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**SUSTAINABLE MANAGEMENT OF COMMUNITY BASED TOURISM: THE
CASE OF COMMUNITY BASED TOURISM PROJECTS IN ISIOLO
COUNTY IN KENYA.**

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THE AWARD OF THE DEGREE IN MASTERS OF ARTS IN DIPLOMACY.**

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DECLARATION

Declaration by Student

This project research is my original work and has never been presented for any academic award in any academic institution.

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DEDICATION

I dedicate this work to my family for their prayers, moral and financial support throughout my studies.

ACKNOWLEDGEMENT

Thanks to Almighty God for his guidance, I would like to acknowledge the professional guidance and criticism from my supervisor Dr. Kizito Sabala of Institute of Diplomacy and International Studies University of Nairobi, for committing his time to see that I successfully complete my project research.

Much appreciation goes to my employers for the most convenient time they accorded me during my studies. Great acknowledgement to my late lovely mother through this power of writing for her good upbringing and good discipline, although you are not with me today I am deeply indebted to you, rest in peace mum.

I am also thankful to my family especially my lovely wife for her patience and continued support and encouragement.

Thank you all.

ABSTRACT

Generally, this study is about the sustainable management of community based tourism in Kenya using Isiolo County as a case study. Consequently it examined the role of Sustainable Management of Community Based Tourism in Isiolo County and evaluated the potentials for Sustainable Management of Community Based Tourism in Isiolo and finally concluded with a draft of policy recommendations on interventions for more effective Community Based Tourism. The study depended largely on primary data with intermediate use of tables and figures with textual narration to present the information.

The study found out that the roles of sustainable management of community based tourism were realized through local community involvement in tourism activities, as an economic contributor, a mechanism to curb community disputes on tourism resources and enhancement of preservation and conservation of tourism resources. The study also found out that the CBTs in Isiolo County were sustainable and successful since Isiolo locals had been trained to participate in tourism project, employed, and used the profits resulting from tourism activities for community projects development.

The study revealed the challenges that affected CBTs which were lack of funding, insecurity, poor infrastructure, corruption, poor market, the policy and institutional framework which were in place. The economic blueprint of Vision 2030 and devolution in Kenya government system would enhance growth of Sustainable management of Community Based Tourism in the region. Lastly the study has given various recommendations to improve CBT that includes all the stakeholders in keeping destination attractive to attain sustainable market.

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LIST OF ABBREVIATION

AMADE	Administrative Design for Game Management Areas
ASALs:	Arid and Semi- Arid Lands
BINP:	Bwindi impenetrable National Park
BMCT:	BwindiMgahinga Conservation Trust
CAFs:	County Adaptation Funds
CAMPFIRE:	Communal Areas Programme for Indigenous Resources
CBT:	Community Based Tourism
CCBEN:	Cambodia Community-Based Ecotourism Network
CIDP:	County Integrated Development Plan
FAO:	Food and Agricultural Organization
ICTs:	Information and Communication Technologies
IIPT:	International Institute for Peace through Tourism
KWS:	Kenya Wildlife Service
LIFE-	Living a Finite Environment Life
MDGs:	Millennium Development Goals
NACOBTA:	Namibia Community Based Tourism Assistance Trust
NGO:	Non- Governmental Organisation
NRCL:	Northern Rangelands Company Ltd
SACOLA:	Sabyinyo Community Livelihoods Association
SCBT:	Sustainable Community Based Tourism
SCF:	Sustainable Communities Foundation through Tourism
SLHTP:	Saint Lucia Heritage Tourism Programme
SME:	Small and Medium-Sized enterprise
SPSS:	Statistical Package for Social sciences
UNWTO:	United Nation World Tourism Organisation
UWA:	Uganda Wildlife Authority

Chapter One

1.1.Introduction and Background to the Study

Community based tourism (CBT) has for the last three decades been used as a model for promoting the local community's economic, social and environmental wellbeing through tourism activities. The community based tourism theory exhibits various result globally in regard to its success. In Africa, the concept has been implemented successfully in South Africa and Namibia. The Community Based Tourism (CBT) concept is a recent one in Kenya having been born through the promotion of Eco-tourism and community driven conservation efforts. The CBT concept ensures that tourism activities in a given area seek to empower the resident locals of such an area enabling them to participate in decisions that shape tourism in their area. As such assertion holds that CBT efforts aim at allowing the locals to have stake in the tourism resources in their area with an intention of promoting sustainable use of the same. This then brings us to the concept of sustainable CBT thus developing Sustainable Community Based Tourism (SCBT).Sustainability relates to a systems approach of existence, where things exist as systems. The system as a whole comprises of processes that operate and maintain their own existence for a long duration of time. Human beings understand sustainability in various ways, ranging from minimization of wastes, ability to enjoy good environment and the mere existence for a long time. Sustainability involves recognition and understanding of the changing cyclical character of the earth. Earth in this perspective involves all nature and life that exists in it, the air we breathe and soil. Sustainability involves the creating of an all-inclusive earth that has room for everyone to exist peacefully. This existence must create equilibrium in processes that

will last for a long time. Based on the knowledge of sustainability, the concept of sustainable community based tourism¹ therefore identifies with tourism practices that not only seek to engage and benefit the communities, but also ensure that the available resources are utilized with consideration of the future users and effect on surrounding. In Kenya efforts to ensure adoption of CBT have seen stakeholders engage communities' resident around game parks encouraging them to participate CBT projects that improve their social and economic being. Ranches have been established in areas such as Loitoktok to serve as wild life reserves. The establishment of such ranches has seen communities benefit from social amenities such as schools and adopt other sources of livelihood apart from pastoralism. Notwithstanding these developments, Sustainable Community Based Tourism in Kenya lacks an elaborate legal framework of guidance. The lawful framework for SCBT in Kenya is wanting. Although numerous efforts have been made to develop strategies/policies, the push to develop polices has mainly been lobby organisations and without government participation. Additionally, the implementation and actualisation of the adopted strategies has failed owing to lack of funding terming the sector as un-governed thus limiting significant engagements with stakeholders.

Isiolo County is one of the forty seven county governments in Kenya. The county is located in the upper eastern part of Kenya and borders several other counties, namely; Garissa, Meru, Marsabit, Samburu and Wajir. Isiolo County's residents have been and still are majorly pastoralists. This practise has been used to provide the local communities with goods and services thus forming major source of livelihood. The

¹LiedewijBreugel. Community –based tourism: Local participation and perceived impacts.(Thailand: Radbound University Nijmegen, 2013).

effects of climate change and unsustainable pastoralism practices pose a major challenge to the residents of Isiolo County seeing as the counties masses depend on pastoralism. Considering the climate change threats, there is a need to encourage the local communities to diversify and adopt other sources of livelihood other than pastoralism. Among the proposed options for adoption is the promotion of community based tourism in the County. For instance, the adoption of ecotourism activities in the County could help to promote sustainable utilisation of resources at the same time lower livestock production costs thus guaranteeing a dependable source of income.

1.1.1. The International Context of Community Based Tourism

It is essential to have knowledge of the global context how CBT that is embedded in the processes of international cooperation, translates into local realities. Global tourism involves multinational corporations, geo-politics, changes in economic forces and interactions with the locals i.e. workers, residents, visitors, entrepreneurs and governments.² Therefore, CBT needs to be comprehended broadly in international framework. The initiative to fund tourism at International level began in the 1960s within a modernization framework; tourism as a mechanism to create foreign exchange benefits increased with the move towards neo-liberalism³. CBT for over 30 years has been promoted to meet the social, environmental and economic needs of local communities through the offering of a tourism product. However, in third world countries, most of CBT programs refinanced by internationally affiliated NGOs. In their research, “Community-Based Tourism: a success?” Harold Goodwin & Rosa Santili

²Milne, S., &Ateljevic, I. (2001). Tourism, economic development and the global-local nexus: theory embracing complexity. *Tourism Geographies*, 3(4), 369-393.

³Telfer, D. J. (2002).Agri-tourism – a path to community development?: the case study of Bangunkerto, Indonesia. In D. Hall & G. Richards (Eds.), *Tourism and sustainable community development* (pp.242-257).Routledge: New York.

also identified 15 CBT projects which were still dependent upon, or seeking, foreign donations and expertise.⁴

CBT actively involves local's communities in development and management process. This explains why creation of communal regional events may suit this form oftourism at the same time fostering relationship between the locals and international visitors. To facilitate this, different stakeholders should get involved and work together. In the tourism industry especially in Kenya, the mainstream service providers are owned jointly or entirely by politically influential figures, this has facilitated the evolution of an alternative leakage model where majority of investment are monopoly of political and social elites who front for foreign owners.⁵

1.2 Statement of the Research Problem

Sustainable community based tourism is regarded as a means to enterprise development at the same time a pathway to sustainability of social, economical and environmental aspects. SCBT is important in helping diversify tourism thus reducing congestion and over reaching of the mainstream tourism products. SCBT is also important in influencing the immediate community's socio-economic status for the better. Notwithstanding these, the success or lack of it of SCBT in the world exhibits numerously varying results, suggesting that there are areas in which SCBT has been regarded successful while in other areas it has been regarded unsuccessful. An example where CBT has been regarded successful is the case of Namibia and South Africa where

⁴Harold Goodwin & Rosa Santilli(2009)Community-Based Tourism: a success? ICRT Occasional Paper 11

⁵ Elliott, S. M., & Mann, S. (2005). Development, poverty and tourism: Perspective and influences in Sub-Saharan Africa Occasional Paper Series: The GW Center for the Study of Globalization

the implementation and performance of SCBT has been encouraging as compared to Kenya.

SCBT faces numerous challenges that limit the utmost utilisation of tourism resources. For Kenya, this has come at a great price where communities among whom the tourism resources are located languish in poverty while other investors benefit from the resources. In some cases, the exploitation of tourism resources has been done unsustainably thus leaving the surrounding communities suffering from negative effects. Such has been witnessed in Kenya especially on the coastal strip where tourism resources are utilised unsustainably thus leaving communities suffering from negative effects. For instance, for the case of coastal area, tourism activities has promoted prostitution where teenagers and under age young girls have abandoned schools create income from this vice. Relationships among families have diminished and infections of sexually transmitted diseases have increased drastically. In other regions, locals are given meagre opportunities for jobs where tourism investors hire skilled labour from outside the community. The government has also expanded some parks without involving the surrounding communities causing mistrust between community and relevant authority. In certain occasion, locals are displaced with no compensation which generates conflicts and grudge within the victimised communities. Based on Kenyan government policy, 70% of the employment opportunities should be given to neighbouring communities, this policy is not fully applied and the communities are deprived their rights. This has created resentment and tension between tourism property developers and local residents. This therefore, warrants the investigation of the factors affecting SCBT in Kenya, with specific emphasis on Isiolo County.

1.3.The Objective of the Study

The overall objective is to study Sustainable Management of Community based tourism projects, the case of Isiolo County in Kenya. Specifically:

- 1.3.1 To examine the role of Sustainable Management of Community Based Tourism
- 1.3.2 To discuss Sustainable Management of Community Based Tourism in Isiolo County.
- 1.3.3 To evaluate potentials for Sustainable Management of Community Based Tourism in Isiolo.

1.4.Research Questions

- 1.4.1. What is the role of Sustainable Management of Community Based Tourism?
- 1.4.2. What is sustainable Management of Community Based Tourism in Isiolo County?
- 1.4.3. What are potentials for Sustainable Management of Community based tourism in Isiolo?

1.5.Study Hypotheses

- 1.5.1. Communities practicing SCBT have better socio-economic status than communities that do not practices SCBT in Isiolo County
- 1.5.2. Growth and development of community based tourism in Isiolo is largely dependent on functional institution framework to protect community based tourism.

1.6. Justification and Significance of the Study

This study has both academic and policy justification which will be beneficial in solving the problems facing CBT in Isiolo County in Kenya. Its findings will be useful both to the Isiolo county as well as other regions with similar characteristic.

1.6.1. Academic Justification

The findings of this paper seek to bridge a gap between theory and practice. In completing this inquiry, the researcher successfully creates a basis of academic knowledge that will guide not only other researchers in filling the gaps that may have been inadequately covered but also act as a basis for future inquiry. The newly created knowledge will significantly guide research in the fields of community based tourism as well as sustainability.

1.6.2. Policy Justification

The findings of this research provide a basis for policy formulation for numerous stake holders in relation to CBT. First, the findings of the study will inform policy regulation decisions made by government in regards to CBT. The formation of a legal framework that seeks to ensure successful CBT is dependent on the findings of the study. Secondly, the study's findings are significant to the communities among whom CBT is practiced. This will help empower such communities in understanding the benefits and demerits of CBT thus help in creating the rules of engagement. Thirdly, the findings of the study will provide a basis for decision making for the investors thus allowing them to know in detail the dos and don'ts of engagement.

1.7.The Conceptual Framework

This concept has been borrowed from the environmental study of sustainability. The concept of sustainability in ecology is the property of biological systems to remain diverse and productive indefinitely. Some of examples of sustainable biological systems are: long-lived healthy forests and wetlands.⁶ Sustainability can also be termed as the endurance of systems and processes. Sustainability is based on sustainable development that comprises ecology, economics, politics and culture that are interconnected. Ecosystems and the surroundings that are healthy are essential for the existence of the humans and organisms. Practicing environmentally-friendly use of chemicals, managing and protecting environmental resources are ways of mitigating adverse negative human effects.⁷ Sustainable development is also the progress of reforms where the utilization of resources, the direction of investments, the orientation of technological development and institutional change are done in harmony and foster both current and future potential to meet human needs and aspirations. Among sustainable development goals are socio-economic development and environmental preservation or protection as sustainable development goals.⁸

The concept of sustainable development has three ethical dimensions: ecological dimension is based on the protection and conservation of natural resources. It involves maintaining the basis of production, mitigation and prevention of adverse environmental or ecological effects and preservation of biodiversity. For economic

⁶ John Morelli (2011) Environmental Sustainability: A Definition for Environmental Professionals International Institute for Sustainable Development (2009). What is Sustainable Development?

⁷Lynn R. Kahle, EdaGurel-Atay, Eds (2014).Communicating Sustainability for the Green Economy. New York: M.E. Sharpe. ISBN 978-0-7656-3680-5 .

⁸Abrahamsson, K. V. 1997. Paradigms of sustainability. In S. Sörlin, ed. The road towards sustainability , A historical perspective, A sustainable Baltic Region, The Baltic University programme,Uppsalla University, pp. 30-35.

dimension it involves protecting the economic basis of human life through securing and improving of job opportunities in agriculture, improving food security, quality and contributing to the productivity of the entire economy. Social dimension focuses on growth of rural social structures and social cohesion, engagement of rural population in decisions, improving rural life.⁹

In tourism industry, sustainable tourism concept involves travelling to a destination as a tourist while at the same time impact positively on the environment, society and economy. Sustainable tourism comprises three key components: environmental, socio-cultural and economical sustainability. In environmental sustainability, tourism has minimal effects on natural resources, especially in protected areas. There's less or no destruction to flora, fauna, energy use, habitats, water, living marine resources or contamination. Socio-cultural sustainability of tourism does not destroy the social structure of the community where it is situated. It respects native cultures and traditions. It involves individuals, communities, tour operators, government institutions and all other stakeholders planning, development and monitoring processes, and teaches stakeholders about their duties¹⁰ Economical sustainability, tourism enhances the wellbeing of the community economically, creating sustainable and equity in incomes distribution for native communities and other stakeholders. The owners, employees and neighbors are benefitted. Local communities gain from sustainable tourism through economic empowerment, job opportunities, and development infrastructural facilities. Revenues gained from tourism are used to improve the living standard of local

⁹International Institute for Sustainable Development (2009). What is Sustainable Development. Journal of Sustainable Development, Vol. 12, No.2, pp.213-245.

¹⁰op cit

communities inhabiting in that in tourist destination. Sustainable tourism navigators dedicate themselves to generating employment for local communities.¹¹

1.8. Research Methodology

1.8.1. Research Design

The study has adopted a case study and involved selection of the of selected CBT projects in Isiolo County region which has represented all other CBT projects in the rest of the county. The case study has been used because it helps in depth and extensive study of a unit; it also gives comparison about different types of facts about the study. The study also adopted a survey study which was suitable in collecting large amount of data in limited time. The design involved administering of informal interviews to local communities and interviews schedules with managers of Community Based Tourism Projects and questionnaires.

1.8.1.1. Population and Target Population

The county's population was 143,294 as per the 2009 Population Census comprising of 73,694 males and 69,600 females. The targeted population in this study was 60 people selected from Community based tourism members, trustees, local people, employees and management of these firms. Due geographical population of area of study the sample has been drawn from selected CBT within Isiolo County.

1.8.2. Sample Size

There are different samples that have been used for this study, including: key informants who are specialists in the tourism industry; the private investors; the CBT project community members; and community trustees. Both probability and Non-probability sampling has been used in this study, under this, the researcher used this method, where

¹¹USA Today (2010). What Is the Meaning of Sustainable Tourism?, by Jamie Lisse.

he had an interview with a prescribed number of people in this study. Selecting the key informants from educational institutions where they have been contacted through the Internet and sit-down interview with respondent. The CBT projects that has been used for the study was selected using the simple random method.

1.8.3. Data Collection

Primary data has been collected by the use of semi-structured interviews which was self-administered by the researcher and open-ended questionnaires which were administered to the respondents. Semi-structured interviews were used since they allow a focussed two-way communication between the interviewer and the interviewee while at the same time help the researcher to obtain insights on specific issues where both close and open ended questions was used in the questionnaire, the questionnaire can also help to collect large amount of information in minimal time and can also be effective. Interview schedules were used in order to get more responses and accuracy of the information which were free from biasness.

Secondary data was collected from published and non-published materials, from internet, journals, past research papers, and books this enhanced theoretical aspects of this research.

1.8.4. Data Analysis and Presentations

This was a presentation of data analysis and the interpretation of the findings. The data collected was analyzed quantitatively and qualitatively. The responses from the respondents were edited to ensure completeness and consistency. The study utilized the Statistical Package for Social Sciences (SPSS) in the analysis of quantitative data from

close ended questions. After analyzing the data; pie charts, bar graphs tables was used to present the data.

1.8.5. Research Ethical Considerations

Before an individual becomes a respondent he or she was informed on the objectives, methods and desired benefits of this research. No individual was allowed to become part of this research unless one is given a notice and provided with a freely given consent that he or she agrees to participate. There was no pressure or inducement of any kind which was applied to encourage an individual to be subject of this research. The identity of individuals who provided information in the course of this research was kept strictly confidential and there was no information which was revealed about the identity of any individual that was included in this final report.

Chapter Two

The Role of Sustainable Management of Community Based Tourism

2.1 Introduction

This chapter discusses the, the discourses of Community Based Tourism and the role of Sustainable Community Based Tourism highlighting essential factors for CBT implementation and factors which determine the success and failures of Community Based Tourism project.

2.2 Discourses on Community Based Tourism

Tourism is an important sector for many countries especially developing countries since they benefit from foreign exchange earnings, job creation and secure funds to conserve natural, cultural and heritage resources. Tourism industry has both pros and cons on the livelihoods of poor especially in poor countries as it fairly large industry in poor countries. Based on recent tourism trends many tourists are visiting developing and least developed countries more than in the developed countries.¹² Tourism has great impact (either positive or negative) on both people and nature. Unsustainable tourism or poor tourism practices degrades habitats and depletes natural resources and generation of waste and pollution. This is contrary to responsible tourism: tourism that helps generate awareness of, and support for conservation and local culture while at the same time helping create economic vibrancy for both the country and locals. An increasing number of travellers are finding ways to visits destinations leaving least or not at all negative footprint. Therefore alternatives (green tourism, ecotourism and community based tourism) to mass tourism are being preferred in Kenya and the rest of the world

¹²DfID, U. K. "Sustainable livelihoods guidance sheets." UK DFID Department for International Development: London.) Available at: Www.Livelihoods.Org/info/info_guidancesheets.

and are promoted by donors and NGOs. This is termed as ethical travel or responsible travel. Niche tourism is practised on a small scale and is perceived to be more sensitive to environment and culture hence a sustainable strategy for rural development. Tourism can be truly being sustainable if locals' communities are given opportunities to participate, and there are involvements and collaborations of local communities and investors in their activities undertaken in areas where CBT is carried out.¹³

Community Based Tourism is a unique participatory model which offers the potential to generate real and lasting benefits for many stakeholders both inside and outside the community. CBT is tourism that is sensitive to the aspects of environmental, socio-cultural and is managed by the community so as to increase visitors' awareness, educate them more about the local ways of life¹⁴. CBT can be used to curb the adverse effects of tourism such as environmental degradation and the erosion of the traditional values of communities and promote good practices such as income generation for the locals, diversify the economy, preserving culture, conserving the environment and community social development. This empowers the community to take action on the community's its development priorities. It also enables rural communities to have authority management of tourism resources and participation of the local people. The aspects of empowerment, participation and capacity building are important criteria with the concept of CBT. For great developmental challenges facing developing countries especially those in Sub-Saharan Africa, Capacity building is being recommended as solution. CBT projects are vital since they develop economy in the rural areas, enable locals to earn wage and salary, involve locals to share their ideas in important sector of

¹³UNWTO Annual Report A Year of Recovery p 32

¹⁴Goodwin, H. and Santilli, R. (2009). Community Based Tourism: a success? Occasional Paper 1, ICRT.

the economy, preservation conservation of the local resources in the environment that forms pillars Kenya tourism industry.¹⁵

CBT projects can be community-owned or run by private sector supplier. Where in a community-owned, lands used for tourism activities are managed with collective decision-making among the community members over management and the development of tourism. Private sector supplier such as a tour operator may agree with local community to use their services and products such as local guides and land for building accommodation facilities. It may also develop existing local resources into tourism activities which will increase income and revenue to the local communities and incentives to facilitate conservation. For instance, the training of local guides to accompany trekkers or trained to surveillance the protected areas. CBT can be a new tourism product introduced in an area and community where there is need for a market analysis and development process. For instance, a similar case was with Bwindi Communities next to the Bwindi Impenetrable National Park in Buhoma, Uganda from 2001 to 2004.

The Local Agenda 21 calls for participative and collaborative approaches of the community, the local communities can play important role in defining their development objectives and Community. Based Tourism Projects are potential route through which the local communities if engaged in tourism activities it can significantly lead to socio-economic development of the local communities hence mitigate poverty.CBT projects should: help to improve local economic development, increase participants in the development projects, have a level of participation ideally

¹⁵Jones, E. and Manyara, G.(2007). Community Based Tourism Enterprises Development in Kenya: An Exploration of their Potential Avenues for Poverty Reduction. Journal for Sustainable Tourism, 15(6), pp. 628-644.

progressing towards self-mobilization. The project is also responsible to providing the tourists with a socially and environmentally responsible product.¹⁶

CBT projects have helped to improve the conservation of natural, cultural resources and historic sites and monuments by benefitting local communities through revenues and other non-cash benefits. These benefits may be individual or collective benefits. Examples of collective benefits are development of roads, clinics, schools, Community owned enterprises, private sector enterprises with community benefits; conservation initiatives with community and Joint-ventures with community or anticipated transfer of management to community in the future¹⁷

Most advocators of CBT concept argued that for the tourism industry to be sustainable, the local communities need to participate. For instance, In Southern Africa, the policy has changed from privatisation to an acceptance that in some certain circumstances, under certain terms, common property is indeed a more effective resources management regime compared other tenure systems. This really reformed the thinking of governments and the international community sense the importance of engaging the local communities in natural resource management by establishing partnership contracts and employment of participatory strategies in the planning for natural resources¹⁸. In Southern Africa, CBT development has been enhanced due to government's response through devolution of rights over wildlife, land and other natural resources to rural

¹⁶op cit.

¹⁷Goodwin, H. and Santilli, R. (2009). Community Based Tourism: a success? Occasional Paper 11, ICRT.

¹⁸Ngwerume, EmmaculateTsitsi, and Cyprian Muchemwa. "Community Based Natural Resource Management (CBNRM): A vehicle towards Sustainable Rural Development. The case of CAMPFIRE in Zimbabwe's Mashonaland West Hurungwe district." (2011).

communities. The rural communities have resulted into emergence of community and private joined venture partnerships in tourism.

Protection of biodiversity and maintenance of eco-systems and life support processes through the sustainable use of natural resources for the benefit of the rural communities is the objective of Community Based Natural Resource Management programmes. Such programmes are in Zimbabwe (Communal Areas Programme for Indigenous Resources –CAMPFIRE), Zambia (AMADE- Administrative Design for Game Management Areas), and Namibia (LIFE-Living a Finite Environment Life). Such programmes from experience have all suggested that a wide spectrum of natural resource management, where the use of such resources is within the authority marginalised local communities; this offers productive returns compared to other land use options. These programmes have positive influence on economic diversification. A good example is the CAMPFIRE programme in Zimbabwe that has promoted sustainable rural development through institutional development, capacity building, empowerment and self-reliance which all contribute to the achievement of the country's developmental goals such as poverty alleviation reduction, equitable income distribution and food security¹⁹.

Although CBT should empower the locals; it however, tends to run away from the ethos of community development. It is in fact presented as means of ensuring the long-term survival and profitability of the tourism industry rather hence the natives are represented as homogenous blocks lacking internal power struggles or competing values. Tourism industry is sustainable if community is involved in the decision-making during tourism development since it creates an environment where local members of the community embrace it, lack of economic empowerment, community attitudes towards

¹⁹op cit.

tourism, lack of democracy in majority of third world countries where the interests of those in power prevail are some of the factors that prevent community to contribute to tourism development. In most occasions, Local are isolated during tourism project proposals which prevents them to participate in the tourism industry. The mistrust between the community and other stakeholders in the conservation mission, poor communication and in appropriate information about the actual objectives of conservation especially during public meetings leave the locals confused and isolated due to the technical and legal terminologies used.²⁰

A study on CBT project in the Khama Rhino Sanctuary Trust in Botswana discovered poor marketing, poor management caused by the lack of expertise skills among the community members, lack of tangible benefits and lack of job opportunities caused by which is high costs of operation despite the increment in number of visitors at sanctuary, overdependence on foreign donations to finance the operating the CBT projects and lack of CBT project ownership by the community members were key challenges that faced the sanctuary²¹.

In Kenya, lack of funding from the government is in another challenge. “although tourism in Kenya generates US\$ 27 million annually contributing to 10% of the total Gross Domestic Product, very little of this fund is reinvested either to benefit the communities supporting conservation or support marketing resulting to the failure of CBT projects to effectively compete with those in other African states such as South Africa and Egypt.” Since the government do not finance CBT projects, the project

²⁰Pigram, John J., and Salah Wahab, eds. *Tourism, development and growth: the challenge of sustainability*. Routledge, 2005.

²¹Sebele, L. (2009). Case Study: Community Based Tourism Ventures, Benefits and Challenges: Khama Rhino Sanctuary Trust, Central District, Botswana. *Tourism Management*.31, pp.136-146.

managers are compelled to solicit funds from non-governmental agencies and foreign donors. Lack of representation and accountability is a key factor that has made many CBT projects collapse in Kenya nation. This is because private investors were not genuinely motivated to develop for the benefit of the local people.²²

Isiolo County has been associated with banditry and cattle rustling in the past years which have caused a number of human lives lost and mass destruction of property. For many years, Isiolo is seen as the gateway to the Northern Kenya, the county which is underdeveloped since independence but with devolution it has revitalised tourism in recent years. Various Investors are working to develop the proposed resort city under the Vision 2030 as economic blueprint that will enhance growth of tourism sector. People stereotype that the semi-arid region, for this case Isiolo County has nothing to offer in terms of leisure and recreational facilities has been witnessed for many years now. The county has famous Buffalo Spring Game Reserve, Shaba Game Reserve and Samburu Game Reserve which lies between Samburu and Isiolo counties. These game reserves are kilometres away from each other and are homes for most of the rare species which include Beisa Oryx, Grevy's Zebra, the Somali ostrich and the reticulated giraffe. Many people are unfamiliar that the wildlife reserves in Isiolo County have high class camps and lodges for example: Joy Camp, Sarova Shaba lodge and Buffalo Spring for tourists and well trained staffs that offer world-class services. The county government is marketing Isiolo as a destination of choice for both local and global tourists, by focussing on a programme to exploit the tourism potential to improve revenue collection in the area. The roads passing through the national reserves have been

²²Rutten, M. (2004). Partnerships in Community Based Ecotourism Projects: Experiences from the Maasai region, Kenya. Working Paper 57, Vol.1.African Studies Centre.

murramed in order to allow easy locomotion of guests within the reserves. The Samburu county has repaired the dilapidated Samburu airstrip at a cost of Sh30 million which allows tourists from the airstrip to easily visit Samburu and Isiolo County²³At the present, small aircrafts are handled by the Isiolo airstrip a few kilometres away and the construction of Isiolo international airport comes in handy with its completion now, already several aircrafts have hand in the licence application at Kenya civil Aviation authority for handling of heavy aircraft and thereby increasing the potential of visitation to the region. Deputy President of Kenya, William Ruto visited the county October in 2016 to witness the progress of construction of Isiolo Airport. Isiolo country poses much tourism resources which include national reserves conservancies, sceneries and host local cultures for example Samburu, Boran and Turkana and other attractions. Based on economic blue print-Vision 2030, Isiolo County is one of the resort cities apart from Lamu and Malindi focusing at driving tourists to the northern part of the Kenya where potential tourism resources are underutilised. This project will turn Isiolo into a city and will optimize the rich tourism potential presented by the adjacent Mt. Kenya, Meru National Park, the Aberdares and Samburu Park among others. This will exploit these underutilized parks by increasing bed occupancy while the profile of Isiolo County will be boosted as the county gears towards vision 2030.²⁴

CBT is becoming popular around the globe as an alternative to mass tourism. This new form of tourism enhances the contact between the locals and the tourists visiting various destinations. CBT focuses on active involvement of native community in tourism activities such as decision making, management, protection and conservation of

²³Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north-eastern KenyaPp 6-11

²⁴Government of Kenya, Ministry of Planning and National Development, 2007: Kenya Vision 2030

indigenous tourism resources and sharing out benefits on equal basis (jobs, profits, local market access while at the same time helping to create a relationship between the locals and visitors. To enable this, all stakeholders should be engaged and work as a unit.²⁵

The following factors has been described as essential factors for CBT implementation, the involvement of shareholders, the setting of objectives, the evaluation of individual benefits, valuation of collective benefits, and analysis of decisions to be implemented.²⁶

The community mainly benefits directly from tourism through economic impact on individuals, families and society, improvement of community lives socially and economically, and sustainable expansion of lifestyles.CBT is the best strategy for implementation of policy coordination so as to prevent disputes between various players in tourism, and getting solutions based on the knowledge exchange, examination and ability among the community members.²⁷

CBT is based on the generation of tourist products and services through community participation in development process. CBT became a popular cure to the adverse effects of mass tourism in the third world countries as well as a mechanism for community organizations so as to achieve improved living conditions. Its main aim is to integrate hotel and tourism management, food and beverages, complementary services and other subsystems such as infrastructure, health, education and environment as main features, therefore showcasing a sustainable development project made by the local community,

²⁵Briedenhann, J. &Wickens, E. (2004). Tourism routes as a tool for the economic development of rural areas-vibrant hope or impossible dream? *Tourism Management*, Vol. 25, No.1, pp.71-79

²⁶Manyara, G. & Jones, E. (2007). Community-based tourism enterprises development in Kenya: An exploration of their potential as avenues of poverty reduction. *Journal of Sustainable Tourism*, Vol. 15, No.6, pp. 628-644.

²⁷op cit.

and facilitating interrelationship between the community and tourists as a main players in the formation of tourist products.²⁸

There are a number of factors that determine success or failure of CBT project for example where the Communities have an interest in wildlife based tourism; they should do so on their own initiative rather than being pushed into projects by an external organisation. They should also be informed of both the potential costs of the investment, the pros and cons of the projects to the whole community. It will be good if the community funds create its own basic facilities and infrastructure instead of leaving that responsibility to the external organisation that own conservation area where they fund and build facilities and infrastructure. Transparency is a great contributor to the success of CBT project. All partners especially the commercial partner should represent the community, instead of concealing themselves behind the responsibility of group ranch officials as representatives of the community members. They need to seek advice from an independent source that is not concerned with the project. Communities that reserves land for ecotourism should seek advice from their neighbouring groups who are likely to be victims of the adverse effects of the project. If the neighbours are already practising or have interest in ecotourism, the consultation would help them develop projects that complement each other to alleviate competition that could harm both communities.²⁹

²⁸Cioce, C.A., Bona, M. &Ribeiro, F. (2007). Community tourism: montanhabeijaflordourado pilot project (microbasin of the sagrado river, Morretes,Paraná). Turismo-Visao e Acao, Vol. 9, No.2, pp.249-266.

²⁹Rutten, M. (2004). Partnerships in Community Based Ecotourism Projects: Experiences from the Maasai region, Kenya. Working Paper 57, Vol.1.African Studies Centre.

The Caribbean islands depend much more on tourism to sustain living than other parts of the world. Globalization has driven the region with limited resources which has left most limited options for the economy. However, despite the fact that the community has numerous resources that are used by the state and firms, the communities receive little benefits. To curb this, community-based tourism practices have emerged in the region with great focus on active participation and empowerment of native community in the tourism activities. There are initiatives to bring back the locals into tourism industry in the Caribbean through development of CBT enterprises. More effort can be applied to ensure profits gained from tourism helps to alleviate poverty by developing agro-tourism linkages and opportunities for the informal sector.³⁰

The Saint Lucia Heritage Tourism Programme (SLHTP) was initiated to address the sustainability equity of tourism development. The programme has been among the most progressive government CBT interventions in Caribbean to date. The programme helps to mobilize the resources, awards small grants and advice to social development programmes to low-income communities and encourages the tourism investors to venture in community development.³¹

Diana McIntyre-Pike in Jamaica has promoted community tourism by assisting to establish the Sustainable Communities Foundation through Tourism (SCF). SCF collaborates with the Countryside Community Tourism Network and the International Institute for Peace through Tourism (IIPT). The SCF and IIPT vision is to ensure that the communities in southwest and central Jamaica participate in the economic, social,

³⁰ Ashley, C., Goodwin, H., McNab, D., Scott, M. and Chaves, L. (2006) Making tourism count for the local economy in the Caribbean: Guidelines for good practice. PPT Partnership and the CTO.

³¹op cit

and political environmental processes that result in sustainable development so as to improve the living standards for locals and the future generations.³²

In Brazil, Community-Based Ecotourism (CBE) was initiated to enhance the importance of involving the communities in the management, decision-making and sharing the benefits accrued from tourism. This concept (CBE) was collectively initiated in June 2007 when the first Seminar on CBE within Jaramaquá community was held in Belterra, State of Pará, Brazil.³³ The main principles directing the actions based on this alternative model of tourism are: the community decides, plans and organizes the activities which are developed within the community, it is developed within the aspects of local way of live which helps to strengthen community culture instead of replacing the traditional activities; there are chances for locals to share their culture, learn or exchange experiences with the visitors, it enhances transparent and equality in it distribution of resources among all the players; it conserves environment, respects regional conservation rules and must seek to generate minimal adverse impacts on the environmental and culture.³⁴

In Malaysia, after the introduction of the home stay tourism, CBT was introduced in 7th Malaysia Plan (1996-2000) so as to diversify new tourism product. CBT is a new product of tourism where the local communities organizes and manages major part of the tourism.³⁵ This means that the local communities are fully responsible and

³²op cit

³³Ashley *et al.* (2006) Making tourism count for the local economy in the Caribbean: Guidelines for good practice. PPT Partnership and the CTO

³⁴Ana Gabriela da Cruz Fontoura Community-Based Ecotourism in the Brazilian Amazon: The experience of the Institute Peabiru Journal 11, no. 1 (2007): pp.39-49.

³⁵Satarat, N. (2010). Sustainable Management of CBT in Thailand.UnpublishedPhd Thesis. National Institute of Development Administration: Bangkok

accountable for each single aspect of tourism management ranging from making managerial decisions, planning, assessing, monitoring and control of their tourism management. Most of Malaysian home stays failed to adhere to the local standards before introducing CBT. Home stays did not consider the aspects of improving local livelihoods; instead, they focused on their own benefits. Therefore CBT was initiated as a strategic intervention to the failure of the conventional tourism practices in some countries such as Malaysia and Thailand.³⁶

The Malaysian CBT has empowered the native society in all aspect of tourism management in their region and enhanced environmentally, socially and culturally sound tourism sustainability. The special aspect of CBT is that the ownership and the management is in the hands of the community, for the community itself and creates opportunities for tourists to interact with the locals and learn about local lifestyle, culture, believes and customs. Such interaction with tourists helps the locals have market access for the cultural goods and advertised their heritage ranging from natural resources to cultural resources. It contributes to improving communities' socio-economic development through the income created from their involvement in the CBT activities. This is a clear indicator that CBT is the main root of sustainable tourism.³⁷

CBT should be managed effectively to enhance full participation of locals in tourism management which will enable the independent growth of the community. Where CBT iswellestablished, the local communities are involved in three aspects: environment, social and cultural. This helps the communities' to receive the benefits directly. The

³⁶op cit

³⁷Chaiyatorn, S., Kaoses, P., &Titphat, P. (2010).Te Developmental Model of Cultural Tourism Homestay of the Lao Vieng and Lao Song Ethnic Groups in the Central Region of Tailand.Journal Social. Science, 6, pp.130-132.

main agenda of the CBT is to build up the local communities instead of external bodies. CBT does not allow people from outside who are not community members to involve in the tourism management. Instead, the local people are given the first priority in management since the main purpose is to help the locals benefit economically. For example, CBTs help local residents to increase their incomes through various home stay activities or programmes. CBT has high potentiality of empowering the local residents enabling the community to participate in planning, assessment and control decisions on the resources.³⁸ Sustainable management of the CBT also ensures the visitors benefit from tourism by offering viable products that matches the value of money paid for the services. The quality services improve the CBT performances and inspire the visitors to learn way of life of the local people, respect the locals, feel at home and enjoy their stay. Likewise, CBT promotes and assist to attain sustainability of their business.³⁹

The advantages of CBT if properly managed are that; the local communities running the enterprises develop competence entrepreneurial skills to lead, manage and communicate effectively (soft skills). This participation builds the capacity of the local community in every part of the tourism management especially making income. The communities are also able to preserve their authentic culture and heritage by practicing CBT. The individuals operating CBT get inspired as the advocates of local traditions by maintain the cultural heritage and preparing the future generation to uphold their culture. Finally, the job opportunities arising from CBT improves the living standards through local

³⁸Osman, I., Ahmad, Z. A., Ahmad, N. H., Khin, S., Abu Bakar S., Husin, A. & Tanwir, N.D. (2008). Participation of Women Entrepreneurs in Ecotourism Industry: A Proposed Model, In RARC 22 International Conference 2008. Knowledge Infrastructure Management from Tourism Penang Malaysia 3-4 November 2008. RIKKYO Amusement Research Centre. Tourism Project Series (02), pp.212-223.

³⁹op cit

handicraft, and income generation etc. This is one of the purposes why CBT is recommended as one of the best strategic interventions to mitigate poverty in rural locations.⁴⁰

In Thailand, the greatest agenda of the Community-Based Eco-Tourism (CBET) is to enhance sustainability in tourism and establish quality marketing programmes. This concept grew as a measure to curb the environmental degradation at the national and international level. CBET is focused onto preserving and enhancing the quality tourism resources to so as to enable more tourists visit the country, spend more, stay longer and come again. NGOs are inspiring the local communities to use CBET as a weapon to monitor and curb unsustainable development of communities instead of reacting to external forces.⁴¹

In Cambodia, the Government has invested much effort to tourism by forming the General Department of Tourism that works under the Council of Ministers. The Department's mandate to build the capacity for its staff and local community and engaged local community in to participate in planning and implementation process of tourism activities.⁴² Cambodia has already put in place the strategies for private and community participation at the national and sub-regional level by developing marketing board for tourism. In 2002 Cambodia government initiated Cambodia Community-Based Ecotourism Network (CCBEN) to enhance support and promotion to CBET for sustainable use of both natural and cultural resources and lift up the quality of life for

⁴⁰ Osman, I., Ahmad, Z.A., Ahmad, N.H., Khin, S., Abu Bakar S., Husin, A. & Tanwir, N.D. (2010). Understanding Motivation, Empowerment and Sustainability Outcomes of Women Entrepreneurs in West Malaysia: A preliminary analysis. Penang: Universiti Sains Malaysia.

⁴¹ Cater, E.A. (1993). Ecotourism in the third world: Problems for sustainable development. *Tourism Management*, 14(2), Pp.85–107.

⁴² WTO-World Tourism Organisation (2004) Indicators of sustainable development for Tourism destinations: a guidebook. Madrid: World Tourism Organisation.

the local communities. CCBEN as a network of organizations comprises of learning institutions, travel agencies, and local communities that are included in CBET. The main agenda is to partner with the Government and develop pro-poor CBET programmes in Cambodia so as to reduce as poverty and protecting environmental and socio-cultural resources.⁴³

The UNWTO is helping Cambodian government to formulate long-term plans for CBET. The major duties undertaken here are focused on driving community-based projects and include: streamlining the Ministry of Tourism to appropriately prepare the institution ready for CBET development; diversify tourism products and have short, medium, and long-term marketing mechanism for CBET; train the locals to acquire small and medium-sized enterprise (SME) skills enhancement particularly in micro-credit and micro-financing in CBET.⁴⁴ There are also few CBET sites in Cambodia that are in the process of being established in a few years. The villagers of Chambak Commune in KompongSpeuProvince and the less fortunate communities in Ratanakiri are establishing CBET that is financed by a local NGO.⁴⁵

Across the worlds, a population of about 1.2 billion is extremely poor where a quarter is estimated to be in Africa. The non-governmental organizations such as UN Commission advises the governments to utilize the potential of tourism in a appropriate way to eliminate poor living conditions by adding more suitable policies with major stakeholders and local communities.⁴⁶In Southern Africa, CBT is part of the national

⁴³op cit

⁴⁴Mattsson, Jorma (1999), Ecotourism in the Greater Mekong Sub-region, Special report. ADB RETA 5771- Poverty Reduction and Environmental Management in Remote Greater Mekong Sub-region Watershed Project (Phase I), Helsinki

⁴⁵op cit

⁴⁶United Nations World Tourism Organization (UNWTO) (2003) Sustainable Development of Ecotourism: A Compilation of Good Practices in SMEs: World Tourism Organization.

development plans for poverty reduction for government. CBT development has been promoted by states through devolution of rights over land, wildlife and other natural resources to rural communities. This has significantly made community/private joint venture partnerships in tourism to emerge. For example, Namibia Community Based Tourism Assistance Trust (NACOBTA); established in 1995 by communities; is a non-profit membership-based organization that focused to grow tourism enterprises in poor rural areas of Namibia.⁴⁷NACOBTA, up to date targets to increase income and job opportunities from tourism for improving the quality of life in communal areas. The non-profit membership-based organization gives business advice on fundraising, business plans and investment and quality of products or services that are acceptable, marketable and sustainable finance credits, training and markets. CBT enterprises at the micro level partners with the government and other stakeholders to network. The trainings is also focused on improving the CBT standards and spreading tourism awareness in communities. The above activities require monitoring and evaluation which is done by NACOBTA.⁴⁸

NACOBTA supplies a newsletter two times per month, brochures and booklets with information on Community-Based Tourism Enterprise at national and international level. It also organizes trade fairs to promote CBTs as well as through permanent craft centre and website. The association also networks with government and private partners in integrating CBT into national mainstream tourism, works on policy development for

⁴⁷Zeppel, H. (2006) Indigenous ecotourism: sustainable development and management. Columns Design Ltd (UK), 1845931246.

⁴⁸op cit

communal land, tourism and forestry sectors at national level and development on regional tourism plans.⁴⁹

In West Africa, in Nigeria, extreme level of poverty is the main obstacle to achieve the millennium development goals MDGs. As a result, the necessity to establish community-based tourism (CBT) as an alternative source of revenue and employment creation has become imperative. CBT becomes viable when the local community participates in decisions regarding tourism activities and development process. Community-based tourism (CBT) is an integral part of the Nigerians local community and has the potential to reduce poverty in a wide population. It has a unique potential to carry exchange and investment at the local level and make important contribution to rural development, especially in agricultural transformation, community enrichment and social empowerment. It sustains the social standard of the local community and can transform both the environment and the lives of the members of that community.⁵⁰

Enugu state in Nigeria has three villages namely: Awlum, Opi and Umundu that are rich in natural and cultural tourism resources with largest concentration in traditional rural communities, if well developed; it can be a potential tourist attraction that can generate revenue improving the living standard of the local communities. Communities with poor source of income suffering economic have to actively invest in CBT as development of tourism product. Therefore community-based tourism can be used as a tool to develop and market of tourism potentials as this will boost the economy, upgrade

⁴⁹Zeppel, H. (2006) Indigenous ecotourism: sustainable development and management. Columns Design Ltd (UK), 1845931246

⁵⁰Eze-Uzomaka, P. I. (2006) Tourism and Community Development. In Issues in Tourism Planning and Development, Okpoko P.U. (ed.) Nsukka: Afro-Orbis Publications.

the livelihoods of the people and enhance better the social, political and the cultural lives of the host.⁵¹

In east Africa, Community based Tourism in Rwanda has been accepted as a tool sector to attain the development goals of the country through Vision 2020.⁵² The country has made a seem ahead in developing and managing tourism sector in the past few years, hence since 2005, it has comparatively generated more revenue from US\$26 million to US\$200 million in 2008. Tourism industry has also enabled locals to benefit financially from the community based tourism organizations in several ways: job opportunities and wages from tourism activities, hotels, accommodation and restaurants, market opportunities for fruits, vegetables and other local products, direct source of revenue from joint ventures, the locals are able to exchange their cultural products as well as receive donations. The local communities also experience non-financial benefits which comprise of social projects from community based tourism revenue and land/ natural resources access.⁵³

Luxury Sabyinyo Silverback Lodge in Rwanda is joint business enterprise with the communities (Kinigi and Nyange communities) located at the edge of the Park. The lodge has 8 visitor rooms and accommodates upto 16 guests. The rates for the lodge range from \$400 to \$1000 on full board. The two communities are represented by the private sector Governors Camp Ltd, the International Gorilla Conservation Program, the African Wildlife Foundation, Sabyinyo Community Livelihoods Association

⁵¹Enugu State Ministry of Information and Culture (1997) Enugu Cultural Day Magazine.4th Edition.EmmanuelOkoro Service Co, Lagos, Nigeria.

⁵²Government of Rwanda [GoR] 2009. Sustainable Tourism: Tourism and Community Development Management Policy pp. 11-23

⁵³Makambo : 2009. The success of tourism in Rwanda – Gorillas and more International Gorilla Conservation Program, presentation at RDB-TC tourism forum.
<http://siteresources.worldbank.org/AFRICAEXT/Resources>.

[SACOLA]) and the government. The joint venture contract is a 15-year lease agreement between SACOLA and Governors Camps Ltd. The private investors build and manage the lodge and pay a fee of \$50 per bed-night bill and 7.5% of net sales to the local community. The joint venture business: Luxury Sabyinyo Silverback enables the locals who live close to the Park to benefit from tourism business through equality in tourism business, employment opportunities at the at the lodge, the opportunity to supply goods and services to the lodge and sharing of profits.⁵⁴

In Uganda, before the initiation of Bwindi impenetrable National Park (BINP) as a national park in 1991, the native communities in region neighboring the park obtain medicinal plants, bush meat, weaving materials, honey, fruit and building posts from the forest. The gazettement of Bwindi as the national park stopped the local communities from collecting products from the products which affected their in their livelihood. Presently, around 10% of the community population access to multiple use zones (MuZs) though the harvesting products is limited.⁵⁵

However, the support from Bwindi Mgahinga Conservation Trust (BMCT), the Food and Agricultural Organization (FAO) and the Uganda Wildlife Authority (UWA) enabled the local people to agree and develop community tourism product such as Village Walk that would attract tourist.⁵⁶

In 2002, members of the Village Walk were invited in a workshop to help the villagers identify the goals and objectives of the project. The local community members, BMCT and UWA organized a survey to find out potential sites for the walk. This was a bright

⁵⁴ op cit

⁵⁵ Archabald, K. and L. Naughton-Treves. 2001. Tourism Revenue Sharing around National Parks in Western Uganda: Early efforts to identify and reward local communities. Environmental Conservation 23. Pp.135-149

⁵⁶ op cit

opportunity for the locals to participate on decision making on the process of site selection, the institutional home of the walk and the process of sharing out benefits. Out of 20 sites identified, nine sites that displayed rich and unique natural and cultural settings were selected. Community members shared their local knowledge about the area with regards to the condition and the terrain. Some of the products at the sited comprised of a handicraft Centre managed by women where they showcase traditional handicraft making; a waterfall in the midst of farmland; tea plantations which would attract guest to watch how tea harvested, and the butterfly pool along river Munyaga with multi-colored butterflies on the rocks and where local women from the community wash their clothes. The sited has also a place set aside for banana brewing located in the middle of a banana plantation. Here the site owners showcase the processes of brewing bear from the banana. Visitors can also be attracted by the local gin distillery, the traditional healers, a communal school and bird watching activities. As the visitors move along the trail, they are able to meet varying plants and gardens and interact with the local people.⁵⁷

As a host institution, a community initiative was selected; all the community members participated in the election of its officers. The BMCT, UWA and the local owners of the selected sites contributed in the trail design. They selected the managerial team that was to coordinate with UWA. The native community formulated the process of distributing benefits among themselves for various activities like, tour guides, stationeries and reprinting of brochures to the Buhoma Community Camp Ground to help in the development of community projects. The distribution was also made among private site

⁵⁷Archabald, K. and L. Naughton-Treves. 2001. Tourism Revenue Sharing around National Parks in Western Uganda: Early efforts to identify and reward local communities. *Environmental Conservation* 23. Pp.135-149

owners, Batwa households; the indigenous forest people who were originally the forest people who perform their cultural dance.⁵⁸

In northern Tanzania tourism mainly focuses on conventional destinations in state-managed National Parks, however, the growth of the industry and pressure to expand tourism opportunities has resulted into high demand for CBT in collaboration with native communities. CBT is currently practiced in the entire region of the northern Tanzania (Monduli, Simanjiro, Babati, Mbulu, and Kiteto Districts and Loliondo Division of Ngorongoro District. In most incidences, tourism activities happened in lands owned by the communities located next to the National Parks while in other areas the activities occur in interior regions that are away from protected area boundaries.⁵⁹

Several villages in above regions participated in tourism to earn their living and as a form of land use. The tourism as a local economic activity is the source of income to the communities around through joint ventures, job opportunities and source of market to the local goods. For instance, Ololosokwan village in Loliondo Division earns more than \$55,000 per annum from various ecotourism joint ventures practiced on its land.⁶⁰

The above developments are vital indicators for balanced rural development, poverty reduction, conservation of biodiversity and growth of national economy. The revenue from tourism activities is a representative of a significance diversified economy for rural communities and poverty mitigation efforts. Moreover, the perpetual growth of the general tourism industry needs product diversification so as to expand the capacity of the Tanzanian's northern circuit and improve visitor experience. CBT is an important

⁵⁸ op cit

⁵⁹Ministry of Natural Resources and Tourism (MNRT).2002b.Wildlife Conservation (Wildlife Management Areas) Regulations. Dar es Salaam: Government Printer.

⁶⁰ op cit

opportunity to widen the spatial distribution of tourism through expansion into community lands and reducing pressure on protected areas, generating new products from cultural and nature-based tourism. The future of Tanzania's tourism industry relies on locally managed CBT businesses if only the ventures can offer incentive programs for community guard and protect natural resources such as wildlife populations found in the rural areas outside National Parks.⁶¹

In Kenya, tourism sector has significant effect on the development process. It contributes to foreign exchange earnings jobs creation and secure funds to conserve both cultural and heritage resources, responsible tourism has been associated to sensitize and support conservation effort of local cultures while at the same time helps in creating economic opportunities for both countries and people. Tourism contributes to around 12% of GDP in the country hence it is the 3rd largest contributor of wealth after agricultural sector and manufacturing industry. After the tea and horticulture products, tourism the third in foreign exchange earnings. Tourism has also been identified to be among the key drivers for attaining the Kenyan development blueprint, goals of Vision 2030.⁶² Tourism industry in Kenya has emerged especially in the rangelands of the country. This are arid and semi-arid lands occupied by indigenous pastoralist communities and different wildlife species making the region as a hotspot for nature based tourism. Despite the fact that Kenya is among the top world tourism destinations, most communities especially in the rangelands still live below the poverty line. These region are characterized by indefinite number of socio-economic and

⁶¹Ministry of Natural Resources and Tourism. 1998. The Wildlife Policy of Tanzania. Dar -es Salaam: Government Printer.

⁶² Republic of Kenya, (2010a) Tourism Performance Overview 2010, Retrieved from <http://www.tourism.go.ke/ministry>.

environmental challenges like land degradation, equal development, conflicts generated by wildlife, food and long drought calamities, water shortage, insecurity, famine, poor infrastructure, poverty, lack of education and diseases etc. For example the private sector and CBT partnership in the Maasai community in Kenya was not included in sharing out of the main profits from wildlife related tourism activities and were charged a fee to access their indigenous natural resources such as water and land.⁶³

However, all the above issues can be blocked if the communities' livelihood activities are diversified by establishing CBT and ecotourism projects. Beside land use expansion opportunities, CBT and ecotourism projects will help conserve the resources which they depend on. By engaging the local communities, the marginalized host communities will participate in decision making and sharing of benefits.⁶⁴ Therefore, sustainable CBT should be initiated by the locals, and where in partnership, the community should be informed of the costs and possible benefits. The local communities have to actively participate in tourism programmes from the first stage, planning stage as well as sharing out the profits and project expenses. There's great hope that by engaging the local community in tourism there will have positive attitude to conserve national parks and game reserves.⁶⁵ Most of innovative CBT projects are being initiated in ASALs areas especially in the Rift Valley and Coastal regions of Kenya where most communities live in the protected areas with wildlife, the Greater Amboseli, Taita- Taveta, Laikipia- Samburu, and the Mara are examples of the areas where such initiatives are found.

⁶³Nina H. (2006) Community-Based Ecotourism as a Sustainable Development Option in the Taita Hills, Kenya, Master's Thesis, University of Helsinki

⁶⁴Gakahu, C.G. (1992). Participation of Local Communities" In Ecotourism: Rights, Roles and Socioeconomic Benefits. In C.G. Gakahu and B.E. Goode (eds.) Ecotourism and Sustainable Development in Kenya (pp.117-123) Wildlife Conservation International: Nairobi.

⁶⁵Kibicho, W. (2004) Community Tourism: A Lesson from Kenya's Coastal Region, Journal of Vacation Marketing, 2004 pp.10 - 33.

Consequently, Kenya was awarded the International Ecotourism Society Award in 2002 for involving many locals in CBT projects.⁶⁶

The link between poverty and how environmental resources are used is a serious problem in the sustainable tourism development of Kenya specifically in the rangelands where pastoralism is the core economic activity. This is adversely affected by increasing environmental degradation, human-wildlife conflicts, food insecurity, poor infrastructure, poverty, adverse climate change, among other factors. The introduction of the CBT in the group ranches was an alternative livelihood measure to reduce the adverse effects of poverty, improve the living standards through income from wildlife based tourism, and reduce human-wildlife conflict and environmental conservation. In Laikipia County, two ranches: namely Il Ngwesi and Lekurruki Group Ranches were initiated as CBT with the engagement of the local communities. The two ranches were initially used for pastoralist activities.⁶⁷

⁶⁶Ecotourism Kenya, (2005), National Inventory of Ecotourism Projects in Kenya, Nairobi, Kenya

⁶⁷op cit

Chapter Three

Sustainable Management of Community Based Tourism in Isiolo County

3 Introduction

This chapter discusses the profile of CBT, sustainable Community Based tourism indicators, participatory planning and capacity building, partnership and collaboration, local empowerment and management of Community members, establishment and environmental and community development goals, assistance from enablers institutions including government and funding from other institution like private sectors, supplemental income for community sustainability, and finally the benefits and challenges of Community Based Tourism in Isiolo county.

3.1 Isiolo Community Based Tourism Profile

There exist the potential of Isiolo local communities to gain from tourism and hospitality activities in the region. The county has tourism resource attractions such as Buffalo Springs, Bisanadi and Shaba Game reserves. The reserves host the big five and other rare species like Grevy's zebra, oryx, Reticulated giraffe and Somali ostrich, however, there are potential threats to wildlife ecosystem such human generated problems like rapid growth of human population, illegal hunting, human settlement in wildlife migratory corridors, agricultural practices such farming of crops, land sub-division and reforming land tenure systems that affect sustainability of tourism in the region. Most of these problems are related to pastoralism change system. The community land has the significant role by providing wildlife migratory corridors and enhancing migration patterns of herbivores in various seasons. However, the community still receives little benefits from tourism activities at present in Isiolo County. For instance most of the Game reserve is under the custody of the County

government of Isiolo, this limits locals to have consumptive or non-consumptive rights over the communal resources.⁶⁸In effort to establish sustainable management of Community Based Tourism in Isiolo County, in Garba Tula Sub County, Malka Bisanadi campsite which was built in 2004 serves as an example of CBT in the region. The campsite took off when the former Isiolo County Council donated a piece of land around five acres along the river banks of Bisanadi River to the local women groups; the group is also supported by government and Non-Governmental Organisations. Malka Bisanadi campsite has the capacity of one hundred and fifty visitors per day, and offers conferences and meetings facilities, game drives and cultural experiences.⁶⁹

The Northern Rangelands Trust (NRT) is a Kenyan trust that is a registered with Northern Rangelands Company Ltd (NRCL) and a board of trustees, it is a community conservancy membership organization that is managed by the community, it's aim is to build resilient community conservancies that can impact on people's lives positively, foster peace and conserve/preserve natural resources. The community conservancy receives support from USAID as main donors and other minor donors such as: DANIDA and Nature Conservancy. NRT empowers the local communities to establish security programmes and governance structures led by locals, and participate in natural resource management, and sustainable businesses connected to conservation, these has impacted on peace building, quality lives, reformed government regulations on development, registering and running community conservancies in Kenya.⁷⁰

⁶⁸Sarah, Guyo, Yasin (2013) Enabling Community Benefits from Sustainably Managed Dry lands. IUCN

⁶⁹op cit.

⁷⁰Sarah ,*et al.* (2013) Enabling Community Benefits from Sustainably Managed Dry lands. IUCN

NRT supports its members through fund raising for the conservancies, provision of advice to how to run their resources, training and mediating agreements between investors and conservancies, monitoring and evaluation of performance, inspiring donors through quality assurance. The main aspects of sustainability plan of NRT include improvement and expansion of income from conservancies. The existing conservancies that have already matured will receive support from NRT; this support includes strong leadership, good community buy-in, and a stable income stream. Currently, monitoring and evaluation system measures a governance index, which gives the direction for graduation. NRT Trading Ltd is commercial enterprise that runs new investments and commercial revenues in the conservancies as means of expanding conservancy income and reduces donor-dependence. Strong partnership with the county government will create an environment to get greater support from government and reduce donor support through establishing Endowment Fund to generate a steady revenue stream to facilitate conservancy operations.⁷¹ This strategic partnership of NRT will sustainably widen the momentum initiated through the Danida Fast Start Climate Change Programme (2011–2014), strengthening the institutions and practices developed, enlarging the programme to support new conservancies and other ecosystems apart from rangelands. This includes forests, coastal and marine zones and the resources in these environments and development of a sustainability plan to guide graduation of mature conservancies that do not any more need support from NRT.⁷²

There also exists Lewa Wildlife Conservancy in Isiolo that is famous for its successful conservation efforts and serves as a role model of community-based conservation

⁷¹ op cit

⁷² Republic of Kenya, 2011: Draft Sessional Paper on the National Policy for the Sustainable Development of Northern Kenya and other Arid Lands

development to other East African conservancies, the Conservancy which was established in 1995 hosts' endangered species like: black and white rhino, Grevy's zebra, leopard, lion, elephant, sitatunga, and wild dog. Lewa Wildlife Conservancy is approximately 251 Km² with very strict security measures and well trained rangers the conservancy adheres on eco-tourism practices which is vibrant and sustainable tourism practices⁷³

3.2 Indicators of Sustainable Community Based Tourism in Isiolo County

An indicator is something or anything which can assist someone comprehend where he or she is, which direction one is going and how far one is from where he or she wants to be. Indicators have the potential to simplify huge quantities of information without the loss of the critical information. Indicators shorten important information to generate a vivid evident phenomenon of interest. Indicators of Sustainable Community Based Tourism should provide meaning that extends beyond the attributes directly connected with the datasets; conversely statistics merely produce raw data with no meaning.⁷⁴

The United Nations World Tourism Organisation (WTO) developed sustainability indicators to help Sustainable Community Based Tourism in Isiolo County tourism managers have and utilize the information to improve their decision when it comes to achieve sustainability in community tourism activities in Isiolo. Indicators are essential building materials of sustainable tourism and are meant to be appropriately applied by managers as the used as control measures to address issues so as to achieve the set

⁷³op cit

⁷⁴Hart, D (2015) Indicators of sustainability, from Sustainable Measures website: www.sustainablemeasures.com/indicators.

targets. The Isiolo county managers need to use indicators to measure severity of current issues, signals of upcoming obstacles, uncertainties, highlight and monitor the consequences of actions. Indicators as the set of information should be used on daily basis to measure special reforms in tourism developments and management activities in Isiolo County. They can measure the reforms in tourism own structures, internal and external elements that may have impact on Isiolo tourism system and the effect originating from tourism. Sustainability indicators can also be both qualitative and quantitative information. If the Isiolo county tourism managers use indicators appropriately, they can be vital tools to management tools or the criteria for measuring sustainable community based tourism performance that can help community based tourism managers and other stakeholders in tourism. Best indicators give information in time to handle arising matters and direct the sustainable development of a tourist destination.⁷⁵When tourists are familiar with their effects on the Isiolo tourist destination environment, they demand a more sustainable tourism experiences. The changes in county tourism market trends, together with the devolution of the Kenya government system including natural resource management rights and duties from the state to local communities, has enabled the communities to harness their natural and cultural resources and focus their efforts on the growing visitor arrivals and receipts so as to reduce poverty within Isiolo remote communities. Community based tourism

⁷⁵WTO-World Tourism Organisation (2004) Indicators of sustainable development for tourism destinations: a guidebook. Madrid: World Tourism Organisation.

ventures can be perfect and sustainable in the county if the management of the main elements such as community, conservation and tourism is done properly.⁷⁶

The WTO highlights principle indicators of which tourism stakeholders and practitioners of sustainable community based tourism in every part of the worlds including Isiolo: they include site protection, stress, and use intensity, social impact, and development control, waste management, planning process, critical ecosystems, consumer satisfaction, local satisfaction and tourism contribution to local economy. The above indicators need to be involved in planning and managing sustainable community tourism in every type of tourism activity undertaken in Isiolo. Additional specific indicators should be generated from the core indicators in the way they accomplish the necessity for information for required activity to be taken.⁷⁷

Culture of the native communities in Isiolo County and the rest of Kenya is a tourism product that has been depleted by adverse effects of tourism. Planners and managers require sufficient and reliable data on the right indicators so as to measure and monitor community based cultural tourism on both aspects of environmental and socio-cultural. WTO provides general guidelines which the tourism planners in Isiolo and the rest of parts of Kenya need to use as indicators of sustainable community based cultural tourism. These indicators are classified into three aspects of sustainable development which are social, economic and environmental while European Association of Historic Towns and Regions highlights the principles of sustainable cultural development that

⁷⁶Okech RN (2009) Developing urban ecotourism in Kenyan cities: A sustainable approach. *J. Ecol. Nat. Environ.*, 1(1): pp. 01-06.

⁷⁷ op cit

are⁷⁸: attention to changes in climate changes that is a critical and uncomplimentary global issue (this means trying to alleviated the emission of carbon), attention to intrinsic value to the cultural heritage of historic towns and cities which for this case is Isiolo town and the upcoming Isiolo resort city, demonstrating respect and admiration to the rights, beliefs and norms of native community cultures and provide support to cultural tourism, community based cultural tourism should as an important economic activity and support the overall schedules and agendas of sustainable development, protecting and conserving cultural heritage resources, putting in consideration the demands of host communities involving them in development and planning, distributing profits from community based cultural tourism and power with great justice and fairness among local communities, the best management require all responsible stakeholders such as local government and politics, the local communities and businesses from Isiolo county to be involved in the development of cultural tourism, community based cultural tourism should enhance high quality visitor experience, should be investigated according to the value of visitors and producers and the management and development need to respond the changes.⁷⁹ Among the three dimensions of sustainability, there is high possibility that the three aspects have been affected by negative impacts of community based cultural tourism in Isiolo. Sustainable Indicators must be adequate for every dimensions of sustainability. The social dimension of sustainable cultural tourism should support, develop and improve tangible and intangible local culture through safeguarding cultural identity of local community,

⁷⁸Sharareh, A. D. &Badaruddin, M. (2013). Local Perception of Tourism Development: A Conceptual Framework for the Sustainable Cultural Tourism. *Journal of Management and Sustainability*. 3(2): pp. 31-39.

⁷⁹ op cit

authentic presentation of cultural heritage cultural education and improving the general quality of life. By measuring the impacts of cultural tourism, the indicators should help to alarm possible threats to cultural identity of native community, cultural heritage itself and welfare of Isiolo people.⁸⁰

Economic sustainability of community based cultural tourism occurs if the economic wants of the host community population are satisfied through cultural tourism activities such as employment generation to the locals, infrastructural development such as roads, power energy, and Isiolo community projects. This can happen by offering high quality cultural products to tourist, thus cultural routes, museums, galleries, , accommodations such as homestays, transportation, entertainment, and institutional enabling environment developing cultural tourism in Isiolo which includes laws, regulations, public rates and county subsidies.⁸¹Environmental sustainability can be attained by observing the carrying capacity of ecosystem and identifying possible threats likely to affect ecosystem. Protection of the natural environment should comprise energy and waste management as well as controlling air pollution, visual pollutions caused by poorly developed facilities and infrastructure. Sustainable indicators should help the county of Isiolo recognize and prevent the problems, assist in decision making process and take measures to correct where necessary.⁸²

⁸⁰Choi, h. c., sirakaya, E. (2006). Sustainability indicators for managing community based tourism. *Tourism Management*. 27 (6): 1274-1289.

⁸¹International Institute for Sustainable Development (2009). What is Sustainable Development. *Journal of Sustainable Development*, Vol. 12, No.2, pp.213-245..

⁸²Choi, *et al.* (2006). Sustainability indicators for managing community based tourism. *Tourism Management*. 27 (6): 1274-1289.

3.3 Participatory Planning and Capacity Building

There are six key elements that can facilitate CBT success and this include: participatory planning and capacity building to improve management skills of community population, collaborating and partnering to enhance the links to market and financial viability, local management or empowering community members, creating the environmental or community goals that align with the community values, seeking help from the government, funding institutions and private sector to facilitate access to the formal economy and investing in creating supplementary income for long-term sustainability communities. To attain sustainable management goals, Isiolo community management and ownership, training and capacity building are necessary to initiate a foundation of tourism management skills among Isiolo residents. The Isiolo communities should participate in from the start to the end CBT projects: the planning stage, resource mapping, identifying assets and visioning exercises. The communities should be up-skilled in areas such as tour guiding, language, communication, hygiene and safety for successful CBT projects.⁸³ Education and training are main elements of capacity building and courses on hospitality and tourism management, marketing, communication, finance and governance skills at local level have significant impact on CBT success. The Isiolo county tourism planners need to recognize that training can more time up to a year. Training duration depends on the level they type of and time a CBT enterprise may require and the process may change overtime depending on circumstances/the trends. Capacity building helps the communities understand the procedures involved in CBT and become active players in the process. This inspires the

⁸³Hennink, M., N. Kiiti, M. Pillinger, & R. Jayakaran. (2012). Defining Empowerment: perspectives from international development organisations. *Development in Practice* 22(2), pp. 202–215.

communities to face open, competitive market and transforms locals from being beneficiaries to real managers.⁸⁴ Recognizing the cohesiveness of the Isiolo communities is also essential indicator of CBT success. Communities in most circumstances have different views on tourism activities in their regions which can generate resentments to CBT development. The extent to which communities from Isiolo work together and the level at which common goals are shared locally greatly determines the success. A good example of such cohesiveness is Northern Rangelands Trust (NRT) community leader is appointed by the locals. Another example is Garba Tula Sub County where Malka Bisanadi was initiated by united group members of 30 women. These groups of women hold monthly meetings to attend to all matters concerning their CBT campsite. Any changes and decisions on how to reinvest profits in the community are discussed and agreed upon by all members and the executive committee approves decisions brought on the table by members and the campsite administration.⁸⁵ The Garbatulla community, in Garbatulla sub-county of Isiolo is also an exemplary community that have joined together collaboratively or collectively to evaluate what the locals need, strategies of matching with their present livelihoods and how they can use the benefits protect their culture, their land and invest other benefits in the communal development projects such as schools, water facilities like boreholes, infrastructure.

Community Participation is also important to success of CBT. The government agencies, NGOs or local expert consultants have been holding and still holds workshops and courses in the Isiolo community. Tourism management Knowledge is important

⁸⁴ op cit

⁸⁵ Galaski, K. (2015). Tour Operator's Plan for Sustainable Tourism: Final Report on Model (Inter-American Development Bank Report). Toronto: G Adventures & Planeterra Foundation.

when it comes to equipping the local with CBT enterprises skills to run the industry. Complementary training like guiding, handicraft production, naturalist training and English language skills or foreign language skills is needed. Each case should be assessed for its specific requirements and adapt the training for the local realities such as level of previous education, workshop fatigue, language and literacy considerations, and specific skills needed for the particular CBT initiative (whether food related, sales-related, goods production-related, etc.). There are different mechanisms available to Isiolo practitioners to study about participatory training. For example, The Northern Rangelands Trust (NRT) Community-Based Tourism training course is based on experiential learning and participatory capacity-building approaches. The course assesses several CBT case studies and encourages each local participant to share their experiences. In 2001, local participants were trained on application participatory planning techniques to develop a CBT program within their own regions. Apart from classroom style group learning, the course involved a field component, where participants visited well established CBT in to acquire better knowledge through observation and interaction with CBT experts.⁸⁶

3.3.1 Collaboration and Partnerships Facilitating links to Market

Collaboration reduces the dangers associated with failure of CBT and it difficult to have CBT that is established and managed by the whole community. External links are essential in ensuring success of sustainable community based tourism in Isiolo since most locals tourism providers in most incidences have no skills and knowledge necessary to participate in tourism. For instance, some Isiolo community ventures good

⁸⁶ op cit

skills to do with hospitality but have poor knowledge of demand factors, product presentation, comprehension of the markets they work within and marketing networks. The participation of Isiolo local community possible if the locals have the skills capacity allow them and collaborate with government, NGOs and the private sector to enhance commercial viability.⁸⁷

There are different CBT models that include public, private sector partnerships and joint ventures. Some professions argue that the local community benefits of these programmes while some in their own views feel that external agents should be given minor involvement. But the fact remains that without external agents, CBT projects in Isiolo can never attain the intended goals. For example, the NRT at the local level partners with community leaders, political leaders, local authorities and KWS institutional members and at international level with conservation experts, business experts, USAID and DANIDA as donors. Affiliating with the locals helps in accessing nearby markets by acquiring products and services such as day trips, local meals, village walks and nature walks while associating with external agents helps in marketing the domestic product at national and international level through partnerships with hotels and international operators as well as funding the projects (for instance USAID NGO). The support received from NGOs, the government, and private sector companies' helps to overcome the usual obstacles related associated with CBT and can foster enabling environment for development process.⁸⁸

⁸⁷Ebrahimi, S., &Khalifah, Z. (2014).Community supporting attitude toward community-based tourism development; non-participants perspective. *Asian Social Science*, 10(17), pp. 29-35.

⁸⁸ op cit

3.3.2 Local Management and Empowerment of Community Members

Local management is essential indicator of successful sustainable community based tourism where by the Isiolo residents must be given the opportunity manage tourism businesses. Local communities need tom be empowered to control and manage CBT. Community empowerment should give the Isiolo residents the resources, opportunities, vocabulary, knowledge and skills to improve the increase ability to run the CBT projects and solve the issues on their own affecting their lives. A tourism community committee or the Organisation to local run tourism in Isiolo should be created to enhance local management and empowerment. This ensures that tourism is planned, designed, managed, owned and monitored by the locals involved in the tourism business. When the community is involved in the development and management tourism enterprises in Isiolo, they feel empowered by generating a positive cycle since they improve their capacity to maintain the welfare of their own communities and foster the cultural pride.⁸⁹Lewa Wildlife Conservancy in Isiolo is an example of successfully managed community-based conservation development where the community receives dividends from the conservancy paid by Wilderness Safaris, community benefits from profits that are used to develop community projects such as building school, Healthcare; Community Water Management; Women's Micro Credit Programme; Community Forestry; Adult Literacy Classes.⁹⁰

⁸⁹Mtapuri, O. &Giampiccoli, A. (2013) Interrogating the role of the state and non-state actors in community-based tourism ventures: Toward a model for spreading the benefits to the wider community.

⁹⁰ op cit

3.3.3 Establishment of Environmental and Community Development Goals

When environmental and community development goals are incorporated into a CBT's objectives, it enhances commitment to sustainability. Common environmental efforts in Isiolo County are conservation projects such as Lewa conservancy, NRT, Bisanadi and Shaba Game reserves, waste, water and energy management, inventory of flora and fauna for nature interpretation, reforestation, and use of traditional and sustainable natural materials and reduce, reduce and recycle. Socio-economic efforts have been witnessed also through constructing schools, supplying the locals with water, establishing micro-entrepreneurship, involving and training locals to be guides, giving jobs native families to exchange knowledge about the destination with visitors and offering donations to schools. The above efforts are necessary in reaching sustainability goals to members of Isiolo community. Additionally, the establishment of MalkaBisanadi CBT campsite along the river banks of Bisanadi River (near a protected area), is an indicator that the enterprise adheres to conservation and waste management goals to achieve environmental sustainability.⁹¹

3.3.4 Assistance from enablers of CBT: Government, funding Institutions and Private Sector

By involving the interior communities of Isiolo in tourism can have advantages and disadvantages. The advantage is that the interior communities can be attraction on basis of natural beauty and can be a disadvantage because of failing to participate in the formal economy, 9no access to power, knowledge and resources. Remoteness can also

⁹¹United nations world tourism organization (UNWTO) (2003) sustainable development of ecotourism: a compilation of good practices in SMEs: world tourism organization.

prevent visitation if the roads are impassable. Therefore the enablers of CBT (the government and NGOs and private sector) becomes helpful in managing CBT sustainably as they can help in marketing, training and funding institutional structures and programs.⁹² For CBT to be well promoted among the numerous options of tourism activities, it needs such enablers. For instance the Isiolo County Council has facilitated Malka Bisanadi CBT campsite through donating a piece of land around five acres along the river banks of Bisanadi River. The camps are also supported by government and Non-Governmental Organizations. The some places in the county, the rights to land, some natural resources have been turned rural communities resulting in joint ventures between communities the private sector and the government managing tourism. Another example is where the Kenya government and Isiolo county government facilitates constructing of infrastructures such as modern abattoir in the outskirts of Isiolo town, Isiolo international airport, road connecting to Ethiopia via Isiolo and Moyale, that would support tourism in rural areas of Isiolo community a modern abattoir in the outskirts of Isiolo town. The county government has also murramed roads passing through the national reserves so as to facilitate the movement of guests within the reserves.⁹³In most cases CBT enterprises depend on funding agencies to start their ventures, since they require funds for infrastructure, equipment and training. In Isiolo there has been programs as the UNDP's Global Environmental Facility Small Grants Program, USAID and DANIDA that helps to run CBT projects sustainably enabling the community to become more self-sufficient. UNDP micro finance helps in funding micro-enterprises throughout the Isiolo including in

⁹²op cit

⁹³Government of Kenya 2016, tourism, vision 2030 and pro-pastoralist livelihoods in north-eastern Kenya. Pp. 1-3

community tourism. International financial aid for CBT has been channeled through complex networks of organizations linked to community-based projects including the Global Environment Facility's Small Grants Programme (SGP).⁹⁴

3.3.5 Creating Supplemental Income for Long-term Community Sustainability

Supplementary income for long-term community sustainability is essential for perpetual existence of sustainable community based tourism projects. Financial feasibility of a CBT enterprise is linked to market opportunities for CBT products. In Isiolo funders do not finance initiatives that have no financial plans or ready market linkages since such programs may collapse once funding is over. Where community tourism activities can be used as supplemental to other economic income activities, financial sustainability and financing from outside agencies is easily obtained by either communities or individuals families. For example if camel farmers in Isiolo join camel racing tourism sports, the tourism activity will be supplemental to farming income. Majority of CBT initiatives focus on accommodation, but having accommodation alone cannot create huge benefits to the society. Isiolo CBT enterprises are taught to focus on activities that can be marketed as day trips and or part of tour packages to mainstream operators or complementary services to dominant tourism activities in the area hold much potential for CBT.⁹⁵

⁹⁴UNWTO annual report a year of recovery pp.32

⁹⁵ op cit

3.4 Benefits of Sustainable Community Based Tourism in Isiolo County

Among the tourism products, CBT provides much benefit to the local community. Several benefits retrieved from CBT in Isiolo include generation of funds to the community that are used for the development of community projects such as boreholes, schools, clinics or grinding mills. CBT has also created job opportunities employment such as local tour guides, community rangers, local housekeepers, home stay hosts, drivers, and handicraft producers among others. Based on this benefit, the county is using CBT as an alternative source of income and as the strategy raises the life quality for the locals.⁹⁶The CBT has also enhanced the development of diverse new skills and self-confidence among community members in Isiolo. During the initiation stage (4-10 months) which involves the preparation and planning process, skills such as critical thinking, discussion, compromise, reaching group consensus, planning and developing CBT activities are taught. Tourism initiation and development process has enhanced the locals to be trained as hosts and local tour guides. They acquire and improve soft skills such communication, soft language and presentation skills by showing guests the proud elements of their lives that define who they are.⁹⁷By training locals, conducting seminars and study tours help to strengthen the Isiolo communities' capacity to in plan, organize, coordinate and administrate effectively. CBT development process has also enabled active community participants pass on key indigenous skills to the next generation and even participate in monitoring and evaluation of Community based

⁹⁶Simpson, M. (2008a). Community Benefit Tourism Initiatives-A conceptual oxymoron?Tourism management, 29, pp. 1-18.

⁹⁷Armstrong, R. (2012). An analysis of the conditions for success of community based tourism enterprises. International Centre for Responsible Tourism, Occasional Paper, OP 21 (2012), Leeds: LBU.

Tourism activities.⁹⁸ Additionally, CBT is a participatory process therefore each member has the opportunity to work together and exchange their skills and ideas. By helping one another assisting each other to plan, organize; coordinate CBT activities, community members are close to one another hence stronger relationships that consolidates the foundations of community trust and togetherness. Furthermore, the process of describing the key values, community ways of life and refining their communication skills enhance the interaction between locals and tourists. Such skills empowers Isiolo local people to negotiate effectively with National Parks, Private sector, external groups and other strong actors who have great impact on people's lives.⁹⁹

Isiolo county has also experienced a significant change from pastoralism lifestyles and towards modernization and industrialization. Years back, men have been for long period of time acted bread winners while women as passive recipients. Of late, both men and women travel to work within Isiolo tourism firms owned by the community while few wives remain at home nurturing their families. Although, this change in lifestyle has led to family break-up and spread of in HIV / AIDS as most men and women stay away from their families but it has increased CBT projects where by Isiolo women play vital key roles in CBT. These roles include sharing the responsibility of initiating, implementing, managing and participating in CBT activities. Women are also play active roles in home stays as and experts host by through provision of activities local cookery, arts and crafts.¹⁰⁰

⁹⁸ op cit

⁹⁹ Kibicho, W. (2008). Community-based tourism: A factor-cluster segmentation approach. *Journal of Sustainable Tourism*, Vol. 16, No.2, pp.211-231.

¹⁰⁰ op cit

For long period, rural people in Kenya and the rest of Isiolo County have been looked down upon and seen as backward or uncivilized. Establishment of CBTs in various sub counties of Isiolo such Garba-Tulla has enabled the people to experience the rural life of communities hence promoted understanding and respect among tourists, urban and rural residents. Positive feedback from tourists, government workers, students and academics has helped to strengthened community pride and enhanced a proud sense of shared cultural identity and group-consciousness.¹⁰¹In most cases, in most communities, the old generation holds the traditional skills and knowledge such as handicrafts, weaving, local foods preparation, traditional ceremonial procedures and medicines. The external influences originating outside the community has made the young population to have little interest to learn the ancient skills. CBT activities use the ancient skills of daily life which creates opportunity and incentives for the youths in Isiolo participate appreciate their rich heritage.¹⁰²

CBTs has also increased hygiene and safety awareness as the locals are trained on safety food preparation, cleanliness of toilet and bathing areas, and presentation of sleeping areas. Since the establishment of CBTs and as families receive visitors, there are hygiene improvements in interior villages and homes which is a benefit to the health of the community.¹⁰³

Ecologically, CBTs has reduced disturbance on fauna and flora in community ecosystems. Natural Resource Use Mapping is also done to detect the relationship

¹⁰¹ WTO-World Tourism Organisation (2004) Indicators of sustainable development for Tourism destinations: a guidebook. Madrid: World Tourism Organisation.

¹⁰² Jones, E. and Manyara, G.(2007). Community Based Tourism Enterprises Development in Kenya: An Exploration of their Potential Avenues for Poverty Reduction. Journal for Sustainable Tourism, 15(6), pp. 628-644

¹⁰³ op cit

between the community, their environment and natural resources. The studies are often done by the youth from the community at the village from village elders. This process vividly demonstrates the dependency of the community on the environment, and emphasizes on the critical importance of protecting and conserving natural ecosystem hence sustainable use of natural resources. The income obtained from the CBT as a new economic incentive also motivates Community members to protect their environment to remain attractive site for future visitors. When the visitors experience rural life it helps them to understand the relationship between human beings and the natural ecosystem which inspires the guest to apply sustainable concept while at home which helps to reduce ecological footprint globally.¹⁰⁴

3.5 Challenges facing Sustainable Community Based Tourism in Isiolo County

Sustainable CBT in Isiolo should empower the locals; however, CBT tends to run away from the ethos of community development. It is in fact presented as means of ensuring the long-term survival and profitability of the tourism industry hence the natives are is represented as homogenous blocks lacking internal power struggles or competing values. Tourism industry is sustainable if community is involved in the decision-making during tourism development since it creates an environment where local members of the community embrace it. Lack of economic empowerment, community attitudes towards tourism, lack of democracy in Isiolo and majority of parts of Kenya and Africa where the interests of those in power prevail are some of the factors that prevent community to contribute to tourism development. In most occasions, locals are isolated during tourism project proposals which prevents them to participate in the

¹⁰⁴Jones, E., and Manyara, G. (2007). Best Practice Model for Community Capacity Building: A case study of Community Based Tourism enterprises in Kenya. Vol.55, No.4, pp.403-415.

tourism industry, the mistrust between the community and other stakeholders in the conservation mission, poor communication and in appropriate information about the actual objectives of conservation especially during public meetings leave the locals confused and isolated due to the technical and legal terminologies used. ¹⁰⁵

In Isiolo county and the rest of Kenya, lack of funding from the government is a big challenge although tourism in Kenya generates US\$ 27 million annually contributing to 10% of the total Gross Domestic Product, very little of this fund is reinvested either to benefit the communities supporting conservation or support marketing resulting to the failure of CBT projects to effectively compete with those in other destinations and sub Sahara Africa. Since the government do not finance CBT projects, the project managers are compelled to solicit funds from non-governmental agencies and foreign donors. Lack of representation and accountability is a key factor that has made many CBT projects collapse in Isiolo and the rest of Kenya. This is because private investors were not genuinely motivated to develop for the benefit of the local people. ¹⁰⁶

The tourism products which Isiolo County offers are varied from cultural products to nature based product, whilst the demand for niche products such as community and eco-based tourism is increasing. Vision 2030 highlights numerous challenges and opportunities to exploiting the growth opportunity in the tourism sector, and pertinent to Isiolo and the rest of north-eastern Kenya, highlight the expansion of product choices and destinations, improved infrastructure and security, and better coordination and

¹⁰⁵Pigram, John J., and Salah Wahab, eds. *Tourism, development and growth: the challenge of sustainability*. Routledge, 2005.

¹⁰⁶Ruhiu, J. (2007). *Capital for Investing in Community Based Tourism- Grants Vs Loans*. Community Development Fund.

collaboration amongst the private and public sector players.¹⁰⁷The Vision 2030 is to enhance sustainable tourism development by offering a high-end, diverse, and distinctive visitor experience so as to make Kenya be among the top 10 long haul tourist destinations. Among the flagship projects is to reform Isiolo town into resort city in collaboration with local and international investors. This project is an opportunity to capitalize on the rich tourism potential available at Buffalo Springs, Bisanadi and Shaba Game reserves.¹⁰⁸

The report from various stakeholders (local community, private sector and public sector) reveals that the construction of Isiolo into resort city would be premature. This is due to scarce infrastructure in the town and the rest of the region, significant insecurity issues which renders the project as unwise economic venture in the short-term. These inhibitors have a significant effect on transforming north-eastern Kenya including Isiolo into long haul tourist destinations at the moment.¹⁰⁹Sustainable tourism in Isiolo has no vivid links with existing policies or draft policies: many contradict with each other or are against the efforts to help the minority (marginalized regions). For instance, the draft Arid and Semi-Arid Lands (ASAL) policy states the support of government for pastoralism as a livelihood system which is complimented by the Poverty alleviation Strategy draft and the Economic Restoration Strategy; but similarly, they are complimented in other policies that are at the present under reformation. Good examples are the National Disaster Management Policy, National Drought Contingency Fund, Wildlife Bill and National Water Policy. The above named policies have the great

¹⁰⁷ Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north- eastern Kenya pp.1-3

¹⁰⁸ op cit

¹⁰⁹ Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north- eastern Kenya pp.2

potential to improve the livelihoods of locals and tourism potentials in Isiolo County and other counties in the north-eastern Kenya if effectively implemented. In the Vision 2030, the government needs to put much effort in attempt to intervene greater linkage of Kenyan policies to support minority communities in a vivid and transparent ways, coherent and supportive.¹¹⁰

¹¹⁰Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north- eastern Kenya pp.4-5

Chapter Four

4 Potentials for Sustainable Management of Community Based Tourism in Isiolo

4.1.Introduction

Chapter four of this research discusses the theoretical literature related to the study carried out on potentials for Sustainable management of Community Based Tourism in IsioloCounty. This will help me to develop an insight in my area of study and correlate the findings which are useful for further studies.

4.2. Policy Framework

4.2.1. Wildlife Management Policy

Isiolo communities have been living and using wildlife resources before and after establishment of policy and legislation. The communities protected the wildlife resource via cultural and social bonds, and traditional practices. Some Sacred beliefs that revolved around specific wildlife species ensured that principles of conservation became part of their way of life today. Wildlife conservation began 1898 when rules to control hunting were established and implemented under British government. These laws controlled hunting, hunting methods and trading with some endangered species of wildlife.¹¹¹ Isiolo County and the rest of the regions in ASAL is dominated by wildlife the finest populations' species such as elephants, buffaloes giraffes, antelopes among others. These natural ecosystems represent Isiolo's biological diversity and are very important to development and growth of the Isiolo county economy through Sustainable

¹¹¹Government of Kenya 2013; Ministry of Environment, Water And Natural Resources Kenya: The National Wildlife Conservation and Management Policy pp. 6-9

management of nature based Community Tourism in Isiolo. In other words, wildlife ecosystems in Isiolo serve as the main watershed protection regions in the country.¹¹²

The diverse wildlife population in Isiolo County gives the county a global advantage in the tourism sector. The county national goals are to conserve nature ranging from indigenous animals, plants, habitats and ecosystems. This policy targets to develop solid foundation to secure wildlife dominates tourism sector in Isiolo County, the policy emphasize on adopting mechanism to obtain benefits from the wildlife resource and enhance equality in distributing the benefits accrued form wildlife tourism in pursuant with the goals of the Convention on Biological Diversity and with the obligations of the Constitution. The maintenance of Isiolo national parks and reserves for the protection of representative ecosystems and species will continue to be the cornerstone of Isiolo as conservation mechanism and promote development of sanctuaries and conservation regions on private and community lands. The policy has identified the core objective of wildlife conservation and the strategy to optimize the profits from wildlife and other economic benefits from aesthetic, cultural attractions, it points out the importance of identifying and implementing land used that are compatible and distribute benefits obtained from wildlife fairly. It highlights the necessity to have and an integrated approach to wildlife conservation and management so as to reduce human–wildlife conflicts; whereas the national and the county government are responsible for any wildlife damages by paying compensation. Kenya wildlife Policy

¹¹²op cit

and management Act has helped to enhance wildlife conservation in the Isiolo County reducing the impact of poaching on endangered species such as elephants and rhinos.¹¹³

4.3. Institutional Framework

The national and county governments of Isiolo have initiated National Action Programme (NAP) as a counter measures to desertification that affects tourism and wildlife resource which has helped to revitalize tourism industry through: regulating and encouraging sustainable utilization and bio-prospecting of biological resources in accordance with international law, creation of Universal Service Fund to finance tourism infrastructure and access of services.¹¹⁴ Isiolo's County Integrated Development Plan (CIDP) recognizes that the county is one of the most vulnerable counties to climate change in Kenya. Some of the key vulnerabilities emanating from climate change include drought and unpredictable rainfall, floods, spread of water- vector-borne diseases, loss of forests and wetland ecosystems, land degradation, desertification and scarcity of portable water. These effects will impact negatively on tourism and other sectors of the economy of the county. Isiolo was privileged to test a model for devolved County Adaptation Funds (CAFs), with the intention of wider replication, to prepare county governments to access global climate finance for adaptation and climate resilient development. The county has the potential to produce solar and wind energy which should be exploited while plans for large water reservoirs in dams, and building of gabions for water and soil erosion control should be made. The county should also consider majoring on fruit growing, promote tree growing for shade provision for

¹¹³ Government of Kenya 2013; Ministry of Environment, Water And Natural Resources Kenya: The National Wildlife Conservation and Management Policy pp. 6-9

¹¹⁴ Climate Change Policies and Frameworks at International and National Level and in Marsabit, Isiolo, Vihiga and Murang'a County 2016

livestock and people as well as encourage water harvesting and recycling especially in Isiolo town which would help to preserve their indigenous resources which are also essential tourism attractions.¹¹⁵

4.4.Potential Tourism Attractions

Isiolo is the beginning point to North Eastern Kenya, the region with mountain and deserts, it is a cosmopolitan county with scenic beauty that involves different races and cultures such as Samburu, Rendille, Boran and Turkana people, the attractions in the Isiolo county are Samburu Buffalo Springs and Shaba National reserve; which are situated along the EwasoNyiro River that attracts all types of wildlife. Sarara Singing Wells is also another kind of attraction in Samburu National Reserves which complement Isiolo county attractions. At the foot of Mount Kenya, there's also a private conservation ranch (Lewa Downs) in Isiolo region that raises cattle with the wildlife sanctuary as the main attraction. Lewa Downs has plentiful of Wildlife endangered species such as the black and white rhinos, elephants, giraffes, eland, Oryx, buffalo, lion and leopards. With Night Game drives, there are high chances of viewing plenty of nocturnal animals.¹¹⁶

The Buffalo Springs Game Reserve is a protected region in the Isiolo County, it was established in 1948 as Samburu - Isiolo Game Reserve, and the current boundaries were established in 1985. Currently, Buffalo Springs Game reserve is managed by the Isiolo County government, the reserve comprises of varying wild animals with different lodges that can accommodate more than twenty thousand tourists in a year. Samburu

¹¹⁵ Op cit

¹¹⁶Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north-eastern Kenya pp.1-5

Simba lodge formerly called buffalo spring lodge is among the best hospitality centers located at Isiolo, the lodge is a true revelation of the tourism products of wildlife sanctuary.¹¹⁷ The most vital step that was taken by the lodge owners was to expand and modernize the lodge to meet the raising demands of number of tourists in Isiolo County. The facility has seventy rooms, twenty eighteen cottages, about two swimming pools and conference services offered in four different rooms. The River EwasoNyiro falls in the category of the best tourist attraction sceneries at Isiolo Buffalo Springs' national game reserve the river meanders and is inhabited by hippopotamus and crocodiles.¹¹⁸

Shaba National Reserve lies on either side of the northern Ewaso NyiroRiver. It was established in 1948 as the Samburu- Isiolo Game Reserve, the reserve is characterized a low lying, semi-arid plain on the southern bank of the northern EwasoNyiro River. It is 9KM away east of Buffalo Springs National Reserve and is separated by Isiolo-Marsabit main road. The government gazetted the reserve in 1974. From the north it stretches 34 km from EwasoNyiro River and at this point there are many springs and swamps. Bisanadi national Reserve serves as a migration region of the wild animals from Meru National Park. It forms parts of Meru, Kora, Mwingi and Bisanadi Conservation Area, located next to the north-east boarder of Meru; it covers approximately of 606 km². Although the park is owned by county government of Isiolo, the county has not used it or has underutilized the Park hence it is currently utilized as a

¹¹⁷Chiwe james (2013): Strategies Applied to Attract Tourists By Isiolo County In Kenya. Student paper University of Nairobi Kenya pp.8-11

¹¹⁸op cit

wilderness park from Meru County. Proper strategies need to be laid so as to fully explore the possible tourism activities that may benefit the locals.¹¹⁹

Devolution has enabled tourists to visit game reserves in Isiolo County due to improved security and the rehabilitation of roads and the Buffalo Springs Air Strip which helps the visitors access the game reserves, the rehabilitation of the Serena Bridge will also enable tourists from Samburu County to visit Isiolo County too. The rehabilitation of roads which involves murraming of national reserves roads to facilitates the easy movement of tourist vehicles in the reserves.¹²⁰

Isiolo County has also Development agenda to design the Isiolo resort city between two hills on the Kipsing Gap and is modeled to have a wonderful coexistence with nature with a golf course and tourist villages at its midst. The city will also border Lewa Conservancy, Samburu Game Reserve and Isiolo town with an artificial dam on one side to help market the county a long haul tourist destination served by the Isiolo International Airport .The massive artificial dams will form a thrilling site for sport fishing and boat racing as the main tourist activities. The waters from the dams will also be used for irrigating the semi-arid land to turn it into green orchards and forests.¹²¹The Isiolo County has also an interesting history to the tourists: the Isiolo film Industry Park was made famous by Joy Adamson and the lioness Elsa, subjects of the 1966 book and film Born Free. In January 1980 Adamson was murdered in the reserve, and a monument to her tribute is erected there. Shaba was also the setting for the film Out of

¹¹⁹Chiwe james (2013): Strategies Applied to Attract Tourists By Isiolo County In Kenya. Student paper University of Nairobi Kenya pp.8-11

¹²⁰op cit

¹²¹Chiwe james (2013): Strategies Applied to Attract Tourists By Isiolo County In Kenya. Student paper University of Nairobi Kenya .

Africa and for the reality show Survivor: Africa. Apart from that, there is also Isiolo Tourist villages where Halcha Cultural Troupe performs a Borana song at Ola Gothaa Cultural Manyatta Isiolo County. Isiolo community members also earn their living by entertaining visitors interested in viewing the big five and other wildlife species such as Grevy Zebra, Oryx, Somali Ostrich, Lion, reticulated giraffe in Isiolo.¹²² The county has also accommodation facilities such as Sarova Shaba Game Lodge, Joy's Camp, Ashnil Samburu Simba Lodge, among others. The experiences offered by Sarova Shaba Game Lodge are unique that extends beyond game drives in the reserve. The lodge has plentiful activities ranging from bird watching to camel safaris, the viewing deck along the river, and feeding and watching crocodiles, making it a destination in itself.

For the Joy's Camp, it is an elegant oasis in the spectacular arid landscapes built on the site of Joy Adamson's tented home in Shaba National Reserve. The camp faces a large natural spring where elephant and lion jostle for watering rights with herds of buffalo and the rare desert species of Beisa Oryx, reticulated giraffe and Grevy's zebra. Samburu Simba Lodge also faces the Buffalo springs and the UasoNyiro River in Buffalo Springs National Reserve. From the room, tourists have a wonderful view over the stunning plains, where elephants graze.¹²³

Development of tourism enterprises in Isiolo can effectively increase productivity and market cultural and nature based products from the dry lands. The NRT is supporting tourism business development in the conservancy, the developed NRT Trading commercial entity drives commercialization, creates employment opportunities and

¹²² op cit

¹²³ Chiwe James (2013): Strategies Applied to Attract Tourists By Isiolo County In Kenya. Student paper University of Nairobi Kenya pp.8-11

nurtures new business ventures aspiring to conserve natural resource management and has enhanced and can still enhance creation of number of green value chains enterprises that benefit the Isiolo locals. ¹²⁴The devolved county government of Isiolo represents an opportunity to bring development opportunities at the door of the Isiolo community members. However governments still face serious drawbacks in term of capacity. The good news is that NRT works with Isiolo county government in matters related to conservancies which have made the county government embrace conservancies as a bright opportunity for tourism development; therefore Isiolo county government is putting supportive policies, political support, promote initiation of many conservancies and finance the conservancies. Among NRT strategies is to support capacity building and planning process; but there's necessity to ensure that the responsibility and capacity of the local government structures are promoted. If NRT further integrates with the County Integrated Development Plans (CIDPs), it will be a very significant step to bring conservancies planning into the county and local development planning process. ¹²⁵

Based on the vision 2030 blue print and road map, the government of Kenya in collaboration with Isiolo county government is determined to turn Isiolo town into a resort city. One of the projects that will transform Isiolo town is Isiolo international Airport which is already constructed and complete this will serve both the locals and foreign tourist visiting Northern Kenya. The Isiolo International Airport which most of its features will be comparable to that Jomo Kenyatta International Airport, Nairobi, Moi International Airport, Mombasa and Eldoret International Airport, will enable

¹²⁴ Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north- eastern Kenya pp.4-5

¹²⁵ op cit

tourists to fly directly to Isiolo and visit the tourist attractions within and outside the area such as Buffalo Spring, Bisanadi and Shaba Game Reserve, among others. This will enhance exploitation of underutilized parks through increment in number of bed-nights capacity, the profile of Isiolo County will be boosted as the county gears towards vision 2030.¹²⁶

The government is also set to transform the Isiolo town into a resort city through construction of the road connecting to Ethiopia via Isiolo and Moyale; this is part of the LAPPSET project involving the envisaged Lamu port. The project has already begun and this road covers approximately 530 km to Moyale. The county government also markets Isiolo as a destination of choice for both domestic and international tourists, by focusing on a programme to exploit the tourism potential to improve revenue collection in the area. The county has ensured that roads going through the national reserves are maintained and repaired so as to facilitate easy game drives. The neighboring counties like Samburu has also repaired Samburu airstrip which benefits Isiolo County by facilitating movement of tourists to Isiolo County.¹²⁷ The government has also embarked on constructing a modern abattoir in the outskirts of Isiolo town; the abattoir will accord the livestock rich Northern Kenya with market for their livestock. It is therefore imperative for the existing tourist attractions to prepare for these developments and the benefits accruing for them, if they are to remain competitive. There's also great potential for Niche tourism products in Isiolo in terms of long-term goals. If proposed Lamu port is established followed by construction of road network connecting north-eastern Kenya to southern Ethiopia and South Sudan in future through Isiolo and

¹²⁶Government of the Republic of Kenya (2007) Kenya Vision 2030. Nairobi: Government Printer.

¹²⁷op cit

Moyale would create high chances of capturing the tourism revenues in this region, by supporting the regions through, infrastructural development, improving security and tourism opportunities in the region would assist to preserve and protect the valuable resources (water, wildlife, vegetation) in the area and improve the living standards in the area.¹²⁸

Where development of the facilities occurs and insecurity issues are mitigated, the connection from Lamu to Garissa, Meru Conservation Area, Isiolo and Laikipia will spur investment opportunities for both private and public businesses, with regard to this, Vision 2030 focuses on improving pastoral livelihoods through development of tourism products such as ecotourism and cultural tourism and CBT, in north-east of Kenya which would create job opportunities, however, attracting the biggest share of the market may result into disputes with the small-scale niche tourism product which would embrace the diversification of pro-pastoral eco-tourism industry in Kenya's ASAL areas.¹²⁹

The vision 2030 targets specific areas and opportunities, among which touches the lives of people living in Isiolo and the rest of the counties in northern Kenya. However, most of the private stakeholders states that the potential for tourism opportunities in Isiolo are delimited in the short-term, with least interest in venturing in starting up the region for potential gains. Economically, large scale ventures in Isiolo and the rest of northern Kenya are likely to face the risks related to many obstacles like insecurity and drought; the profits from private investments are mainly set for short- to medium term benefits

¹²⁸Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north-eastern Kenya- Ecotourism in Northern Kenya Policy Brief - Enhanced Livelihoods in the Mandera Triangle (ELMT)

¹²⁹op cit

which the current situation in northern Kenya may not be forthcoming. Therefore, it is necessary for the government to assess the potentiality of working in collaboration with community to develop the county, if possible, the need to find strategies of evaluating and backing up tourism opportunities that are likely to benefit the locals and future generations socio-economically and environmentally sustainable. Interchangeably, the county government and national government is eager to help the Isiolo people and the rest counties in semi arid and arid areas develop and expand their income base so as to reduce complete reliance on pastoralism. The families in current fluctuating economy need to have stable income money to meet their needs and wants such school fees, food, and shelter. However droughts, persistent human population pressure and poor security cause adverse effects on subsistence communities. To explore tourism potentials, the county government and national government must address the above constrain so as to attract more investors and expand the income base for Isiolo people.¹³⁰

The targeted market for tourism product evaluation in Isiolo County supported by both devolved government and private investors should involve knowledgeable experts both external and internal. Some of potential stakeholders claim that the present tourism resources in Kenya degraded by high number of tourists beyond the carrying capacity that cause strain on environments limiting the chances of retaining repeat visits after the main attractions are visited. Therefore it is necessary to diversify and initiate new tourist destinations opportunities and this includes Isiolo and the rest of the counties in the north and eastern Kenya. Such opportunities are: collaborating with private sector to

¹³⁰ Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north-eastern Kenya- Ecotourism in Northern Kenya Policy Brief - Enhanced Livelihoods in the Mandera Triangle (ELMT)

build tourism enterprises; for instance OIGaboi Community Lodge and Ngare Ndare Forest Trust in Laikipia-Isiolo boarder so as to expand tourism destinations opportunities. An initiative driven by the community alone has high probability succeeding in Isiolo and the neighboring counties, more specifically if the presidencies are for diversifying or expanding their livelihoods and sustaining a pro-pastoral activities rather than completely money making. The Garba-Tulla community, in Garba Tulla sub-county of Isiolo is an exemplary community that have joined together collaboratively or collectively to evaluate what the locals need, strategies of matching with their present livelihoods and how they can use the benefit to protect their cultures, their land and invest other benefits in the communal development projects such as schools, water facilities like boreholes, infrastructure, etc. Garissa community also established a community based BourAlgi Giraffe Sanctuary that assist to safeguard mistreated animals and also unite the community in managing the land plus the resources effectively. These two initiatives have high potentiality of benefiting the community socially although are still to be realized and are driven from within.¹³¹

4.5.Tourism Events in Isiolo

Isiolo County has diverse communities with unique cultures that are essential part of tourism packages; the Isiolo Cultural Festivals is made up of Borana, Turkana,Samburu and Somali communities that form the bulk of the larger Isiolo County's populace. In the year 2013, the local communities of Isiolo proposed to have an annual festival that would unite all the communities living in the county and has since been an annual

¹³¹ op cit

event.¹³²The event has unique cultural performances that include dances, songs, story narration and cultural traditional practices, the presentation of the customs and living conditions of the fourteen tribes, their spectacular traditional costumes, arts and crafts, dances and music is a unique and fascinating experience in particular in light of the stunning geographical characteristics and the limited general knowledge about the county.¹³³The event sounds like a light culture entertainment programme but the three days event serves a deeper purpose in the region. The event ensures all the communities in the County have the opportunity for the cross-cultural interaction, harmony, cohesion, integration, cooperation and trading. The underlying main goal, therefore, has been and continues to be, promotion of peace and reconciliation.¹³⁴

Apart from that, the county host Lewa Marathon; one of the top ten races to run in life. The Marathon is an annual fund raising event that is held at Lewa Downs, the race is 42.195 KM on dusty road that ordinarily serves as a four-wheel drive trail for safari vehicles and is sponsored by Safaricom in partnership with the Lewa Wildlife Conservancy so as to generate the funds for various community projects development and natural resource conservation efforts. The race is quiet unique as it occurs within the Lewa wildlife conservancy, a park that host home numerous large African wildlife ranging from lions, elephants, rhinoceros, and the greatly feared cape buffalo. The park is not fenced to separate the runners from the wildlife, making Lewa a unique experience in the world, the conservancy is situated within one hundred miles of the equator, overhead the sun and therefore temperature are very high especially in the

¹³²Ondimu K.I. (2009) Towards Cultural Tourism Development in Kenya. An Unpublished Staff Seminar Paper, MUDOT/10/1999-2000.Moi University, Kenya.

¹³³Towards Cultural Tourism Development in Kenya.An Unpublished Staff Seminar Paper, MUDOT/10/1999-2000.Moi University, Kenya.

¹³⁴op cit

afternoon rising to 90 degrees Fahrenheit throughout year round. When this elevation is combined with the equatorial sun is used to test even the most seasoned marathon runners. Indeed, the Lewa marathon is unique with security risks as the Conservancy is a habitat for dangerous and large African predators: lions, leopards, hyenas, wild dogs, and cheetahs, however, well trained Security patrols or rangers who are highly experienced are armed ensures the runners are safe. To support ground rangers, two helicopters and one spotter plane keep an eye out for any possible threats. Since 2000, when the first marathon occurred, the Lewa Marathon is popular and famous for its difficult landscape and adverse climate attracting runner and spectators from all over the world. Some of the more notable competitors include 2004 Olympic silver medalist Catherine Ndereba and former marathon world record holder Paul Tergat.¹³⁵

The effect of the Lewa Marathon on communities of Isiolo community grows stronger every year. In the 2009 event that was held raised about \$500,000 U.S. dollars that were shared among various charitable organizations to sponsor education, health, community development projects as well as wildlife conservation throughout Kenya. The 2007 event generated \$60,000 USD supported local school though building and furnishing classrooms, library, and school gate. More than \$30,000 was invested in medical supplies and equipment such as digital blood pressure machines, stretchers, and beds for local hospitals. Annually, funds from the marathon are distributed to the Nanyuki Cottage Hospital that takes care of injured animals victims. Other funds raised are also

¹³⁵Safaricom Marathon. Runner's World, January 2003: <http://www.runnersworld.co.uk/event-editorial/game-for-a-marathon-running-the-kenya-safaricom/1980.html>

used to pay armed rangers who protect the animal and the residents of the Lewa Conservancy.¹³⁶

4.6. Infrastructure and Security

The Vision 2030 aims to change Isiolo County and the rest the parts of Kenya to be inter-connected and has identified infrastructure as the core foundation for tourism and other economic development. This includes development of transport system, energy, water, and information and communication technologies (ICTs). A more robust infrastructure in ASALs including Isiolo will inspire tourism investors hence the growth. It will generate employment opportunities, mitigate poverty and create working environment for the trade. Good infrastructure will help to enforce security, make the county more stable and integrated with other counties, neighboring markets and the world.¹³⁷ To stimulate development in Isiolo, the Government is investing in water harvesting, water supply and irrigation infrastructure; this will improve the water and sanitation infrastructure in line with a strategic assessment of the most appropriate locations and technologies. Undertake assessment and exploration for the underground water and maximize use of trans-boundary water resources in coordination with other riparian countries and promote equitable water distribution through inter-basin transfers. The development of renewable sources of energy (wind and solar) and installation of facilities to supply will also open up tourism in rural communities. Digital TV broadcast facilities and broadband connectivity that is being installed will enable Isiolo tourism stakeholders to market the county as a destination and improve learning experience on

¹³⁶ Chris Musumba, (Daily Nation June 29, 2009). "World champ Ndereba won't race in Berlin"

¹³⁷ Isiolo County Government 2015. Ministry of Information, Communication and Technology: ICT ROADMAP (2015-2020) Popular Version

electronic and social media. The county and the national government ensure that the infrastructures or facilities installed are sustainable and adaptable to the environment and promote investment in institutional and infrastructural frameworks to reduce adverse effects on ecosystem. Appropriate measures to promote private sector participation in infrastructural development and investment have been taken: for instance, the county and national government provide incentives in sectors such as housing, renewable energy, transport, and communication. Adaptable measures to enhance sustainable resource management enhance community participation and empowerment revitalizes the degraded tourism activities. The development of well-planned urban facilities in Isiolo town will spur rural development in terms of tourism and other economic activities by creating conducive environment that attracts investors. The County Government of Isiolo is also determined to utilize ICT to achieve the County development agenda and provide quality services through adoption of suitable ICT models, integrating ICT in its County development mechanism and using it as a benchmark to measuring success in service delivery. The roadmap focuses on building and improving the existing infrastructure to allow for an ICT enabled public service delivery systems, building the needed human skills and capacity in ICT, acquiring the necessary applications for service delivery and developing the requisite policies and structures. Therefore, the ICT Strategy roadmap requires acquisition of an appropriate infrastructure, appropriate systems and applications that responds to specific technical needs for the departments and the three county arms scale up of the existing systems, optimization of the existing systems, continuous and targeted Human capacity building and formulation of an appropriate policy framework. It also recognizes the importance

of sharing ICT services with other counties and the National government. It also requires a comprehensive monitoring and evaluation framework to assess progress and orient the results to the initial plan.¹³⁸

4.7.Data Analysis and Research Findings

4.7.1. General Information

60 questionnaires were distributed to the respondent during the data collection period, due to vast and sparsely populated geographical nature of the area of study. The response rate was 70% responded and 30% declined.

Table 4.7.1 below shows the demographic profile of the respondents

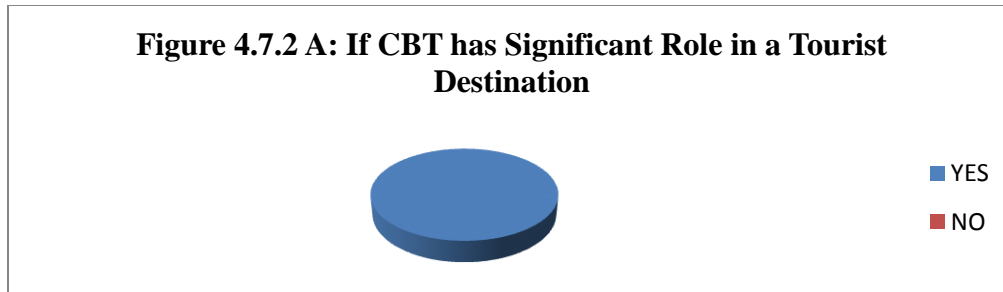
Demographic profile	Frequencies	Percentages (%)
Gender		
1. Male	40	66.7
2. Female	20	33.3

(Source: Research 2017)

4.7.2. The Role of Sustainable Management of Community Based Tourism

The first objective of this study was to find out role of sustainable management of community based tourism. To achieve this objective, the respondents were asked indicate by YES or NO answer if sustainable management of community based tourism has significant role in a tourist destination 100% (n=60) of the respondents agreed sustainable management of community based tourism has significant role in a tourist destination as shown in figure 4.7.2 A below.

¹³⁸ op cit



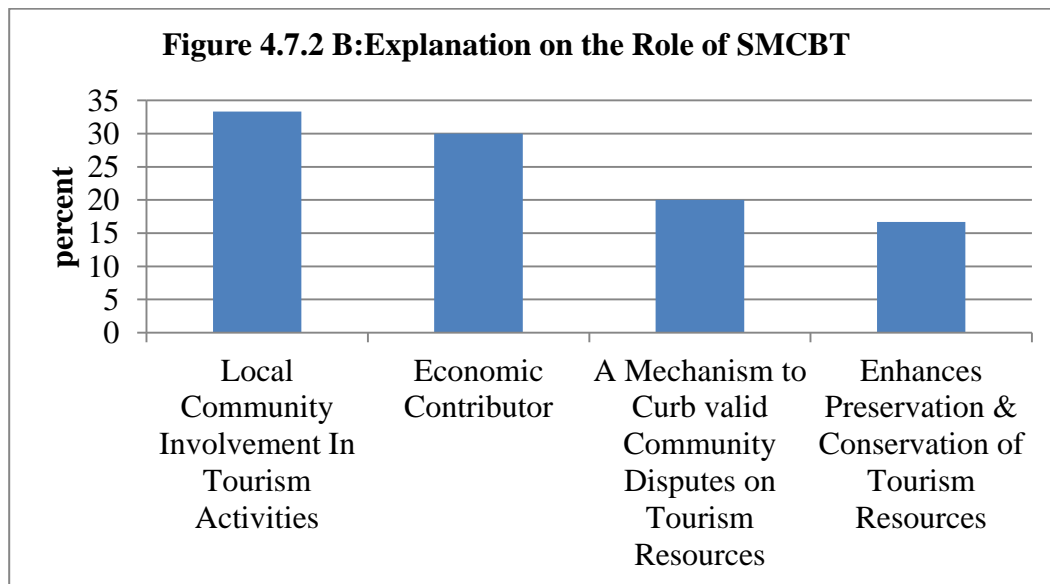
Source: Research 2017

The respondents were also asked to further explain their answers regarding the role of sustainable management of community based. About 33% (n= 20) percent of the respondents explained CBT enhances active involvement of local community in tourism activities such as decision making and management, a percentage population of 30% (n= 18) explained CBT is economic contributor as it creates jobs and market for local goods. Some respondent 20% (n= 12) that CBT is a mechanism to curb community disputes on tourism resources with other stakeholders, while others 17% (n=10) had opinion that CBT is a mechanism for enhancing preservation and conservation of tourism resources (both natural and cultural resources).The interview schedule conducted with managers had similar opinions. Table and figure 4.7.2 B shows a summary of the results.

Table 4.7.2 B: Explanation on the Role of SMCBT

	Frequency	Percent	Cumulative Percent
Local Community Involvement In Tourism Activities	20	33	33
Economic Contributor	18	30	63
A Mechanism to Curb valid Community Disputes on Tourism Resources	12	20	83
Enhances Preservation & Conservation of Tourism Resources	10	17	100.0
Total	60	100	

Source: Research 2017



Source: Research 2017

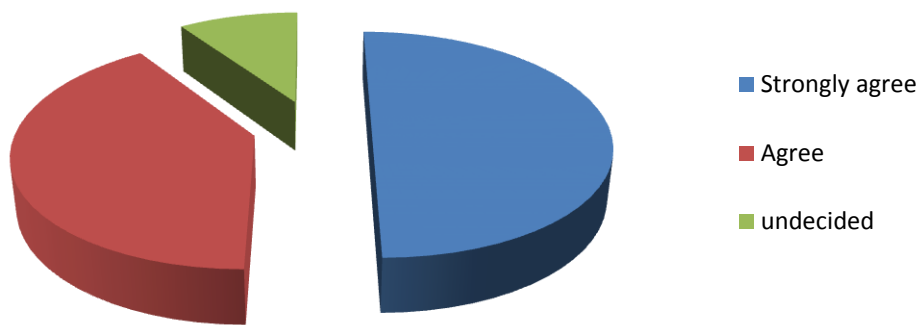
To further achieve this objective, the respondents were asked to react to several statements intended to describe the role of sustainable management of community based tourism. Reactions to the statements describing the role of sustainable management of community based tourism were categorized as strongly agree, agree undecided, disagree

and strongly disagree. Data on this objective was analyzed to find out if Sustainable management of CBT helps to engage local communities in tourism activities, if Sustainable management of CBT helps to reduce poverty, if Sustainable management of CBT helps to improve the conservation of tourism resources and if Sustainable management of CBT provides local communities with revenues and other non-cash benefits. About 50% (n=120) and 40.4% (n=97) of the respondents strongly agreed and agreed respectively with the statements while 9.6% (n=23) were undecided. The results summarized in table 4.7.2 C and figure 4.7.2 C below.

Table 4.7.2C Showing the Level of Agreement on the role of sustainable management of community based tourism				
	Strongly agree	Agree	undecided	Total
Sustainable management of CBT helps to engage local communities in tourism activities	30	25	5	60
Sustainable management of CBT helps to reduce poverty	30	20	10	60
Sustainable management of CBT helps to improve the conservation tourism resources	35	25	-	60
Sustainable management of CBT provides local communities with revenues and other non-cash benefits.	25	27	8	60
Total	120	97	23	240
Percentage	50	40.4	9.6	100

Source: Research 2017

Figure 4.7.2C Showing the Level of Agreement on the role of sustainable management of community based tourism



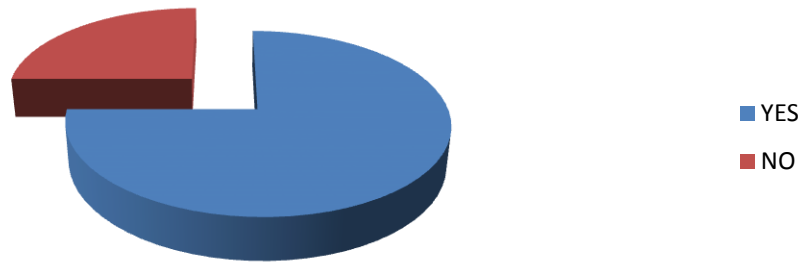
Source: Research 2017

The respondents were asked to indicate by YES or NO answer if they played any role in sensitizing advantages and disadvantages involved in CBT project. 75% (n=45) of the respondents played role in sensitizing advantages and disadvantages involved in CBT project while 25% (N=15) never played any role as indicated in table 4.7.2 D and figure 4.7.2.D below. The interviewed managers claimed they were on the forefront enlightening people on the advantages and disadvantages of CBT project. This study, therefore established the role of Sustainable Management of Community Based Tourism.

	Frequency	Percent	Cumulative Percent
Valid YES	45	75.0	75.0
Valid NO	15	25.0	100.0
Total	60	100.0	

Source: Research 2017

Figure 4.7.2D: If they Played any Role in Sensitizing Advantages and Disadvantages Involved In CBT Project



Source: Research 2017

4.7.3. Sustainable Management of Community Based Tourism in Isiolo County

To achieve this objective, the respondents were asked to respond to YES or NO answer if among CBT project in Isiolo County they consider them successful. A population of around 60% (n=36) opined the CBT projects in Isiolo as successful while 40% (n=24) perceived the projects to be unsuccessful. These were followed by further explanations. The respondent 001 from the community trustees explained that the CBT projects were successful since the projects has enabled Isiolo communities to harness their natural and cultural resources and focus their efforts on the growing visitor arrivals and receipts so as to reduce poverty within Isiolo remote communities. The respondents 005 explained that the CBT in Isiolo have enhanced economic sustainability of communities where economic wants of Isiolo people are satisfied through employment generation to the locals and development of Isiolo community projects. Another respondent 010 from community trustee manager opined that Lewa Wildlife Conservancy gives dividendsto community generated from Wilderness Safaris, community benefits from profits that are used to develop community projects such as building school, Healthcare; Community Water Management. There are programs such

as USAID and DANIDA that helps to finance CBT projects sustainably enabling the community to become more self-sufficient.

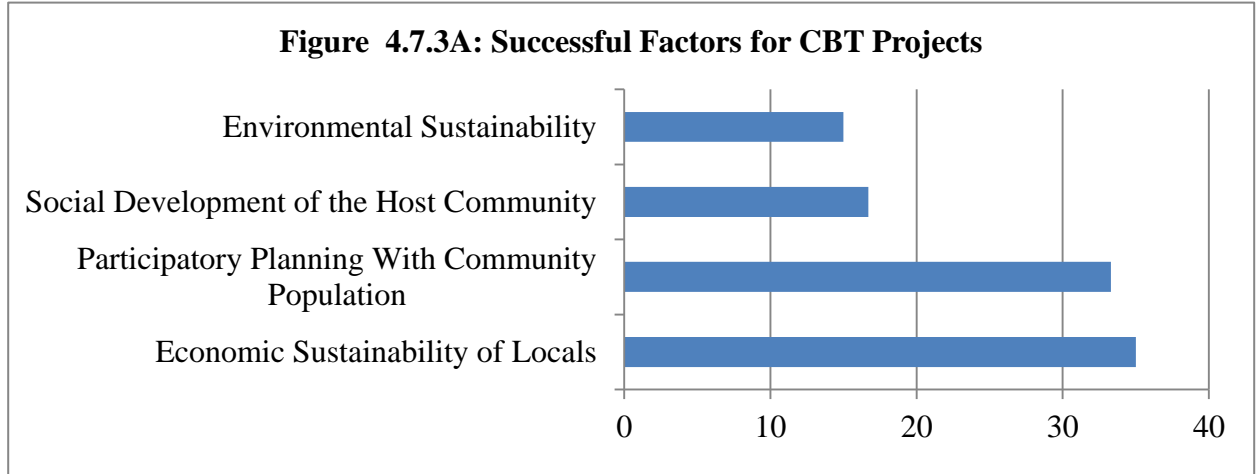
Those who felt the CBT projects in Isiolo were not successful had different views. For instance, most felt that there's the mistrust between the Isiolo people and some stakeholders in the conservation mission, poor communication and in appropriate information about the actual objectives of conservation especially during public meetings leave the locals confused and isolated due to the technical and legal terminologies used.

In question one of the questionnaire appendix one, the respondents were requested to state the factors they identify successful CBT projects. About 35% (n=21) highlighted economic sustainability of locals, 33% (n=20) participatory planning with community population, 17%(n=10) social development of the host community and 15% (n=9) environmental sustainability as shown in table 4.7.3A and figure 4.7.3A.

Table 4.7.3A: Successful Factors for CBT Projects

	Frequency	Percent	Cumulative Percent
Economic Sustainability of Locals	21	35.0	35.0
Participatory Planning With Community Population	20	33.3	68.3
Social Development of the Host Community	10	16.7	85.0
Environmental Sustainability	9	15.0	100.0
Total	60	100.0	

Source: Research 2017



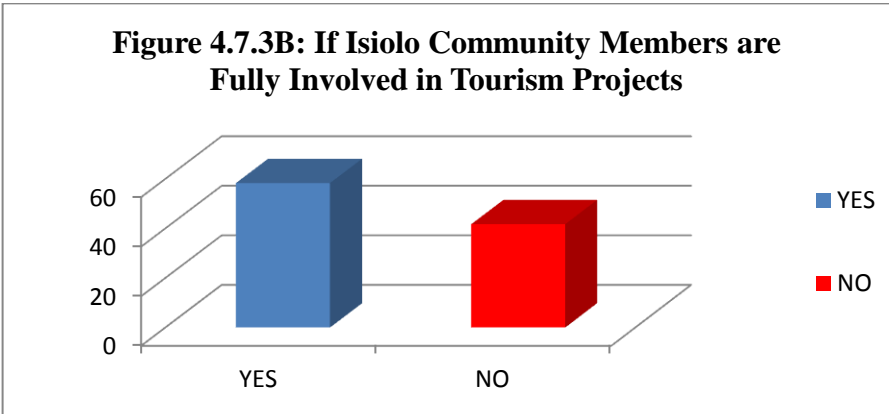
Source: Research 2017

The respondents from the local community were asked if they thought the local community members of the Isiolo County are fully involved in tourism activities/projects. The responses by YES or NO indicated that 58.3% (n=35) agreed while 41.7% (n=25) rejected as shown in table 4.6.3B and figure 4.6.3B. For those who agreed, most of explanations explained how Isiolo communities have been trained in areas such as tour guiding, language, communication, governance skills, hygiene and safety through capacity building programmes. Most of the respondents who disagreed felt that some locals are isolated during tourism project proposals (for example respondent 013), communication strategies are not clear about CBT objectives during the meetings and no democracy where those holding the seats prefer their interests at the expense of the community (for example respondent 018).

Table 4.7.3.B if Isiolo community members are fully involved in tourism projects

	Frequency	Percent	Cumulative Percent
YES	35	58.3	58.3
NO	25	41.7	100.0
Total	60	100.0	

Source: Research 2017



Source: Research 2017

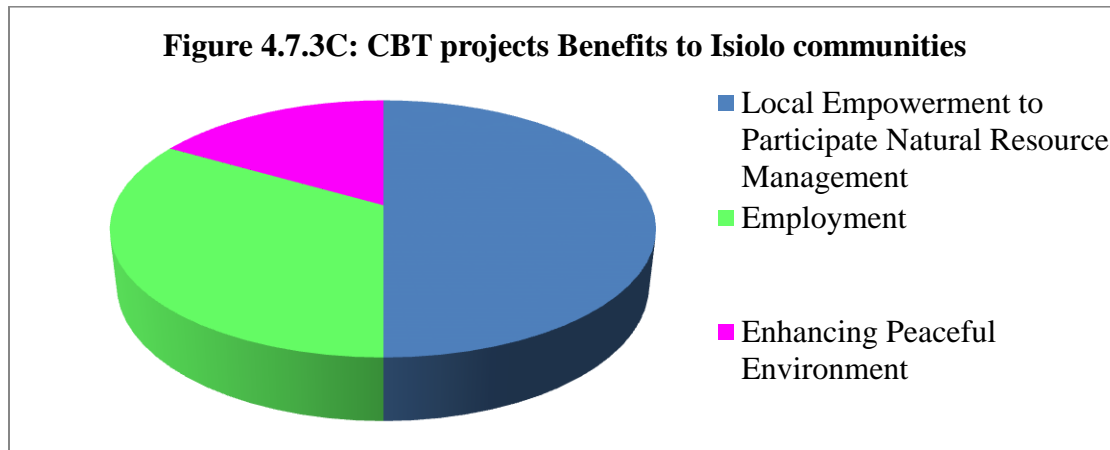
The respondents from the local community were further asked to name examples of CBT projects they knew in Isiolo County. Malka-Bisanadi campsite, the Northern Rangelands Trust (NRT) and Lewa Wildlife Conservancy were mentioned as the known CBT in Isiolo.

The researcher also wanted to find out if Isiolo community members benefit from CBT projects they had mentioned, therefore the respondents from local community were asked to explain if they benefit or not. A number of respondents (50%, n=30) suggested that the locals have been empowered to participate in natural resource management through guidance and training especially NRT and Lewa Wildlife Conservancy.33.3% (n=20) mentioned that through CBT projects, the locals have been employed while others 16.7% (n=10) suggested that the named CBTs have helped restore peace in Isiolo. Table 4.7.3C and figure 4.7.3C highlights the results.

Table 4.7.3 C CBT Projects Benefits to Isiolo Community

	Frequency	Percent	Cumulative Percent
Local Empowerment to Participate Natural Resource Management	30	50.0	50.0
Employment	20	33.3	83.3
Enhancing Peaceful Environment	10	16.7	100.0
Total	60	100.0	

Source: Research 2017



Source: Research 2017

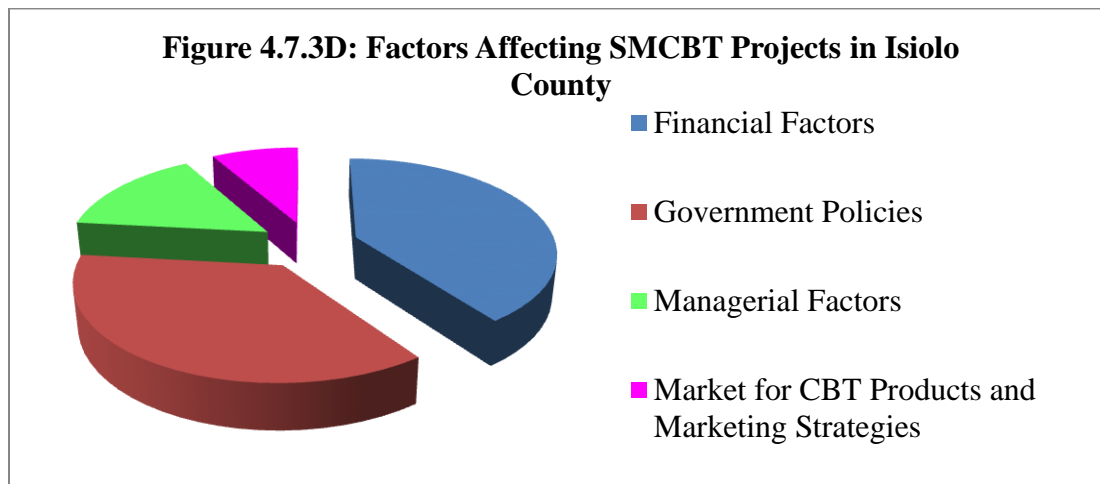
The respondents from the local community were also asked to mention the main factors they thought they are affecting sustainable managements of CBT projects in Isiolo county. Most of the respondents 40% (n=24) suggested that financial factors determines the kind of infrastructure equipment and training required for CBT implementation, 36.7% (n=22) suggested government policies on land or resources ownership and enabling environment for tourism enterprises. For instance, constructing of infrastructures such as roads, energy and Isiolo international airport depends on the government. Another proportion of the respondents 15% (n=9) suggested that

managerial factors influence sustainable managements of CBT projects in Isiolo county as this depends on the transparency of the management team while 8.3% (n=5) suggested availability of market for CBT products and marketing strategies. Table 4.7.3D and figure 4.7.3D display the results.

Table 4.7.3D: If they Played any Role in Sensitizing Advantages and Disadvantages Involved in CBT Project

	Frequency	Percent
Financial Factors	24	40.0
Government Policies	22	36.7
Managerial Factors	9	15.0
Market for CBT Products and Marketing Strategies	5	8.3
Total	60	100.0

Source: Research 2017



Source: Research 2017

The local community respondents were also investigated on if the County government fully supported sustainable CBT projects in Isiolo. 75% (n=36) indicated YES while

25%(n=24) indicated NO. The explanations that followed were that the government has devolved some right to land and some of tourism resource to the community. Furthermore, Isiolo County government is involved in rehabilitation of roads, land donation e.g., Malka-Bisanadi campsite and creating an atmosphere for national government to construct Isiolo international airport. Those who indicated NO responses opinioned that although the government would want to support, lack of transparency and accountability has left CBT projects helpless.

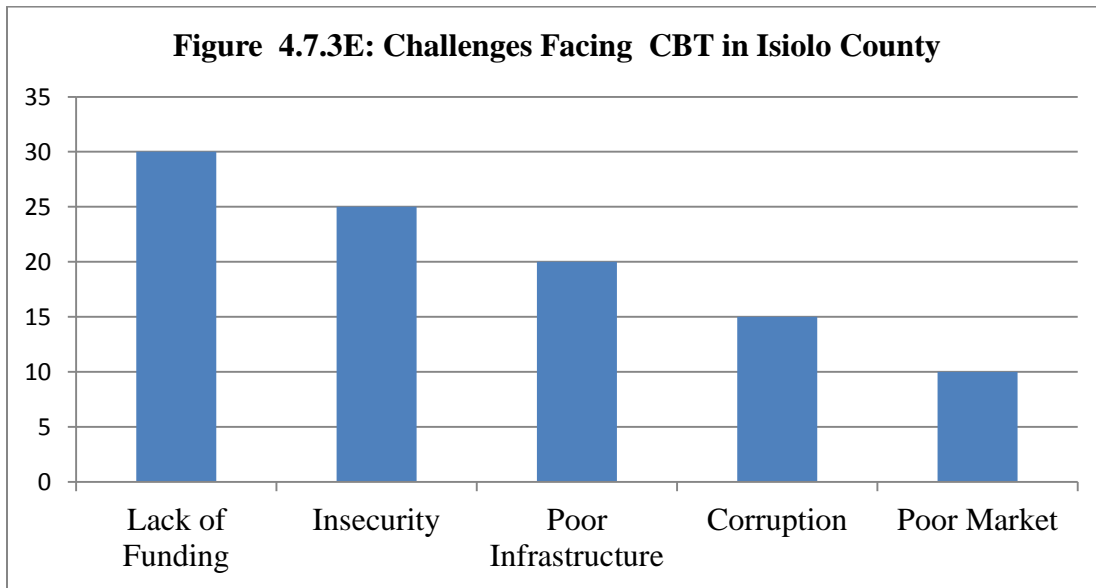
When asked if the NGOs have fully supported sustainable CBT projects in Isiolo, 90% (n=54) respondents from the local community indicated YES while 10% (n=6) indicated NO. The NGOs have helped the Isiolo community members CBTs through capacity building, funding programs, advising and overseeing. For the NO responses, the arguments based around lack of representation of the community interest where those in power continue to benefit themselves.

The last question on the second objective was that the study wanted to inquire the challenges that faced community based tourism in Isiolo County and therefore the respondents were requested to explain. List of challenges were mentioned as below, lack of funding 30% (n=18), insecurity 25% (n=15), poor infrastructure 20% (n=12), corruption from individuals with self-interest 15% (n=9) and poor market 10% (n=6). Table 4.7.3 E and figure 4.7.3 E displays the results.

Table 4.7.3.E challenges facing CBT in Isiolo County

	Frequency	Percent	Cumulative Percent
Lack of Funding	18	30.0	30.0
Insecurity	15	25.0	55.0
Poor Infrastructure	12	20.0	75.0
Corruption	9	15.0	90.0
Poor Market	6	10.0	100.0
Total	60	100.0	

(Source: Research 2017)



Source: Research 2017

4.7.4. Potentials for Sustainable Management of Community Based Tourism in Isiolo

The last objective of the study was to evaluate potentials for Sustainable Management of Community Based Tourism in Isiolo. Respondents from private sector were asked if they think devolution in Kenya government system has revitalized tourism in Isiolo County in recent years. About 80% (n=48) of the respondents had YES responses while 20% (n= 12) responded NO. They further explained that the devolution in Kenya

government system has enabled the county government and the locals to own or share rights physical and natural resources, devolution has also enabled the county government to have funds to invest in CBT projects and other infrastructures that support CBT. The county also uses devolved County Adaptation Funds (CAFs) in its County Integrated Development Plan (CIDP) to curb to climate change effects that affects Isiolo's tourism and other economic support livelihoods. Devolution has also improved security in the county which enables tourists to visit local destinations.

The respondents from the private investors were further asked if development of Isiolo as one of tourist resort cities as stated by economic blueprint of Vision 2030 would enhance growth of Sustainable management of Community Based Tourism in the region. 100% (n=60) respondents agreed and some of the explanations that followed were that growth of Sustainable management of Community Based Tourism in Isiolo county would be enhanced if only the economic blueprint of Vision 2030 is appropriated implemented. Proper implementation of the economic blueprint would enhance growth of infrastructures essential for tourism as well as security. Tourist prefers travelling to safe destinations, high number of tourists consumes the local market products and this would be an advantage to Isiolo local communities. The respondents also explained that the already completed Isiolo international airport and modern abattoir would attract more tourists and benefits to the locals of Isiolo County.

The Wildlife Management Policy Points out the importance of identifying and implementing land uses that are compatible and distribute benefits obtained from wildlife fairly and therefore the respondents from private sector were also asked if the Wildlife Management Policy would enhance growth of Sustainable management of

Community Based Tourism in the region. 80% (n=48) of the respondents had YES responses while 20% (n= 12) respondents had NO responses. When asked to explain, most respondents in their views believed that disputes resulting from profits distribution were the main source of resentment and tension between the property developers and the community. Therefore, fair distribution of resources would calm the tension. For instance, respondent 023 said that when the communities receive fair profits from the wildlife or tourism activities they would be encouraged to conserve the resources and have peaceful environment that enhance tourism activities to take place. Some of the explanations from NO responses explained despite the fair distribution of benefits, not every individual in the communities can be satisfied, it is very difficult to have a society that is cohesive and therefore achieving Sustainable management of Community Based Tourism would be difficult.

Finally, the Isiolo County has in its county Integrated Development Plan (CIDP) set aside County Adaptation Funds (CAFs) to cope with climate change and therefore the respondents from private investors were asked if this would enhance growth of Sustainable management of Community Based Tourism in the region. 90% (n=54) of the respondents had YES responses while 10% (n= 6) respondents had NO responses. The explanations that followed included; when funds are set to curb unpredictable rainfall, floods, charcoal burning, land degradation, overgrazing, desertification and scarcity of portable water, it would help to alleviate the adverse effects on tourism and wildlife resources.

Chapter Five

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5 Introduction

This study sought to examine the role of Sustainable Management of Community Based Tourism and discusses Sustainable Management of Community Based Tourism and evaluated its potentials in Isiolo. Therefore the discussion below contains the summary of the study findings, conclusions drawn from the study, recommendations emanating from the study and finally areas of further research suggested.

5.1. Summary of Findings

Tourism sector in Isiolo County plays an important role in its national economy and has been identified as one of the six priority sectors in vision 2030. Kenya also aims to be one of the top ten long-haul tourist destinations in the world, offering a high-end, diverse, and distinctive visitor experience by 2030. In order to attain this goal the county and national government must lay down strategies which will help improve sustainable tourism in Kenya. To come up with better strategies the Isiolo county government and the national government and all those involved in the tourism sector must seek to understand role of Sustainable Management of Community Based Tourism and potentials for Sustainable Management of Community Based Tourism in Isiolo. This study was therefore motivated by the need for an empirical analysis of the determinants of Sustainable Management of Community Based Tourism in Isiolo and the rest of Kenya. The data was collected from Isiolo community trustees, local community members and private investors while the managers served as the key informants using questionnaires and interview schedules. A total of 60 questionnaires were issued filled in and returned. Before estimation there was need to examine the data

in detail. Descriptive statistics were used to describe the basic features of the data in the study.

The first objective of the study was to examine the role of Sustainable Management of Community Based Tourism. The study employed SPSS to find the descriptive statistics estimate the frequencies and percentages. The empirical results for the descriptive statistics indicated that the roles of sustainable management of community based tourism include: local community involvement in tourism activities, economic contributor hence CBT helps to reduce poverty, a mechanism to curb community disputes on tourism resources and enhances preservation and conservation of tourism resources. Briedenhann *et al.* states that CBT focuses on active involvement of native community in tourism activities such as decision making, management, protection and conservation of indigenous tourism resources and sharing out benefits on equal basis (jobs, profits, local market access while at the same time helping to create a relationship between the locals and visitors.¹³⁹

The second objective of the study was to discuss sustainable management of community based tourism in Isiolo County. With descriptive statistics, the study found out that CBT in Isiolo were successful where by local communities economic wants are satisfied through employment generation to the locals and development of Isiolo community projects. Communities have also been empowered to participate natural and cultural resources conservation while at the same time the profits generated from tourism activities are used to develop community projects such as building school, Healthcare; Community Water Management. Isiolo communities have been trained in areas such as

¹³⁹Briedenhann, J. & Wickens, E. (2004). Tourism routes as a tool for the economic development of rural areas-vibrant hope or impossible dream? *Tourism Management*, Vol. 25, No.1, pp.71-79

tour guiding, language, communication, governance skills, hygiene and safety through capacity building programmes. Therefore the hypothesis “Communities practicing SCBT have better socio-economic status than communities that do not practice SCBT in Isiolo County” was accepted.¹⁴⁰

The study also found out that the key Factors that affected sustainable managements of CBT projects in Isiolo County were financial factors, Government Policies, Managerial Factors and Market for CBT Products and Marketing Strategies. Isiolo County government was involved in rehabilitation of roads, land donation e.g. Malka-Bisanadi campsite and creating an atmosphere for national government to construct Isiolo international airport, the NGOs also supported the Isiolo community members CBTs through capacity building, funding programs, advising and overseeing. Therefore the hypothesis that growth and development of community based tourism in Isiolo is largely dependent on functional institution framework to protect community based tourism was accepted. However, despite the fact that CBT projects in Isiolo are successful, there exist some challenges that the county and the investors need to address. The study found out that lack of funding, insecurity, poor infrastructure, corruption and poor market are some key pertinent issues need to be addressed in order to have sustainability of CBT in Isiolo County.¹⁴¹

¹⁴⁰ WTO-World Tourism Organisation (2004) Indicators of sustainable development for Tourism destinations: a guidebook. Madrid: World Tourism Organisation.

¹⁴¹Pigram, John J., and Salah Wahab, eds. Tourism, development and growth: the challenge of sustainability. Routledge, 2005

The third objective of the study was to evaluate potentials for Sustainable Management of Community Based Tourism in Isiolo. After analysis, descriptive statistics indicated that devolution in Kenya government system has revitalized tourism in Isiolo County in recent years since it has improved security in the county which enables tourists to visit local destinations and the county funds have been invested to support Isiolo's tourism. The statistics also indicated that proper development and implementation of Isiolo as one of tourist resort cities as stated by economic blueprint of Vision 2030 would enhance growth of Sustainable management of Community Based Tourism in the region; since the construction of Isiolo international airport and modern abattoir would attract more tourists and benefit the locals of Isiolo County. Wildlife Management Policy was also found to be vital in enhancing growth of Sustainable management of Community Based Tourism in the region when it comes to fair distribution of benefits and identification of land use programs that are compatible. The Isiolo County Adaptation Funds (CAFs) set aside in its county Integrated Development Plan (CIDP) was also found to support the growth of Sustainable management of Community Based Tourism in the region as it was hoped to control adverse effects of the climate, charcoal burning, land degradation, overgrazing, desertification and scarcity of portable water, that impacts on tourism and wildlife resources. Therefore, the hypothesis that growth and development of community based tourism in Isiolo is largely dependent on functional institution framework to protect community based tourism was proved and accepted.¹⁴²

¹⁴² Government of Kenya 2016, Tourism, Vision 2030 and pro-pastoralist livelihoods in north-eastern Kenya.

5.2. Conclusions

It can be concluded from the study that sustainable management of community based tourism is dependent on all the stakeholders (government, NGOs, private investors, community trustees, local community among others) or corporate responsibility. The government and NGOs and private sector becomes helpful in managing CBT sustainably as they can help in marketing, training and funding institutional structures, programs and infrastructures. Infrastructures are core foundation for tourism and other economic development. This includes development of transport system, energy, water, and information and communication technologies (ICTs). A more robust infrastructure in ASALs including Isiolo will inspire tourism investors hence the growth. It will generate employment opportunities, mitigate poverty and create working environment for the trade. Good infrastructure will help to enforce security, make the county more stable and integrated with other counties, neighboring markets and the world. The county and the national government must have proper measures to promote private sector participation in infrastructural development and investment to enhance sustainable resource management, enhance community participation and empowerments revitalize the degraded tourism activities.¹⁴³

Private investors, the managers and NGOs should include the locals during tourism project proposals, be clear about conservation mission, pass appropriate information about the actual objectives of conservation especially during public meetings to avoid leaving the locals confused and isolated due to the technical and legal terminologies

¹⁴³ United Nations World Tourism Organization (UNWTO) (2003) sustainable development of ecotourism: a compilation of good practices in smes: world tourism organization

used and accountability.¹⁴⁴

Cohesiveness of the communities is also essential for CBT success. Communities from Isiolo must work together, share common goals and foster peaceful environment. The communities that live and use wildlife resources should protect the wildlife resource via cultural and social bonds, and traditional practices.¹⁴⁵

Proper Wildlife Management Policy and Institutional Framework would continually enhance growth of Sustainable management of Community Based Tourism in Isiolo if well planned and implemented. For instance, County Adaptation Funds (CAFs) as stated in CIDP can help curb adverse effects on tourism resources due to climate change.¹⁴⁶

5.3.Recommendations

Based on the study findings, the following are some of policy implications and strategies that can be proposed for the development of tourism industry in terms of improving the growth of sustainable management of community based tourism.

5.3.1. Since the study found that the financial factors was significant in explaining sustainable Management of community based tourism, the national and county governments together with donors, NGOs should fund or build more infrastructures to keep destination attractive to attain sustainable market. Remoteness can also prevent visitation if the roads are impassable. People prefer visiting destinations that have good road network, communication channels,

¹⁴⁴Manyara, G. & Jones, E. (2007). Community-based tourism enterprises development in Kenya: An exploration of their potential as avenues of poverty reduction. *Journal of Sustainable Tourism*, Vol. 15, No.6, pp.628-644

¹⁴⁵Cioce, C.A., Bona, M. &Ribeiro, F. (2007). Community tourism: montanhabeijaflordourado pilot project (microbasin of the sagrado river, Morretes,Paraná). *Turismo-Visao e Acao*, Vol. 9, No.2, pp.249-266.

¹⁴⁶Republic of Kenya (2013). Ministry of Environment, Water And Natural Resources: The National Wildlife Conservation and Management Policy

airports, and health facilities. This is why developed countries like the U.S, Britain, and France visit more tourists than developing countries. Tourists prefer destinations that offer complete packages with accommodation facilities. This makes traveling experience more memorable than seeking hotel services far from your preferred destination. These facilities must however be accessible for easy movement from one point to another. Through media or internet facilities, marketers create a positive image of the destination in the mind of potential travelers, thus increasing the chances of attracting tourists from different parts of the world

5.3.2. Local community was also essential in enhancing sustainable management of Community based tourism, therefore government and other players in the tourism sector (for instance, the tour operators, NGOs, hoteliers among others) should invest in training locals on the elements of capacity building such as marketing, communication, finance and governance skills at local level to have significant impact on CBT success. This would empower the Isiolo residents to have the resources, opportunities, vocabulary, knowledge and skills to run the CBT projects and solve the issues on their own affecting their lives. A tourism community committee needs to be created to enhance local management and empowerment. This ensures that tourism is planned, designed, managed, owned and monitored by the locals involved in the tourism business. When the community is involved in the development and management tourism enterprises in Isiolo, they feel empowered by generating a positive cycle since they improve their capacity to maintain the welfare of their own communities and foster the cultural pride

5.3.3. It was also found that marketing and marketing strategies as one of the key

challenges to Sustainable CBT success, the CBTs need to be assisted through creation of external links and marketing networks to enhance commercial viability and financial feasibility. By connecting locals with include public institutions such as KWS, NGOs such as UNDP and private investors would assist in accessing nearby markets by acquiring products and services such as day trips, local meals, village walks and nature walks while associating with external agents helps in marketing the domestic product at national and international level through partnerships with hotels and international operators as well as funding the projects. The support received from NGOs, the government, and private sector companies' helps to overcome the usual obstacles related associated with CBT and can foster enabling environment for development process

5.3.4. Environmental sustainability must also be enhanced through Natural Resource Use Mapping to detect the relationship between the communities, their environment and natural resources which will help reduce disturbance on fauna and flora in community ecosystems. This would help locals recognize that their livelihoods depend on health and productivity of landscapes and their actions as stewards of the land play a critical role in maintaining this health and productivity.

5.3.5. It is also necessary to diversify and initiate new tourist destinations opportunities by Coming with new tourism circuit and name it Northern Circuit, these includes Isiolo and the rest of the counties in the north and eastern Kenya. Such opportunities should be in collaboration with private sector to build tourism enterprises. This would enhance creation of employment opportunities, increase productivity and market cultural and nature based products that benefit the Isiolo locals

5.3.6. Since there are no intervention to unavailable current legislation supporting local Communities, private sector and conservancies that manage the benefits from natural resources, proper legislation on CBTs needs to be done in order to support them. The legislation should emphasize on developing solid foundation to secure wildlife dominates tourism sector in Isiolo County, adopting mechanism to obtain benefits from the wildlife resource and enhance equality in distributing the benefits accrued from wildlife tourism in pursuant with the goals of the Convention on Biological Diversity and with the obligations of the Constitution.

5.3.7. Areas for Further Research

Future research should build on the results of this study to enrich the existing knowledge of sustainable management of community based tourism in Isiolo.

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**APPENDIX 1
QUESTIONNAIRE**

1.1) COMMUNITY TRUSTEES

SECTION 1: Personal Information

Please tick where appropriate.

1. Gender (1) Male (2) Female

SECTION 2:

1. Do you think Sustainable management of Community Based Tourism has significant role in a tourist destination? (1)Yes (2) No

Explain your answer above.

.....
.....

2. Please indicate your level of agreement with the following statements

Strongly agree [1] Agree [2] Undecided [3] Disagree [4]strongly disagree[5]

Sustainable management of CBT helps to engage local communities in tourism activities 1 2 3 4 5

Sustainable management of CBT helps to reduce poverty 1 2 3 4 5

Sustainable management of CBT helps to improve the conservation tourism resources 1 2 3 4 5

Sustainable management of CBT provides local communities with revenues and other non-cash benefits. 1 2 3 4 5

3. Did you play any role in sensitizing advantages and disadvantages involved in CBT project?

(1) Yes (2) No

4. Among CBT project in Isiolo County do you consider it's successful?

(1) Yes (2) No

Explain you answer above

.....
.....
.....

5. What factors do you identify with successful CBT projects

.....
.....
.....

1.2 LOCAL COMMUNITY

6. Do you think the local community members of the Isiolo County are fully involved in tourism activities/projects?

(1)Yes (2)No

Explain your answer above.

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.....

7. Give examples of CBT projects you know in Isiolo county

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.....

8. From examples given above, based on your opinion, explain if the local members of the community benefit from above reserves or not

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.....

9. What do you think are the main factors affecting sustainable managements of CBT projects in Isiolo county

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10. Has the County government fully supported sustainable CBT projects in Isiolo?

(1)Yes (2)No

Explain your answer above.

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.....
.....

11. Has the non- governmental organisations fully supported sustainable CBT projects in Isiolo?

(1)Yes (2)No

Explain your answer above.

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.....

12. What do you think are challenges facing community based tourism in Isiolo County?

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.....

1.3 PRIVATE INVESTORS

13. Do you think devolution in Kenya government system has revitalized tourism in Isiolo County in recent years? (1)Yes (2) No

Please explain your answer above

.....
.....

14. The Vision 2030 under economic blueprint proposed Isiolo as one of tourist resort cites: do you think this will enhance growth of Sustainable management of Community Based Tourism in the region?

(1)Yes (2) No

Please explain your answer above

.....
.....

15. The Wildlife Management Policy Points out the importance of identifying and implementing land used that are compatible and distribute benefits obtained from wildlife fairly. Do you think will enhance growth of Sustainable management of Community Based Tourism in the region?

(1)Yes (2) No

Please explain your answer above

.....
.....

16. Isiolo County has in its county Integrated Development Plan (CIDP) set aside County Adaptation Funds (CAFs) to cope with climate change. Do you think this will enhance growth of Sustainable management of Community Based Tourism in the region?

(1)Yes (2) No

Please explain your answer above

.....
.....

Thank you for your participation

APPENDIX 2

2.1) RESPONDENTS WITH THEIR DESCRIPTION

Respondent	001	Community Trustee
Respondent	005	Community Member
Respondent	010	Trustee manager
Respondent	013	Local Citizens
Respondent	018	Community elder
Respondent	023	Lewa Camp Managers