the composite mean of 3.81 and a composite SD of 0.728 suggesting that the community members had varied opinions with some not in agreement that human resources was sourced from the community. This would have an adverse effect on the sustainability of community based tourism, if the community felt that they were losing out on opportunities to be empowered.

The composite mean for community empowerment strategy was 3.81 with an SD of 0.728. This implies that there were varied opinions with majority of responses (68%) lying between 3.082 on the lower bounds and 4.538 on the upper bounds of the mean. This suggests that respondents feel that there are efforts to empower the community, however, there are areas that require addressing such as capacity building, engaging more community members into the human resources at the conservancy and lobbying for more funding.

#### 4.8.1 Relationship between Community Empowerment Strategy and Sustainability of Community Based Tourism Projects.

The relationship between community empowerment strategy and sustainability of community based tourism projects using Pearson Correlation Coefficient. The results are presented in Table 4.23.

**Table 4.23: Community Empowerment Strategy Pearson Correlation**

Projects	Sustainability of Community Based Tourism	
Community Empowerment Strategy	Pearson Correlation	0.787**
	Sig. (2-tailed)	0.000
	n	206
<b>** . Correlation is significant at the 0.01 level (2-tailed).</b>		

Table 4.23 The Pearson Correlation between community empowerment strategy and sustainability of community based tourism projects. The results revealed a strong positive significant correlation between community empowerment strategy and sustainability of community based tourism projects ( $r = 0.891$ ,  $p < 0.01$ ). This implies that effective community empowerment strategy contribute to the sustainability of community based tourism projects.

The findings of quantitative data were further analyzed using linear regression analysis to test the hypothesis of community empowerment strategy.

**Hypothesis Three:** Community empowerment strategy has no significant influence on the sustainability of community based tourism projects in Kenya

The third hypothesis was tested using the following model

$$Y_1 = \beta_0 + \beta_3 X_3 + \varepsilon$$

Where:

$Y_1$  = Sustainability of Community Based Tourism Projects

$X_3$  = Community Empowerment strategies

$\beta_0$  = Constant term (y-intercept)

$\beta_3 \dots \beta_n$  = Beta Coefficients of the predictor variables

$\varepsilon$  = Error term

**Table 4.24: Model Summary for Community Empowerment Strategy**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. Change	
1	0.787a	0.62	0.618	0.28614	0.62	332.459	1	204	0.000

a. Predictors: (Constant), Community Empowerment Strategy

The study results shown in table 4.24 provides an explanation on the extent to which the predictor variable accounts for the overall variability of the model. The R Square is given as 0.62 indicating that community empowerment strategy contributed to the sustainability of community based tourism projects by 62.0% and other factors which were not considered in this model accounted for 38%. The Adjusted R Square gives an indication that if the whole population was taken into account in this study as opposed to choosing a sample, then the response would be (1-0.618) 38.2% less variance. Hence, the study deduced that community empowerment strategy has a strong positive significant influence on the sustainability of community based tourism projects.

**Table 4.25: Coefficients of Community Empowerment Strategy**

		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	0.073	0.135		0.543	0.587
	Community Empowerment Strategy	0.874	0.048	0.787	18.233	0.000

a. Dependent Variable: Sustainability of Community Based Tourism Projects

The results in Table 4.25 generated a beta value of 0.787 indicates that a unit increase of community empowerment strategy contributed to 78.7% increase in the sustainability of community based tourism projects. Overall, the model was determined to be fit to predict the sustainability of community based tourism projects given community empowerment strategy at  $P < 0.05$ . The F ratio was significant,  $F(1, 204) = 332.459$ ,  $P < 0.05$ . This indicates that there was a statistically significant

influence of community empowerment strategy on sustainability of community based tourism projects. The regression model thus reads;

Sustainability = 0.073+ 0.874 (community empowerment strategy) +  $\epsilon$ ; t = 18.23;  
P<0.05

Therefore, the null hypothesis of the study was rejected and the alternative hypothesis accepted. In view of this community empowerment strategy has a strong positive significant influence on the sustainability of community based tourism projects at p <0.05.

The researcher went further to collect qualitative data through interviews of key informants and analyse their views on how community empowerment strategies influenced sustainability of community based tourism projects. This included ascertaining opinion on how community participation in decision making was achieved. This is reflected in some of the responses given by conservancy managers and camp managers:

*'Meetings are set up on a regular basis where community members are invited to discuss various issues affecting them as well as the conservancy. Whatever resolutions are passed in these meetings are adopted. This helps to avoid misunderstanding and conflict.'*

This means that for individuals and communities to participate effectively, they must have the tools, skills and space to participate, thus participation supports empowerment through a person's consideration in an association and its hierarchical basic leadership;

*'We also have a strong capacity building component in the conservancy. We have sent young people abroad, sponsored and given bursaries for schools and training institutions so as to nurture talent and develop skills which we hope to retain in the community.'*

There was general consensus that the conservancies encouraged collaborations with external institutions, indicating that there was value addition in such memoranda. The managers were quoted saying:

*‘We have established linkages and collaborations with universities, government institutions as well as NGOs who offer their services in various capacities. For instance, we have many students from universities across the globe who come here to carry out research and some of their findings help us improve our facilities.’*

In a further probe, it was established that the conservancies indeed work hand in hand with several parastatals such as Kenya Wildlife Service (KWS), KTB and the county government of Narok. They also have partnership agreements with NGOs such as the African Wildlife Foundation (AWF), USAID, The Nature Conservancy and World Wide Fund for Nature (WWF). These collaborations are in form of research, trainings and donations to initiatives such as anti-poaching, conservation and community empowerment.

#### **4.9 Combined Conservation Strategies and Sustainability of Community Based Tourism Projects**

The fourth objective of the study was to determine the influence of combined conservation strategies (environmental conservation strategy, social cultural conservation strategy and community empowerment strategy) on the sustainability of Community Based Tourism Projects in Kenya. In addressing this objective a combination conservation strategies was computed. The results are presented in Table 4.26.

**Table 4.26: Combined Conservation Strategies**

<b>Description</b>	<b>n</b>	<b>Mean</b>	<b>Std. Deviation</b>
Environmental Conservation Strategy	206	3.3371	0.2869
Social Cultural Conservation Strategy	206	3.8167	0.25049
Community Empowerment Strategy	206	3.8378	0.36074
<b>Composite Mean and SD</b>	<b>206</b>	<b>3.6572</b>	<b>0.29938</b>

The findings presented in Table 4.26 revealed that community empowerment strategy was regarded as a major aspect of sustainability of community based tourism projects with a mean of 3.8378 and SD of 0.36074. This was followed by social cultural

conservation strategy with a mean score of 3.8167 and SD of 0.25049. Environmental Conservation Strategy was third with mean of 3.3371 and SD of 0.2869.

The combined effect of the conservation strategies was determined through calculation of the composite mean. From the results presented in Table 4.26, the composite mean was 3.6572 and SD of 0.29938. This implies that in an overall sense, the conservation strategies were employed in a moderate extent, measured on a 5 point Likert scale. Therefore, there is much needed in execution of the conservation strategies to ensure effective sustainability of the tourism projects.

The findings of quantitative data were further analyzed using multiple regression analysis to test the hypothesis of combined conservation strategies.

**Hypothesis Four:** Combined conservation strategies have no significant influence on the sustainability of community based tourism projects in Kenya

The fourth hypothesis was tested using the following model

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

$Y_1$  = Sustainability of Community Based Tourism Projects

$X_1$  = Environmental Conservation Strategy

$X_2$  = Social Cultural Conservation Strategy

$X_3$  = Community Empowerment Strategy

$\beta_0$  = Constant term (y-intercept)

$\beta_1 \dots \beta_n$  = Beta Coefficients of the predictor variables

$\varepsilon$  = Error term

**Table 4.27: Model Summary for Combined Conservation Strategies**

R	R Squared	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df 1	df2	Sig. F Change	
1	0.897	0.805	0.802	0.2061	0.805	277.323	3	202	0.000

a. Predictors: (Constant), Community Empowerment Strategy, Social Cultural Conservation Strategy, Environmental Conservation Strategy

**Table 4.28: Coefficients of Combined Conservation Strategies**

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.174	0.107		1.624	0.106
Environmental Conservation Strategy	0.362	0.116	0.310	3.116	0.002
Social Cultural Conservation Strategy	1.029	0.088	1.032	11.633	0.000
Community Empowerment Strategy	0.191	0.078	0.172	2.431	0.016

a. Dependent Variable: Sustainability of Community Based Tourism Projects

The results in Table 4.27 indicated a p value statistically significant at  $P < 0.05$ . The hypothesis that combined conservation strategies have no significant influence on the sustainability of community based tourism projects in Kenya was statistically significant. The R square of 0.805 indicated that combined conservation strategies (environmental conservation strategy, social cultural conservation strategy and community empowerment strategy) contributed 80.5% to the sustainability of community based tourism projects. The combined contribution of the conservation strategies is higher compared environmental conservation strategy, social cultural conservation strategy and community empowerment strategy when considered independently with R squares of 65.3%, 79.4% and 62.0% respectively. The combined conservation strategies (environmental conservation strategy, social cultural conservation strategy and community empowerment strategy) was shown to contribute significantly to the sustainability of community based tourism projects. Thus, the null hypothesis of the study was rejected and the alternative hypothesis accepted. In view of this combined conservation strategies have a strong positive significant influence on the sustainability of community based tourism projects at  $p < 0.05$ .

#### 4.10 Monitoring and Evaluation Practices

The researcher sought to measure the extent to which project goals and objects, data collection and analysis, dissemination and utilization of information components of monitoring and evaluation practices contributed to sustainability of community based tourism projects. In achieving this 11 indicators were measured on a 5 point Likert scale. The extent to which the monitoring and evaluation practices as measured by the indicators is presented in Table 4.29.

**Table 4.29: Monitoring and Evaluation Practices**

Description	Frequency and Percentage					N	Mea n	SD	
	SD	D	N	A	SA				
<b>Project Goals and Objects</b>									
Community members were involved in developing project goals and objectives	0; 0%	6; 2.9%	4; 1.9%	178; 86.4%	18; 8.7%	206	4.40	0.904	
Thus far, the project has been able to achieve its objectives	0; 0%	8; 3.9%	4; 1.9%	168; 81.6%	26; 12.6%	206	3.64	0.795	
Sustainability indicators for tourism were considered when developing goals and objectives	0; 0%	81; 39.3%	47; 22.8%	70; 34%	8; 3.9%	206	3.93	0.541	
<b>Data Collection and Analysis</b>									
The methods for data collection are adequate	0; 0%	1; 0.5%	86; 41.7%	108; 52.4%	11; 5.3%	206	4.04	0.608	
There is regular and comprehensive collection of data on visitor arrivals, profiles and activities	0; 0%	14; 6.8%	9; 4.4%	164; 79.6%	19; 9.2%	206	4.06	0.667	
The persons involved in supervision of M&E activities have the right skills	0; 0%	44; 21.4%	15; 7.3%	138; 67%	9; 4.4%	206	4.33	0.986	
The data generated from M&E is believed to be appropriately analysed	0; 0%	13; 6.3%	9; 4.4%	165; 80.1%	19; 9.2%	206	3.75	0.953	
<b>Dissemination and Utilization of Information</b>									



There is timely dissemination of M&E results and reports	1; 0.5 %	17; 8.3%	7; 3.4%	152; 73.8%	29; 14.1%	206	3.87	0.612
Dissemination of information is done in a manner that members can understand	0; 0%	29; 14.1%	6; 2.9%	146; 70.9%	25; 12.1%	206	3.78	0.711
Members can easily access important information	0; 0%	90; 43.7%	19; 9.2%	84; 40.8%	13; 6.3%	206	3.39	1.039
M&E generates quality reports that can be used to support project decisions	0; 0%	21; 10.2%	2; 1%	150; 72.8%	33; 16%	206	3.80	0.971
Progress and results are monitored and reviewed	0; 0%	24; 11.7%	6; 2.9%	138; 67%	38; 18.4%	206	3.78	0.853
<b>Composite Mean</b>						<b>206</b>	<b>3.89</b>	<b>0.803</b>

The researcher sought to obtain information on project goals and objects as a component of monitoring and evaluation practices. The examination of the frequencies showed that a majority of the respondents, agreed that community members were involved in developing project goals and objectives with 178(86.4%) of the respondents and 18(8.7%) of the respondents indicating that they agreed and strongly agreed with the statement respectively. The mean for this item was 4.40 and SD of 0.904 compared to the composite mean of 3.89 and a composite SD of 0.803 implying that the respondents agreed to a larger extent that community members were involved in developing project goals and objectives.

The researcher further sought to investigate whether sustainability indicators for tourism were considered when developing goals and objectives with 78 respondents being in agreement; (70; 34%) agreed and strongly agreed (8; 3.9%) representing 37.9% of the respondents. However, a big number of the respondents, 81(39.3%) disagreed while 47 (22.8%) respondents were of the neutral opinion in regard to sustainability indicators for tourism being considered when developing goals and objectives. This item had a mean score of 3.93 (SD = 0.541) compared to the composite mean of 3.89 and a composite SD of 0.803 implying that the respondents

agreed to a larger extent that sustainability indicators for tourism were considered when developing goals and objectives.

The research examined whether at the point of conducting the study, the project had been able to achieve its objectives. Majority of the respondents, 194 (94.2%) responded in affirmation, with 168 (81.6%) agreeing and 26 (12.6%) strongly agreeing. The item had a mean score of 3.64 (SD = 0.795) compared to the composite mean of 3.89 and a composite SD of 0.803. The findings therefore, reveal that community members participated in the development of objectives and the projects had been able to meet their objectives. On consideration of sustainability indicators in developing goals and objectives, that has not been adequately addressed therefore, is an area of improvement.

The researcher sought to obtain information on data collection and analysis. The respondents were asked whether the persons involved in supervision of M&E activities had the right skills. On this item, 138(67%) and 9 (4.4%) respondents agreeing and strongly agreeing respectively. The other respondents, 44 (21.4%) disagreed that the persons involved in supervision of M&E activities had the right skills with another 15 (7.3%) being of a neutral opinion. The mean score for this item was 4.33 (SD = 0.986) compared to the composite mean of 3.89 and a composite SD of 0.803 implying that the respondents agreed to a larger extent that the persons involved in supervision of M&E activities had the right skills.

As to whether there was regular and comprehensive collection of data on visitor arrivals, profiles and activities, 173, responded in affirmation, with 164 (79.6%) agreeing and 19 (9.2%) strongly agreeing. The other respondents, 14 (6.8%) disagreed that comprehensive collection of data on visitor arrivals, profiles and activities with another 9 (4.4%) being of a neutral opinion. The mean score for this item was 4.06 (SD = 0.667) compared to the composite mean of 3.89 and a composite SD of 0.803 implying that the respondents agreed to a larger extent that there was regular and comprehensive collection of data on visitor arrivals, profiles and activities.

Majority of the respondents, 119 (57.7%) affirmed that the methods for data collection were adequate, with 108 (52.4%) agreeing and 11 (5.3%) strongly agreeing. However, a big number of the respondents, 86 (41.7%) remained neutral opinion in their responses. The item had a mean score of 4.04 (SD = 0.608) compared to the

composite mean of 3.89 and a composite SD of 0.803 implying that the respondents agreed to a larger extent that affirmed that the methods for data collection were adequate.

The researcher also sought to assess the extent of dissemination and utilization of information. The respondents were asked to indicate whether M&E generated quality reports that can be used to support project decisions. Majority of the respondents, 183 (88.8%) were in agreement, with 150 (72.8%) agreeing and 33 (16%) strongly agreeing. Some of the respondents, 21 (10.2%) disagreed on this item. The item had a mean score of 3.80 (SD = 0.971) compared to the composite mean of 3.89 and a composite SD of 0.803 implying that the respondents agreed to a lesser extent that M&E generated quality reports that can be used to support project decisions.

Concerning whether progress and results were monitored and reviewed, majority of the respondents 176 (85.4%) were in agreement, with 138 (67%) agreeing and 38 (18.4%) strongly agreeing. Some of the respondents, 24 (11.7%) disagreed on this item with the item having a mean score of 3.78 (SD = 0.853) compared to the composite mean of 3.89 and a composite SD of 0.803 implying that the respondents agreed to a lesser extent that progress and results were monitored and reviewed.

The respondents were asked whether members were able to easily access important information. On this item, the responses were split almost into halves, with 97 (47.1%) in agreement, of which 84 (40.8%) and 13 (6.3%) respondents agreeing and strongly agreeing respectively. The other respondents, 90 (43.7%) disagreed on members' ease in accessing of important information with another 19 (9.2%) being of a neutral opinion. The mean score for this item was 3.39 (SD = 1.039) compared to the composite mean of 3.89 and a composite SD of 0.803 implying that the respondents agreed to a lesser extent that members were able to easily access important information.

The composite mean for monitoring and evaluation practices was 3.89 with an SD of 0.803. This implies that more is required in terms of monitoring and evaluation practices in order to contribute significantly to the sustainability of community based tourism projects.

#### 4.10.1 Relationship between Monitoring and Evaluation Practices and Sustainability of Community Based Tourism Projects.

The relationship between Monitoring and Evaluation Practices and sustainability of community based tourism projects using Pearson Correlation Coefficient. The results are presented in Table 4.30.

**Table 4.30: Monitoring and Evaluation Practices Pearson Correlation**

Projects	Sustainability of Community Based Tourism	
Monitoring and Evaluation	Pearson Correlation	0.794**
	Sig. (2-tailed)	0.000
	n	206

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Table 4.30 The Pearson Correlation between monitoring and evaluation practices and sustainability of community based tourism projects. The results revealed a strong positive significant correlation between monitoring and evaluation practices and sustainability of community based tourism projects ( $r = 0.794$ ,  $p < 0.01$ ). This implies that effective monitoring and evaluation practices contribute to the sustainability of community based tourism projects.

The findings of quantitative data were further analyzed using linear regression analysis to test the hypothesis of monitoring and evaluation practices.

**Hypothesis Five:** Monitoring and evaluation practices have no significant influence on the sustainability of community based tourism projects in Kenya

The fifth hypothesis was tested using the following model

$$Y_1 = \beta_0 + \beta_5 X_5 + \varepsilon$$

Where:

$Y_1$  = Sustainability of Community Based Tourism Projects

$X_5$  = Monitoring and Evaluation Practices

$\beta_0$  = Constant term (y-intercept)

$\beta_5 \dots \beta_n$  = Beta Coefficients of the predictor variables

$\varepsilon$  = Error term

**Table 4.31: Model Summary for Monitoring and Evaluation Practices**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. Change	F
1	0.794	0.630	0.28209	0.630	347.974	1	204	0.000	

a. Predictors: (Constant), Monitoring and Evaluation

The study results shown in table 4.31 provides an explanation on the extent to which the predictor variable accounts for the overall variability of the model. The R Square is given as 0.630 indicating that monitoring and evaluation practices contributed to the sustainability of community based tourism projects by 63.0% and other factors which were not considered in this model accounted for 37%. The Adjusted R Square gives an indication that if the whole population was taken into account in this study as opposed to choosing a sample, then the response would be (1-0.629) 37.1% less variance. Hence, the study deduced that monitoring and evaluation practices had a strong positive significant influence on the sustainability of community based tourism projects.

**Table 4.32: Coefficients of Monitoring and Evaluation Practices**

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.424	0.113		3.754	0.000
Monitoring and Evaluation	0.759	0.041	0.794	18.654	0.000

a. Dependent Variable: Sustainability of Community Based Tourism Projects

The results in Table 4.32 generated a beta value of 0.794 indicates that a unit increase of monitoring and evaluation practices contributed to 79.4% increase in the sustainability of community based tourism projects. Overall the model was statistically significant at  $P < 0.05$ . The F ratio was significant,  $F(1, 204) = 347.974$ ,  $P < 0.05$ .

Respondents further revealed that in addition to developing goals and objectives, community members were allowed to set the rules governing the agreements. In this

regard, examples were given of members collectively making decisions on matters such as tenancy agreements, livestock grazing and enforcement of these rules. This indicates the manner in which community members are involved in determining the objectives of the project, as well as the indicators that will be used to measure performance and subsequently sustainability of the project. In an extensive paper review, Wood (2004) sought to provoke practitioners to review the manner in which ecotourism was evaluated.

The Northern Rangeland Trust (2013) developed a guide that would enable conservancies in Kenya carry out trainings and monitor activities within conservancies.

Conservancy managers further pointed out that rangers were key personnel in data collection and thus they strive to build their capacity and develop simple data collection methods that can be integrated into daily patrol activities. They also determined that spatial information was gathered from GPS and location maps which was then used in database and GIS mapping; all this entirely run and managed by the Conservancies. Pointing out the need for little external input, minimal overhead costs or need for additional equipment, conservancy management was confident that they were able to ascertain whether conservation objectives were being achieved.

#### **4.11 Moderating influence of Monitoring and Evaluation Practices on the Relationship between Conservation Strategies and Sustainability of Community Based Tourism Projects in Kenya**

The sixth objective sought to establish the moderating influence of monitoring and evaluation practices on the relationship between conservation strategies and sustainability of community based tourism projects in Kenya. This was based on the assumption that monitoring and evaluation practices when effectively executed in any project contributes to its overall performance hence its sustainability.

This hypothesis was tested to establish the moderating influence of monitoring and evaluation practices on the relationship between conservation strategies and sustainability of community based tourism projects in Kenya. Moderation in regression analysis assists in establishing the relationship between predictor and outcome variables as a function of a third variable. The aim is to assess the change of

the influence of the predictor variable on outcome variable upon the introduction of a moderating variable (Field, 2013). In this study, the moderating variable was monitoring and evaluation practices. The moderating influence was assessed in terms of how the conservation strategies influenced the sustainability of community based tourism projects when the moderating variable (monitoring and evaluation practices) was introduced.

**Hypothesis Six:** Monitoring and evaluation practices have no significant moderating influence on the relationship between conservation strategies and sustainability of community based tourism projects in Kenya

The relationship was expressed in the linear regression model:

$$Y_6 = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_5(x_1 * x_2 * x_3 * x_5) + \varepsilon$$

Where:

Y<sub>4</sub>= Sustainability of CBTs

X<sub>1</sub>=Environmental conservation strategies

X<sub>2</sub>=Socio-Cultural conservation strategies

X<sub>3</sub>=community empowerment strategies

X<sub>5</sub>= Monitoring and evaluation practices

The study used stepwise regression analysis technique in establishing the influence of monitoring and evaluation practices on the relationship between conservation strategies and sustainability of community based tourism projects. Three regression models were used. Model one established the influence of social cultural conservation strategies on sustainability of community based tourism projects. The composite means of conservation strategies and sustainability of community based tourism projects were used as predictor and outcome variables respectively. Model two introduced Environmental conservation strategy to the first model. Hence model two had two predictor variables namely; Environmental conservation strategy and social cultural conservation strategies. Model comprised all the variables in model 2 in addition to the interaction term (product of Monitoring and Evaluation Practices and the conservation strategies) with sustainability of community based tourism projects being the criterion variable. Moderation is present when R<sup>2</sup> in model 1 differs

significantly from  $R^2$  in model 3. Table 4.33 provides a summary of the results from the regression analysis.

**Table 4.33: Social Cultural Conservation Strategy, Environmental Conservation Strategy, Community Empowerment Strategy, Interaction Term and Sustainability of Community Based Tourism Projects**

Model	R	R Square	Adjusted R Square	Change Statistics					Durbin - Watson
				R Square Change	F Change	df 1	df2	Sig. F Change	
1	.891a	0.794	0.793	0.794	787.02	1	204	0.000	
2	.894b	0.799	0.797	0.005	4.813	1	203	0.029	
3	.897c	0.805	0.802	0.006	5.911	1	202	0.016	1.778

a. Predictors: (Constant), Zscore: (Social Cultural Conservation Strategy)  
b. Predictors: (Constant), Zscore(SocialCulturalConservationStrategy), Zscore(EnvironmentalConservationStrategy)  
c. Predictors: (Constant), Zscore(SocialCulturalConservationStrategy), Zscore(EnvironmentalConservationStrategy), Zscore(Community Empowerment Strategy), interaction term  
d. Dependent Variable: Sustainability of Community Based Tourism Projects

**Step 1: Social Cultural Conservation Strategies and Sustainability of Community Based Tourism Projects.**

Table 4.33 shows that the  $R^2$  in model 1 is 0.794 which implies that 79.4% of variance in sustainability of community based tourism projects is explained by social cultural conservation strategies. The F ratio was  $F(1, 204) = 787.02$ ,  $P < 0.05$  hence, the model was statistically significant. The overall Durban Watson test was 1.778 which is close to 2 thus, there was no autocorrelation.

**Step 2: Social Cultural Conservation Strategy, Environmental Conservation Strategy and Sustainability of Community Based Tourism Projects**

When environmental conservation strategy was introduced in model 2, the influence of predictors on sustainability of community based tourism projects improved slightly. Table 4.33 shows that  $R^2$  was 0.797 which indicates that a combination of Environmental conservation strategy and social cultural conservation strategies explains 79.7% of variation in sustainability of community based tourism projects.  $R^2$



change was 0.005 meaning that there was an increase of 0.5%. The model is statistically significant since  $F_{(2,203)} = 4.813$ ,  $P < 0.05$ .

### **Step 3: Social Cultural Conservation Strategy, Environmental Conservation Strategy, Community Empowerment Strategy, Interaction Term and Sustainability of Community Based Tourism Projects**

On the introduction of the interaction term in model 3, the influence of three independent variables on sustainability of community based tourism projects improved significantly.  $R^2$  moved from 0.799 to 0.805. This indicated that an inclusion of an interaction term resulted in the model explaining 80.5% of variation in sustainability of community based tourism projects. On  $R^2$  change, there was an increase of 0.6%. F ratio was  $F_{(3, 202)} = 5.911$ ,  $P < 0.05$  hence the model was significant. This implies that the influence of predictor and moderating variables on outcome variable was significant in the model. There was a change in F from 0.794 to 0.006 indicating a decrease when the interaction term was added. This shows that the regression of social cultural conservation strategy, environmental conservation strategy, community empowerment strategy, interaction term and sustainability of community based tourism projects was significant. With the p value  $< 0.05$ , the null hypothesis was rejected and alternative hypothesis accepted. Thus, there is a significant moderating influence of monitoring and evaluation practices on the relationship between conservation strategies and sustainability of community based tourism projects.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

#### **5.2 Summary of Findings**

Sustainability of community based tourism projects has been a growing area of research studies, being a subject of critical concern among various stakeholders and community members. The study sought to determine how the various conservation strategies namely; environmental conservation, social-cultural conservation and community empowerment as well how monitoring and evaluation practices can be used to achieve sustainability of community based tourism projects. The study was designed to respond to six research questions which were formulated to six hypotheses. Quantitative and qualitative data analysis was conducted. The summary follows the logical order of the study objectives.

##### **5.2.1 Influence of Environmental Conservation Strategy on sustainability of Community Based Tourism Projects in Kenya.**

The first study objective sought to determine the extent to which environmental conservation strategies influenced the sustainability of community based tourism projects. The study found that environmental conservation strategy had been enhanced by protection of biodiversity; the community members had been sensitized on the importance of environmental conservation, the formation of the conservancy had resulted to an increase in wildlife numbers, growing diversity of species for both flora and fauna and boreholes had been sunk in the community to address water scarcity. Environmental conservation strategy had also been enhanced by waste disposal mechanisms through the training of community members on hygiene and sanitation. The land use planning had been employed to enhance environmental conservation. On this aspect of land use planning, it was established that there were signed land rental agreements that restricted grazing within the leased areas, which however, had not been received well by the locals with some conducting illegal grazing at night which in turn encouraged attacks from predators such as lions. The community members do not yet understand how the land use planning scheme works, proceeding to graze their animals in restricted areas which resulted to detention of

their livestock until they paid imposed fines for violating the restriction on grazing areas.

### **5.2.2 Influence of Socio-cultural Conservation Strategy on sustainability of Community Based Tourism Projects in Kenya.**

The second study objective sought to assess the influence of socio-cultural conservation strategy on the sustainability of Community Based Tourism Projects in Kenya. The study found that social cultural conservation strategy had been enhanced by preservation and promotion of culture and heritage since the community members were proud of their culture and were willing to display and showcase it. Furthermore, social cultural conservation strategy was enhanced by quality and diversification of products offered since there were concerted efforts to encourage innovative ideas and improvement of cultural products and services for instance the homestays where tourists would stay with the locals in their homes. Concerning social inclusion of minority groups enhancing social cultural conservation strategies, it was established that women, young people and people living with disabilities were more involved in conservation and tourism activities. However, this was not the case in the formative years of the formation of the conservancies, because very few women attended conservancy meetings. Those that did attend were conservancy members who had inherited land from their husbands, with a small number of their spouses attending even when invited. The community members opined that it was hard for them to access credit facilities which made it difficult to effectively take advantage of entrepreneurship opportunities. They further expressed their displeasure that these opportunities were taken up by foreigners or people from outside the community.

The study also established that social-cultural conservation strategy had a significant influence on sustainability of community Based Tourism Projects at 5% confidence level ( $p < 0.001$ ). The regression results implied that a unit increase of social-cultural conservation strategies contributed to 0.888 units increase in the sustainability of community based tourism projects. This implies that effective social-cultural conservation strategies contribute to the sustainability of community based tourism projects. Thus, from the regression results, the null hypothesis of the study was rejected and the alternative hypothesis accepted. In view of this socio-cultural

conservation strategy has a significant influence on the sustainability of community based tourism projects at  $P < 0.05$ .

### **5.2.3 Influence of Community Empowerment Strategy on sustainability of Community Based Tourism Projects in Kenya.**

The third study objective sought to examine the influence of community empowerment strategy on sustainability of community based tourism projects in Kenya. The study found that community empowerment strategy had been enhanced by community participation in decision making. This was made possible through regular meetings where the community members got an opportunity to contribute in discussions on various issues that affected them and the conservancy. Concerning capacity building initiatives enhancing community empowerment strategy, the study established the presence of a strong capacity building component in the conservancy which had enabled young people to get trained locally and abroad through bursaries and sponsorships. The study findings revealed that the conservancies had established linkages and collaborations with universities, government institutions and NGOs who offered their services in various capacities. Through these collaborations, visiting students and researchers conduct their research studies at the conservancies with the findings assisting in improving the management of the conservancies.

The study further established that community empowerment strategy had a significant influence on sustainability of community Based Tourism Projects at 5% confidence level ( $p < 0.001$ ). The regression results implied that a unit increase of community empowerment strategies contributed to 0.787 units increase in the sustainability of community based tourism projects. This implies that effective community empowerment strategies contribute to the sustainability of community based tourism projects. Thus, from the regression results, the null hypothesis of the study was rejected and the alternative hypothesis accepted. In view of this community empowerment strategy has a significant influence on the sustainability of community based tourism projects at  $P < 0.05$ .

### **5.2.4 Influence of Combined Conservation Strategies on sustainability of Community Based Tourism Projects in Kenya.**

The fourth objective sought to determine the influence of combined conservation strategies on the sustainability of community based tourism projects in Kenya. The

study established that combined conservation strategies; environmental conservation strategy, social-cultural conservation strategy and community empowerment strategy significantly influenced sustainability of Community Based Tourism Projects at 5% confidence level ( $p < 0.05$ ). The regression results implied that a unit increase in combined conservation strategies contributed to 0.805 units increase in the sustainability of community based tourism projects. The combined conservation strategies (environmental conservation strategy, social cultural conservation strategy and community empowerment strategy) were shown to contribute significantly to the sustainability of community based tourism projects. Thus, the null hypothesis of the study was rejected and the alternative hypothesis accepted. In view of this combined conservation strategies have a strong positive significant influence on the sustainability of community based tourism projects at  $p < 0.05$ .

#### **5.2.5 Influence of Monitoring and Evaluation Practices on sustainability of Community Based Tourism Projects in Kenya.**

The fifth objective sought to establish the extent to which Monitoring and Evaluation practices influenced the sustainability of community based tourism projects in Kenya. The study found that monitoring and evaluation practices had been achieved through setting goals and objectives. In addition, the community members participated in the formulation of rules which governed the agreements reached with the conservancies such as tenancy agreements, livestock grazing and their enforcement thereof. Data collection and analysis as a monitoring and evaluation practice was carried out to provide important information on wildlife trends; their abundance, species and possible threats such as poaching, human-wildlife conflict, insecurity and environmental destruction.

The study established that monitoring and evaluation practices had a significant influence on sustainability of community Based Tourism Projects at 5% confidence level ( $p < 0.001$ ). The regression results implied that a unit increase of monitoring and evaluation practices contributed to 0.630 units increase in the sustainability of community based tourism projects. This implies that effective monitoring and evaluation practices contribute to the sustainability of community based tourism projects. Thus, from the regression results, the null hypothesis of the study was rejected and the alternative hypothesis accepted. In view of this monitoring and

evaluation practices have a significant influence on the sustainability of community based tourism projects at  $P < 0.05$

### **5.2.6 Moderating Influence of Monitoring and Evaluation Practices on the relationship between Conservation Strategies and Sustainability of Community Based Tourism Projects in Kenya.**

The sixth objective sought to examine the moderating influence of monitoring and evaluation practices on the relationship between conservation strategies and sustainability of community based tourism projects in Kenya. M&E practices were shown to have a significant moderating influence on the relationship between conservation strategies and sustainability of community based tourism projects. Upon the introduction of M&E practices to the model, the regression of social cultural conservation strategy, environmental conservation strategy, community empowerment strategy, interaction term and sustainability of community based tourism projects was significant. With the p value  $< 0.05$ , the null hypothesis was rejected and alternative hypothesis accepted. Thus, there is a significant moderating influence of monitoring and evaluation practices on the relationship between conservation strategies and sustainability of community based tourism projects.

### **5.3 Conclusions**

The research study focused on investigating the influence of conservation strategies on the sustainability of community based tourism projects in Kenya. The study achieved this through examining the influence of conservation strategies; environmental conservation strategy, social cultural conservation strategy and community empowerment strategy on sustainability of community based tourism projects. Further, the study analysed the extent to which monitoring and evaluation practices moderated the relationship between conservation strategies and sustainability of community based tourism projects.

The first study objective sought to determine the extent to which environmental conservation strategies influenced the sustainability of community based tourism projects. According to the study findings, it was established that there was a strong positive linear correlation between environmental conservation strategy and sustainability of community based tourism projects. The presence of effective

environmental conservation strategies (protection of biodiversity, waste disposal mechanisms, land use planning, the use of alternative sources of energy and the mitigation of community-wildlife conflicts) contributed to an increased level of sustainability of the community based tourism projects.

The second objective of the study established that social cultural conservation strategy had an influence on the sustainability of community based tourism projects. The study findings revealed the existence of a strong positive linear correlation between social cultural conservation strategy and sustainability of community based tourism projects. This implies that effective social cultural conservation strategy factors (preservation and promotion of culture and heritage, quality and diversification of products offered, entrepreneurship opportunities for locals and the social inclusion for minority groups) enhanced the sustainability of community based tourism projects.

The findings of the study demonstrated that whereas the conservation strategies when considered individually contributed to the sustainability of community based tourism projects, there was a greater influence on sustainability of community based tourism projects when they were combined together. The combined contribution of the conservation strategies ( $R^2 = 80.5\%$ ) is higher compared to environmental conservation strategy, social cultural conservation strategy and community empowerment strategy when considered independently with R squares of 65.3%, 79.4% and 62.0% respectively. The study thus concludes that the combined conservation strategies contribute significantly to the sustainability of community based tourism projects.

The study further determined the influence of M&E practices on the sustainability of community based tourism projects. In the assessment of the M&E practices, setting of project goals and objectives, data collection and analysis, dissemination and utilization of information were considered. The study established that that monitoring and evaluation practices had been achieved through the conservancies' management involving the community members in the development of goals and objectives of the projects and formulation of rules to govern the agreements reached by the conservancy and community members. The data that was collected provided critical information on wildlife trends; their abundance, species and possible threats such as

poaching, human-wildlife conflict, insecurity and environmental destruction. The availability of these data will assist in sustainability efforts of the projects. The study thus concludes that M&E practices contribute significantly to the sustainability of community based tourism projects.

The sixth objective sought to examine the moderating effect of monitoring and evaluation practices on the relationship between conservation strategies and sustainability of community based tourism projects in Kenya. From this objective, it was hypothesized that Monitoring and evaluation practices have no significant moderating influence on the relationship between conservation strategies and sustainability of community based tourism projects. The study results provided sufficient statistically significant proof of a moderation effect of M&E practices. Thus, the study concludes that the relationship between between conservation strategies and sustainability of community based tourism projects in Kenya is moderated by M&E practices.

#### **5.4 Recommendations**

1. The study established that the sustainability of community based tourism projects is a factor of environmental conservation strategy. The environmental conservation strategy in place tended to be primarily focused on the protection of wildlife at the expense of other areas of environmental conservation. That being the case, the study recommends that it is critical that other areas of environmental conservation should be accorded equal precedence. Environmental conservation programmes should be initiated covering all areas including proper waste disposal mechanisms, proper land use planning and encouraging the increased usage of alternative sources of energy to check on unsustainable energy sources.
2. The conservancies are situated in a locality where the community largely, if not entirely draws its source of livelihood from pastoralism activities. The study therefore, recommends the need of gaining the full support of the local community in participating in environmental conservation activities for the sustainability of the tourism based projects. Based on the pastoralism background of the community, the conservancies should partner with other private, non-governmental organizations, international organizations, the



County and National governments to sink more boreholes in the area. This would address the water scarcity problem in the area through making available several watering points for the livestock, the wild animals and human consumption. Moreover, the conservancies can work in partnerships with external organizations to secure market opportunities for the livestock and livestock products. Thus the community members will be endeared to support the environmental conservation activities.

3. Conservancies are based on a model of protecting the fragile ecosystem while at the same time benefiting the landowners. The biggest beneficiaries of the conservancy model should not be the wild animals and conservationists, but the local community as well. Since the land use planning and restriction of grazing areas has not been well received by some local community members, urgent measures should be taken to address the divergent issues. The study recommends that, areas with natural resources such as salt licks and water springs should not be strictly made inaccessible to the locals. In the presence of strict restrictions, the locals cannot differentiate between the conservancies and the Mara Game Reserve and thus may not fully support the conservancy activities.
4. The study established that social cultural conservation strategy influenced the sustainability of the community based tourism projects. The preservation and the promotion of culture and heritage was shown to contribute to sustainability of the tourism projects. Some community members however, expressed fear of external influences which had made the younger generation to copy the western way of life at the expense of their culture. Since the culture of the Maasai community has been a tourist attraction, the study recommends that the older members of the community should teach and ingrain the cultural values of their community to their children. When this is done properly, there will be less danger of the younger members adopting other cultures at the expense of their rich culture.
5. Accessing credit facilities was identified as a major obstacle to the local community members in seizing the opportunity to engage in entrepreneurial activities tapping on the tourism sector. Some community members do not have access to banking services and therefore, are disadvantaged when it comes to obtaining credit facilities. The study recommends that community

members should be encouraged to operate bank accounts, form SACCOs and social groups such as Chamas where they will be able to access credit facilities to support their entrepreneurial activities as opposed to letting only outsiders to tap into the opportunities.

6. Community participation in decision making was established to an important factor for community empowerment strategy which influenced the sustainability of community based tourism projects. Whereas it was highly consented that community members were involved in decision making on matters that involved the conservancies, there were those who dissented. Those with contrary opinions, pointed out that they were involved later on and not at the initial stages of the decision making process. The study therefore, recommends that in order to have most members of community aboard, the local leaders, elders, women leaders, youth leaders should participate in all stages of decision making. The decisions arrived at will be shared and consultations made with community members to allow them to own the decisions made.
7. The study demonstrated that M&E practices contribute to the sustainability of community based tourism projects. There was a moderate affirmation on whether the methods for data collection were adequate and the members were able to easily access important information. Whereas data collection and analysis is important, if the analysed data and information is not disseminated and utilized, then its impact on the monitoring and evaluation process will not be realized. The study thus, recommends that adequate data collection methods should be put in place and more importantly the analysed data should be made available to all members to facilitate the making of informed decision on matters relating to the conservancy management.

### **5.5 Further Research Suggestions**

1. The study established that preservation and promotion of culture and heritage, the quality and diversification of products offered, entrepreneurship opportunities for the locals and the social inclusion of minority groups under the social cultural conservation strategy had an influence on the sustainability of community based tourism projects. However, future research should examine other factors such as the effect of institutional framework/governance

under social cultural strategy and its overall influence on the sustainability of the community based tourism projects. Any model will remain incomplete without including the governance roles of facilitation and regulation of the tourism sector. Governance plays a prominent role in addressing both theoretical and practical challenges that arise between the local communities, local NGOs and external stakeholders (researchers and outside NGOs). Besides the land rental agreements signed between the conservancies and community land owners, there is need of government enforcement to provide social equity and community wellbeing. Thus future research will examine the effectiveness of governance on the balancing of tourism goals, harmonization of the society, the economy and the environment for the sustainability of community based tourism projects.

2. Community participation in decision making was established to be an important factor in community empowerment strategy's influence on the sustainability of community based tourism projects. However, before a well-informed, fully participatory community participation can be achieved, adequate knowledge on tourism activities by community members is mandatory. Future research should seek to carry out an evaluation on the level of awareness and perceptions of the community members on tourism, the impacts and the sustainability principles.

## REFERENCES

## SECTION B: SUSTAINABILITY OF COMMUNITY BASED TOURISM

This section will ask questions about the sustainability of the conservancy in terms of economic viability, ecological sustainability, equitable distribution of costs and benefits among members, human capacity development and institutional consolidation.

Use a scale of; **1=Strongly Agree; 2= Agree; 3=Neutral; 4=Disagree and 5=Strongly Disagree** to indicate the extent to which you agree with the statements:

Indicate to what extent you agree with the following questions:		1	2	3	4	5
<b>a) Equitable Distribution of Tourism Revenue</b>						
	Members receive an equitable amount of money based on land size					
	Equitable distribution of revenue from tourism among members creates long-term trust					
<b>b) Number of Tourist Arrivals</b>						
	There is an increase in the bed occupancy in the lodges					
	An increase in tourist arrivals in the lodges points to long term sustainability					
<b>c) Employment of Locals</b>						
	To ensure sustainability of the CBTs, community members are employed and trained for management					
	Lack of adequate skills have seen locals lose out on employment opportunities in tourism					
	As things stand, the conservancy can be fully run by the locals from the community					
<b>d) Social Amenities for the Locals</b>						
	Infrastructure in the area has improved					
	Security levels in the area have improved					
	Livelihoods for locals have improved					
<b>e) Ecotourism Initiatives</b>						
	Use of local resources for tourism activities					
	Visitors are sensitized to respect the environment and local culture					

	Promoting responsible travel at the destination ensures sustainability					
	Ecotourism activities in the area enable the community to be self-reliant					
<b>f) Public-Private Partnerships</b>						
	Public private partnerships have been established to link the CBTs with external organisations					
	There is no concerted effort to create external links with local CBTs					
	Community members are willing to continue with my partnership with the conservancy					

How would you improve the conservancy going forward? .....

### SECTION C: ENVIRONMENTAL CONSERVATION STRATEGY

This section will ask you questions on environmental conservation strategies employed since the introduction of the conservancy.

Use a scale of; **1=Strongly Agree; 2= Agree; 3=Neutral; 4=Disagree and 5=Strongly Disagree** to indicate the extent to which you agree with the statements:

Indicate to what extent you agree with the following questions:	1	2	3	4	5
<b>a) Protection of Biodiversity</b>					
Community members are sensitized on the importance of environmental conservation					
Use and recycling of materials mitigates environmental degradation					
Formation of the conservancy has seen an increase in wildlife numbers					
Diversity of species for both flora and fauna has grown since the introduction of the conservancy					
Measures have been put in place to prevent environmental degradation					
Boreholes have been sunk in the community to address water					

	scarcity					
<b>b) Waste Disposal Mechanisms</b>						
	Community members are familiar with proper waste disposal methods					
	The community has been trained in hygiene and sanitation					
	Permanent toilets have been built in every homestead					
<b>c) Land Use Planning</b>						
	There is adequate vegetation and pasture for grazing due to land use planning					
	Land use planning is used to control grazing patterns for wildlife and livestock with great success					
	There are more returns for the land using the conservancy model compared to other economic activities					
	The fees received from land leases are adequate					
	Members are willing to renew their land leases with the conservancy					
<b>d) Use of Alternative Sources of Energy</b>						
	Awareness in the community is created to sensitize the community on the use of alternative sources of energy					
	More households are using solar energy					
	There has been wider electrification in the area					
	Community members are familiar with biogas as a source of energy					
<b>e) Mitigation of Community-Wildlife Conflict</b>						
	Losses of life and property due to community-wildlife conflict have decreased					
	There is less fighting for pasture and water					
	The conservancy strives to ensure equitability in sharing the use of natural resources to prevent conflict					
	There has been an increase in wildlife numbers in the area bringing more tourists to the area					

## SECTION C: SOCIAL-CULTURAL CONSERVATION STRATEGY

This section will ask questions concerning the livelihood of community members and the means to preserve their culture and heritage.

Use a scale of; **1=Strongly Agree; 2= Agree; 3=Neutral; 4=Disagree and 5=Strongly Disagree** to indicate the extent to which you agree with the statements:

Indicate to what extent you agree with the following questions:		1	2	3	4	5
<b>a) Preservation and Promotion of Culture and Heritage</b>						
	Community members are proud of to display and market their culture					
	Visitors/tourists, respect and appreciate our cultural values and norms					
	Use of new technology, social media and other e-marketing opportunities to market of local culture and heritage					
	Effort is made to curb crime, sexual exploitation and other social problems					
<b>b) Quality and Diversification of Product Offer</b>						
	Community members are encouraged to be innovative to create new products					
	Steps have been taken to identify product gaps and increase diversification					
	There is a well-established product offer related to culture and heritage					
	There is improvement in the quality of cultural products and services offered to tourists					
<b>c) Entrepreneurship opportunities for locals</b>						
	Community members are able to get income from cultural practices					
	Actions been taken to promote and support investment in tourism					
	Community members are able to start and own businesses					



	Community members have access to credit to start businesses					
<b>d) Social inclusion of minority groups</b>						
	More women are involved to tourism activities					
	Young people are involved in conservation, entrepreneurship and other areas					
	Women are represented in the conservancy management committee					
	People with disabilities are involved in tourism and conservation activities					
	The money paid by conservancies have benefited member families directly					

#### **SECTION D: COMMUNITY EMPOWERMENT STRATEGY**

This section will ask questions about community participation, networking and collaboration and ecotourism.

Use a scale of; **1=Strongly Agree; 2= Agree; 3=Neutral; 4=Disagree and 5=Strongly Disagree** to indicate the extent to which you agree with the statements:

Indicate to what extent you agree with the following questions:		1	2	3	4	5
<b>a) Community Participation in Decision Making</b>						
	Community members have a say in the decision making process in the conservancy					
	Decisions made by the project committee reflect the views of the community					
	Community members were involved in the plans to develop the conservancy					
	Only a few elites are able to make decisions in the conservancy					
	We elect our own representatives					
<b>b) Availability of capacity building initiatives</b>						
	Schools have been built for children living around the conservancy					
	Community members are trained on conservation and management of the conservancy					

	Members receive training on product development and diversification					
	There are vocational colleges for young people in the area					
<b>c) Collaboration with external institutions</b>						
	The conservancy collaborates with universities for research					
	The conservancy is in collaboration with other financial institutions for funding					
	The conservancy networks with NGOs on conservation efforts					
<b>d) Sources for resource mobilization</b>						
	The conservancy relies on tourists numbers for income					
	Funding is received from donations from well wishers					
	Human resource is sourced largely from the local community					

## SECTION E: MONITORING AND EVALUATION PRACTICES

This section seeks to gather information on the various ways monitoring an evaluation is conducted in the conservancy in terms of collecting data, analysis of data, dissemination and utilization of information.

Use a scale of; **1=Strongly Agree; 2= Agree; 3=Neutral; 4=Disagree and 5=Strongly Disagree** to indicate the extent to which you agree with the statements:

Indicate to what extent you agree with the following questions:		1	2	3	4	5
<b>a) Project Goals and Objects</b>						
	Community members were involved in developing project goals and objectives					
	Thus far, the project has been able to achieve its objectives					
	Sustainability indicators for tourism were considered when developing goals and objectives					
<b>b) Data Collection and Analysis</b>						
	The methods for data collection are adequate					
	The persons involved in supervision of M&E activities have the right skills					
	The data generated from M&E is appropriately analysed checking for inconsistencies					

<b>c) Dissemination and Utilization of Information</b>					
	There is timely dissemination of M&E results and reports				
	Dissemination of information is done in a manner that members can understand				
	Members can easily access important information				
	M&E generates quality reports that can be used to support project decisions				
	Progress and results are monitored and reviewed				
	The conservancy is accredited by international certification bodies to ensure standards are met				

In your opinion, is there a better way in which monitoring and evaluation can be conducted in your conservancy? .....

**THANK YOU FOR YOUR COOPERATION**

**APPENDIX III**  
**INTERVIEW SCHEDULE FOR TOURISM CAMP MANAGERS AND**  
**CONSERVANCY MANAGERS**

**A. DEMOGRAPHIC INFORMATION**

Questions	Response code	Instructions
Name of the conservancy		Name
Gender of the respondent	0 = Female, 1=Male	
Age of the respondent	1= 8-25 years 2=26-35years 3=36-45 years 4= 46-55 years 5 =56 and above	Tick where appropriate
State your highest level of education	1= no formal education 2= Primary education 3= Secondary education 4=Certificate/Diploma 5=University education	Tick where appropriate
What is your current position in the project?	1= Camp Manager 2=Asst. camp manager 3=conservancy manager 4=Warden 5=Others (Specify)	Tick where appropriate
What is your approximate monthly income?	1=Ksh.20000 and below 2=Ksh.20001-40000 3=Ksh.40001-60000 4=Ksh.60001-80000 5= Above 80000	Tick where appropriate
How long have you worked at the conservancy?	1= 1-5 years 2=6-10 years	Tick where appropriate

		3=10 years and above	
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## SECTION B: SUSTAINABILITY OF COMMUNITY BASED TOURISM

This section will ask questions about the sustainability of the conservancy in terms of economic viability, ecological sustainability, equitable distribution of costs and benefits among members, human capacity development and institutional consolidation.

Use a scale of; **1=Strongly Agree; 2= Agree; 3=Neutral; 4=Disagree and 5=Strongly Disagree** to indicate the extent to which you agree with the statements:

Indicate to what extent you agree with the following questions:		1	2	3	4	5
<b>a) Equitable Distribution of Tourism Revenue</b>						
	Members receive an equitable amount of money based on land size					
	Equitable distribution of revenue from tourism among members creates long-term trust					
<b>b) Number of Tourist Arrivals</b>						
	There is an increase in the bed occupancy in the lodges					
	An increase in tourist arrivals in the lodges points to long term sustainability					
<b>c) Employment of Locals</b>						
	To ensure sustainability of the CBTs, community members are employed and trained for management					
	Lack of adequate skills have seen locals lose out on employment opportunities in tourism					
	As things stand, the conservancy can be fully run by the locals from the community					
<b>d) Social Amenities for the Locals</b>						
	Infrastructure in the area has improved					
	Security levels in the area have improved					
	Livelihoods for locals have improved					
<b>e) Ecotourism Initiatives</b>						
	Use of local resources for tourism activities					
	Visitors are sensitized to respect the environment and local culture					

	Promoting responsible travel at the destination ensures sustainability					
	Ecotourism activities in the area enable the community to be self-reliant					
<b>f) Public-Private Partnerships</b>						
	Public private partnerships have been established to link the CBTs with external organisations					
	There is no concerted effort to create external links with local CBTs					
	Community members are willing to continue with my partnership with the conservancy					

How would you improve the conservancy going forward? .....

### SECTION C: ENVIRONMENTAL CONSERVATION STRATEGY

This section will ask you questions on environmental conservation strategies employed since the introduction of the conservancy.

Use a scale of; **1=Strongly Agree; 2= Agree; 3=Neutral; 4=Disagree and 5=Strongly Disagree** to indicate the extent to which you agree with the statements:

Indicate to what extent you agree with the following questions:	1	2	3	4	5
<b>f) Protection of Biodiversity</b>					
Community members are sensitized on the importance of environmental conservation					
Use and recycling of materials mitigates environmental degradation					
Formation of the conservancy has seen an increase in wildlife numbers					
Diversity of species for both flora and fauna has grown since the introduction of the conservancy					
Measures have been put in place to prevent environmental degradation					
Boreholes have been sunk in the community to address water					

	scarcity					
<b>g) Waste Disposal Mechanisms</b>						
	Community members are familiar with proper waste disposal methods					
	The community has been trained in hygiene and sanitation					
	Permanent toilets have been built in every homestead					
<b>h) Controlling land use Intensity</b>						
	There is adequate vegetation and pasture for grazing due to land use planning					
	Land use planning is used to control grazing patterns for wildlife and livestock with great success					
	There are more returns for the land using the conservancy model compared to other economic activities					
	The fees received from land leases are adequate					
	Members are willing to renew their land leases with the conservancy					
<b>i) Use of Alternative Sources of Energy</b>						
	Awareness in the community is created to sensitize the community on the use of alternative sources of energy					
	More households are using solar energy					
	There has been wider electrification in the area					
	Community members are familiar with biogas as a source of energy					
<b>j) Mitigation of Community-Wildlife Conflict</b>						
	Losses of life and property due to community-wildlife conflict have decreased					
	There is less fighting for pasture and water					
	The conservancy strives to ensure equitability in sharing the use of natural resources to prevent conflict					
	There has been an increase in wildlife numbers in the area bringing more tourists to the area					

## SECTION C: SOCIAL-CULTURAL CONSERVATION STRATEGY



This section will ask questions concerning the livelihood of community members and the means to preserve their culture and heritage.

Use a scale of; **1=Strongly Agree; 2= Agree; 3=Neutral; 4=Disagree and 5=Strongly Disagree** to indicate the extent to which you agree with the statements:

Indicate to what extent you agree with the following questions:		1	2	3	4	5
<b>e) Preservation and Promotion of Culture and Heritage</b>						
	Community members are proud of to display and market their culture					
	Visitors/tourists, respect and appreciate our cultural values and norms					
	Use of new technology, social media and other e-marketing opportunities to market of local culture and heritage					
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