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Introduction

Tourism and Inclusive Growth in Developing Economies

The theme of the 9th ATLAS Africa conference focuses on the relation between tourism and inclusive growth. Although inclusive growth as a concept is increasingly discussed by academics, international agencies and politicians, linking inclusive growth explicitly to tourism is a relatively new development. Some of the key issues addressed by the concept of inclusive growth are the inclusion of low and middle income groups in the workforce, the creation of productive employment, the promotion of equal opportunities and the reduction of the distribution of inequality as economic growth continues. Although inclusive growth is centred around economic growth, mechanisms driving inclusive growth are not primarily economic, but social, environmental and political as well.

During the 9th ATLAS Africa conference the relation between tourism and inclusive growth will be discussed. Experts from a variety of disciplines are expected to bring to light theoretical frameworks about the pivotal role of African tourism and its relation with inclusive growth. These experts are to deliver to the conference their full scientific papers, abstracts or extended abstracts, and communications on a range of themes but not restricted to:

- Tourism and rural economy and infrastructure
- Tourism and gender
- Tourism and well-being
- Tourism and health
- Entrepreneurship in tourism
- Tourism and processes of inclusion and exclusion
- Tourism and empowerment
- Pro-poor growth versus inclusive growth
- Tourism linkages and leakages
- Tourism and productive employment
- Innovations for inclusive growth
- Tourism and marginalization
- Tourism policies and inclusive development
- Public-private partnership for inclusive development
- From community based tourism to inclusive tourism
- Tourism training and education
- The political economy of inclusive growth
Conference organisers

The Association for Tourism and Leisure Education and research (ATLAS) was established in 1991 to develop transnational educational initiatives in tourism and leisure. ATLAS was designated a “European Thematic Network” for the tourism and leisure subject areas by the European Commission in 1996. ATLAS provides a forum to promote staff and student exchange, transnational research and to facilitate curriculum and professional development. ATLAS currently has almost 250 member institutions in 70 countries. ATLAS has active chapters in Europe, Asia-Pacific and Africa, and a new chapter ATLAS Americas is being developed at the moment.

More information can be found here: www.atlas-euro.org

University of Dar es Salaam Business School (UDBS)

The University of Dar es Salaam Business School (UDBS) is located at the University of Dar es Salaam (UDSM) main campus, about 13 km from the City Centre. UDBS came into existence in 2008 as a result of transforming the former Faculty of Commerce and Management (FCM), which was established in 1979. Measured by the strength of its staff in teaching, research and consultancy, plus the quality of undergraduate and postgraduate programmes, extensive training and consultancy in business, entrepreneurship and management, UDBS is one of the leading institutions in business and management research, teaching and consultancy in the Sub-Saharan region.

The UDBS manages four approved teaching and research Departments: Accounting, Finance, General Management and Marketing. The School has seven Units under the Office of the Dean, namely: Research and Publications; Postgraduate Studies; Undergraduate Studies; Management and Development Consultancy Bureau; Career Counselling Centre; Advancement and Resource Mobilization; and Planning and Finance.

More information can be found here: www.udbs.udsm.ac.tz
Hannah Messerli is dedicated to utilizing tourism as an economic development tool for emerging economies. Currently as a Senior Private Sector Development Specialist in Tourism for the Africa region of the World Bank, Dr. Messerli supports government initiatives to develop private sector capacity in tourism across the 47 countries of Sub Saharan Africa as well as across regions globally. With more than 15 years of experience in the public and private sectors focusing on tourism planning and development, she has worked in Asia, Africa, Europe, and the Americas. As an analyst and tourism product development specialist, she has focused in particular on cultural heritage and nature-based tourism in emerging economies.

Her professional background includes serving as a faculty member at New York University and operations consulting with hotel and tourism companies globally while based in Singapore, Australia and Indonesia. Hannah has completed masters’ degrees in hotel administration at Cornell University and tourism planning at The George Washington University. Her doctorate in tourism planning and development was also completed at Cornell University.

**Inclusive Growth and Tourism: What does it mean and what does it matter?**

For decades the guiding chant for hoteliers was “Location, location, location.” Similarly, for many economists the key focus was “Growth, growth, growth”. Today as economists, researchers and even a few practitioners increasingly embrace the call of “inclusive growth”, the tourism community is challenged to enter the dialog: What is “inclusive tourism” and what does it matter—to academics, business operators and development specialists. Drawing upon examples of recent World Bank work, this presentation provides a context for this approach and thoughts on its relevance to tourism.
Susan Snyman

Susan Snyman joined Wilderness Safaris, a high-end ecotourism operator, in 2008 bringing with her over a decade of experience in the ecotourism industry in southern Africa, including guiding, community development and liaison, camp management and environmental impact assessments as an independent consultant. She is currently the regional director for Children in the Wilderness – an environmental education and community engagement programme in 6 southern African countries – and also the group manager for community development for Wilderness Safaris - overseeing community developments and engagements in six southern African countries. Other positions include Vice-Chair of the IUCN WCPA Tourism and Protected Areas Specialist Groups (TAPASG), Research Fellow at the Environmental Economics Policy Research Unit at the University of Cape Town and a member of the UNISA Tourism Advisory Committee. Sue is also the Coordinator of the TAPASG Community Working Group which has 45 members from 23 countries working together on community engagement and benefit-sharing from tourism and protected areas.

In 2008 Sue completed a Master of Business Science (Economics) from the University of Cape Town (UCT), South Africa. Research for this degree compared conservation and agriculture in order to evaluate social optimality of land use in the Eastern Cape province of South Africa. In 2013 Sue received a PhD (Resource Economics) also from UCT. Having completed coursework at the University of Goteborg in Sweden, the focus of her PhD research measured the socio-economic impact of high-end ecotourism in remote, rural communities adjacent to protected areas, based on over 1800 community surveys in six southern African countries: Botswana, Malawi, Namibia, Seychelles, South Africa, Zambia and Zimbabwe. Her research and academic publications have helped show that ecotourism, practised responsibly, has had a significant impact not only on the standard of living that rural people engaged in the industry now enjoy, but also on attitudes to conservation and education amongst other things.
Role of TCT
TCT is a tourism private sector umbrella organization representing, currently, twelve tourism subsector Associations on Tanzania Mainland and Zanzibar involved in travel and tourism industry. The twelve Associations represent businesses in Hotels, Tour Operations, Travel Agencies, Guiding, Cultural Operations, Hunting, Air Operations and Tourism & Hospitality professionals. The mission of TCT is working with Public Sector (Government) shape the direction of the tourism industry by building a prosperous and responsible tourism sector. It is the Voice of the Tourism Industry.

Experience
Over 30 years experience in tourism working in both Public and Private Sectors. Started in Public Sector, Tanzania Tourist Corporation rising through the ranks to head the organization as General Manager. Then briefly served in Tanzania Tourism Board as Managing Director before moving to the Private Sector world. Before joining Tourism Confederation of Tanzania, was involved in tourism and travel consulting specializing in tourism administration and development. Since joining the Confederation, has also served as the first Chairman of East Africa Tourism Platform (EATP) 2011 – 14, which is a private sector apex body formed by five tourism private sector umbrella bodies from the five Member States of East African Community (Tanzania, Kenya, Uganda, Rwanda and Burundi).

Presentation
Tourism growth and inclusive growth: Experiences from Tanzania
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Currently, I am a Senior Lecturer and Head of Tourism Department at Kabale University, Uganda. I have done extensive field activities as a team leader of the Kabale University Community Outreach program on tourism and environmental conservation as well as coordinator & capacity building chairperson of the Kigezi Tourism Cluster (Multi-stakeholder) Platform of South western Uganda. As an Msc student, I applied actor network theory as a methodological lens to reconstruct the multi level partnerships around Bwindi that produced and maintain Gorilla tourism at Bwindi Impenetrable National Park. This research was further followed up by an internship with the International Gorilla Conservation Program (IGCP) to facilitate strengthening of community institutions for conservation and tourism development. As a lecturer at Kabale University, besides teaching, I have managed to stay engaged within the conservation, tourism and development debates and activities through consultancies and community outreach activities as well as attending international conferences, regional and national workshops as well as stakeholder & consultative meetings.

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The author holds a first degree in hotel and hospitality management and a masters degree in business management. Currently a PhD student; a common wealth research fellow at Cardiff Metropolitan University Wales, UK. The study is conducted in collaboration with Moi University, Kenya. I am interested in hospitality and tourism related research in: human resources management; strategic management; hospitality operations; and related contemporary issues in the industry. I have written and published related papers and interested in similar pursuits in my research and study in the long-term.

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I am a sociologist with special interest in actor-network theory. I have executed research and educational projects in countries like Thailand, Nepal, Costa Rica, Tanzania, Namibia, Kenya, Uganda, Portugal and the Netherlands. In the last ten years my research focused on tourism, conservation and development, especially in sub-Saharan Africa. From 2009 to 2014 I have been a Special Professor in Tourism and Sustainable Development. Since March 2015 I am appointed as Personal Professor. I am also chair of ATLAS and member of the Steering Committee of CELTH.

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Ernie Heath is a Professor in the Department of Business Management at the University of Pretoria, South Africa. Previously he served on the United Nations World Tourism Organization (UNWTO) Education Council and was also Deputy Executive Director of South African Tourism, where he was responsible for the international marketing and domestic tourism promotion of the country. He was also a founding trustee of the Open Africa Initiative and serves on the Board of Regents for the international Sustainable Tourism Professionals Programme. He is an experienced tourism practitioner, consultant and educator, for which he has received local and international recognition, including awards from Skål International, the UNWTO, Destination Marketing Association International(DMAI)and the Indian Ocean Tourism Organization. His broad research and consultation interests are primarily in the fields of tourism futures, community tourism advancement, strategic tourism destination marketing and tourism management education.

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Abstracts

Analyzing Trends in the Development of Conservation Enterprises in Greater Virunga Landscape

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Attaining biodiversity conservation in developing countries remains a daunting challenge. Over the last two decades, the conservation enterprises’ approach has been advanced as appropriate in channelling conservation benefits to indigenous communities and hence helping to ameliorate the problem. However, it is very crucial to understand how this approach plays out in practice. Using data generated through extensive documentary reviews, key stakeholder interviews, focus group discussions and GIS surveys, this paper analyses the emergence and the trends in development of conservation enterprises in the Greater Virunga Landscape. It elaborates the typologies and characteristics of the enterprises in this landscape, their implications on community development vs gender dimensions of engagement and spatial distribution. We conclude by portraying how the neoliberal approach of engaging the market in nature conservation is getting entrenched in developing countries.

Realizing equitable resource benefits from tourism on Africa’s rivers and lakes

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Background

The paper, based on work being undertaken for the African Natural Resources Centre (ANRC) of the African Development Bank, takes a political economy approach to nature-based tourism on Africa’s lakes and rivers, with particular reference to the tourism-poverty nexus. This relates to tourism, power and inequality, tourism and sustainable development, and tourism and poverty reduction.

Practical implications and applications

ANRC works to advise African countries on ways to promote sustainable development and the transition to a green economy, and to ensure inclusivity and reduce poverty. The paper is part of the process of developing guidelines for equitable resource benefits from tourism on Africa’s lakes and rivers. Methods and data sources In the context of Africa’s tourism performance, the paper is based on desk research and primary research involving consultations regarding tourism and water use, water-based tourism in Africa, multi-sectorial resource management strategies in African river basins, and the future tourism opportunity for African lakes and rivers. Data sources include the African Development Bank, UNWTO, UNEP, African regional tourism organisations, and primary research amongst tourism ministries, river basin management organisations, protected area authorities, non-governmental organisations, water-related charities and the private sector.
**Indicative findings**

It is clear that tourism development is a very complex area and that the existence of beautiful water bodies, rich nature and visitor interest does not guarantee successful development. Responsible tourism (pioneered in South Africa) seeks to ensure that tourism is managed for local, environmental and economic benefit (the “triple bottom line”). Inclusive growth has four elements: economic inclusion, social inclusion, spatial inclusion and political inclusion. Politically, responsible tourism development requires that all groups - industry, government and host communities - accept and share practical responsibility for managing tourism’s impacts. To release inclusive growth through tourism and help deliver the transition to a green economy, investment will be needed in the following:  
- planning and management of natural resources to ensure their sustainability;  
- human resource development;  
- infrastructure and private sector development;  
- responsibility, equity, good governance and accountability; and  
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**The role of the soapstone industry in the promotion of sustainable livelihoods among the people of Tabaka in Kisii County, Kenya**

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Soapstone production in the Gusii region is one of the oldest traditional industry in Kenya. The history of the industry dates back to hundreds and perhaps thousands of years. Initially made as traditional handicraft products for local use, the products have been transformed into tourism items that are sold to both domestic and international tourism who visit Kenya, and are currently part of the milieu of the Kenyan tourism industry, and are sold in handcraft shops all over the world. The aim of this research is twofold: first, to provide an historical analysis on the transformation of the soapstone carvings from items that had mainly utility value to handicraft attractions that are sold to tourists; second, to examine the role of the industry in promoting sustainable livelihood among the people of Tabaka in the Gusii region. Data for this research was acquired through in depth conservational interv views with selected soapstone producers, conservation with key informants and field observations. The research will also provide recommendations that can guide policy formation for the sustainable development of the soapstone industry in Kenya.

**“Today is party A, tomorrow is party B”: The politics of the tourism-poverty nexus in Ghana**

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The importance of institutions in explaining socio-economic and political outcomes has been well established in the major social science disciplines. This idea is however less entrenched within tourism studies. This is especially the case when questions are raised with regards to tourism’s role in local economic development and poverty reduction. Tourism in and of itself is a neutral force. It is in its interactions with institutions and structures that determine whether it becomes a force for good – poverty reduction in this case – or not. Current debates tend to over focus on the role of the private sector in fostering more positive outcomes of the tourism-poverty nexus. The key role of state governance institutions in the tourism-poverty nexus has received little interest. This is a curious neglect as the political nature of tourism development in which there are winners and losers has been well noted. It
is therefore important to critically assess how institutions constrain and/or enable the use of tourism for poverty reduction.

In this paper, I build up arguments about the particular ways in which institutions shape development outcomes by focusing on the Elmina Cultural Heritage Management Programme (ECHMP) in Ghana. The central question addressed by this paper is this; how does the political nature of institutions shape the use of tourism for poverty reduction goals. This research is based on extensive interviews with key actors (past and present) involved in the ECHMP as well as on critical review of programme documents. The ECHMP which started in 2000 and resulted in the formulation of the Elmina 2015 vision sought to transform the development fortunes of the city of Elmina through cultural heritage tourism. My findings indicate that the vision has come undone but not because of the absence of institutions. On the contrary the Elmina 2015 has come undone because of the messy institutional set up at the destination level. Consequently the key argument in this paper is that there is a need to go beyond the simple narrative that institutions matter. Institutions do matter but the interesting question to ask is how do they matter and how do they shape outcomes? In particular I focus on unpacking the specificities of how key institutional arrangements in the tourism sector at both the national and destination levels of Ghana shaped the outcome of the Elmina 2015 vision.

I argue in this paper about the need to bring back the critical role of politics and state governance institutions in addressing the tourism-poverty nexus. Tourism development depends on state policy directives that span a multitude of institutions at different governance scales. This paper therefore highlights the specific ways in which the political nature of institutions are important for our understanding of the tourism-poverty nexus. Such an understanding ought to be a foundation on which interventions can then be designed in utilising tourism for poverty reduction.

Effects of customer satisfaction on customer loyalty in selected hotels in Nairobi, Kenya

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Customer loyalty is a key objective for organizations pursuing a relationship approach with their customers. Creating and maintaining loyalty with customers is critical for the survival of a company in a competitive environment as in the hospitality sector. The link between customer satisfaction and customer loyalty in the service sector especially in hotels seems to be unclear. Further, limited literature and studies related to customer satisfaction and customer loyalty exist in the hotel sector in Kenya, hence the need for this study. The purpose of this study was to provide an understanding of the effects of customer satisfaction on customer loyalty in the hotel sector in Kenya. The sample size for the study was 253 and six marketing managers who were used as key informers. The study employed purposive, stratified and systematic random sampling. Reliability was tested using Cronbach’s Alpha resulting in a value 0.924. Factor analysis was used for data reduction while simple regression was used to analyze and test the hypothesis. The findings of this study indicated that customer satisfaction (t=13.940, p<.001) significantly affected customer loyalty. It was concluded that an improvement in customer satisfaction would likely result into improved customer loyalty.
Tourism, Conservation and Rural Development at Bwindi: Experimenting the NE-DEED approach in Resource use policy Negotiations

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This paper uses the competing claims approach of Landscape governance to explore opportunities for reconstructing the tourism, conservation and rural development nexus in Bwindi. The natural conditions of Bwindi Impenetrable National Park and surrounding environs make the entire South Western region suitable for a multiplicity of economic activities. The area’s topography, climatic conditions and soils have favored high altitude montane forest with the associated assemblage of unique flora and fauna including the revered mountain gorillas. These attributes; shared with some forests in Rwanda and Democratic Republic of Congo, make Bwindi a high biodiversity hotspot, a coveted tourist destination area, a rich agricultural area, and a potential area for minerals. Over time, there have been conflicting interests from various stakeholders. The central government earns 60% of the total tourism revenue from Bwindi and as such has prioritized improvement of tourism infrastructure. The tea growers are enlarging and getting good yields and therefore need the road project to easily transport their produce. The private tourism operators feel that the road project will enable them to transport their guests easily to the park and thus remain competitive like Rwanda. Citing several development pressures, the conservationists think that heavy developments through the forest and its environs will jeopardize the integrity of the forest and biodiversity. This proposed research will use a landscape governance approach to examine the socioeconomic, political and institutional dimensions of competing claims on Bwindi landscape. The research will also explore the extent to which the competing claims at Bwindi can be addressed through technical and institutional innovations/options generated by inclusive negotiations. The contribution of research to these negotiations will be assessed through actively engaging and sharing research information, findings in the multi-stakeholder platform. With such an approach, the proposed research project will be conducting adaptive system experiment in real life situation at Bwindi Impenetrable National Park.

Trust and opportunistic behavior in inter-organizational exchange relations between local service suppliers and tour operators: A cross culture comparative study

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Trust and opportunistic behavior in inter-organizational exchange relations, due to various reasons, has gained increased attention of researchers. Within inter-organizational exchange relations, however, trust and opportunistic behavior across cultures could attract succinct consideration. Study in hand has studied trust and opportunistic behavior in inter-organizational exchange relations in comparative perspective of Northern Norway and Gilgit Baltistan Pakistan. Contextually comparative nature of the study in tourism (services) industrial contexts defines the primary significance of this study. Grounded theory within qualitative research traditions was used as data analysis techniques. Under this technique, codes derived from 63 transcribed qualitative interviews of respondents comprising of tour operators, local service suppliers and representatives from tourism destination organizations, were developed at four levels of abstraction. Codes were used to define and explain trust and opportunistic behavior in three dyadic exchange relations i.e., suppliers exchange
relations: 1) with foreign tour operators, 2) with national incoming tour operators, and 3) with local tour operators. It was found that level of trust and extent of opportunistic behavior in exchange relations vary as we move from one dyadic exchange relations to another. It was argued that, to a larger extent, level of trust and degree of opportunistic behavior are defined by type of trust. Exchange relations having ‘competence’ trust were associated with relatively high level of trust and low degree of opportunistic behavior. In Northern Norway context – a culture high on individualism, competence trust was found in exchange relations between suppliers and foreign tour operators. In Gilgit Baltistan Pakistan context – a culture low on individualism, ‘personal’ trust was the defining attribute of exchange relations between suppliers and national incoming tour operators. In these two contexts, these were the exchange relations inferred as having relatively higher level of trust and low degree of opportunistic behavior. The study aligned itself with some recent development in culture literature which question Hofstede (1980) regarding its generalization about culture and trust. The article suggested some future studies along with a debate about implications of the study for policy and actions.

**Human resource training as a counter measures for hotel's sustainability In Baringo, Kenya**

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Human resource practices have continued to play a vital role for Kenya’s tourism industry. Particularly, hotel staffs have been used as channels for building a common understanding for creating sustainable business, functional and corporate level strategies. More so, managers aim at engraining green buildings and procurement into the firm’s corporate culture. However, hotel managers have not emphasized the creation of self-directed divisions as they aim to realign and consolidate human resource strategies and policy to sustainability. Moreover, the self-directed concept for countering sustainability has been critiqued as being vague, ambiguous, sectorial, too conceptual and confused with environmental issues. Thus, this study seeks to assess the influence of human resource training in selected Baringo hotels on tourism sustainability initiatives. The study will adopt a multiple case study design, targeting five hotels in Baringo. Semi-structured interviews shall be used for data collection. The study findings will be suitable for informing the entrepreneurs on the measures and guidelines, suitable for long-term development and promotion of a sustainable ecosystem through staff sensitization.

**Adventure Tourism Development in Rwanda and Local Community Involvement (The Congo Nile Trail)**

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Adventure tourism is one of the major forms of tourism which have come up in the last few decades and it involves visitation to tourist destinations for participation by tourists in adventurous tourist activities which are characterised by risk, stress and excitement. This
form of tourism has been growing in Rwanda in the last two decades and a number of tourist activities have been developed to enrich the tourist experience. There are many adventure tourist activities in Rwanda like gorilla tracking, mountain hiking and caving in the Volcanoes National Park in the northwest, chimpanzee tracking and hiking within the Nyungwe forest park to the southwest and game drives as well as boat rides in Akagera Park to the east. These tourist activities have got social and economic benefits to the local people who are involved in implementing them. There is however also some adventure tourist activities which have been developed outside the 3 National parks like along the Congo Nile trail in the western province of Rwanda. This is a tourist trail which stretches from Rubavu which is a town on Lake Kivu to Rusizi. This tourism product was developed in 2010 by the Rwanda Development Board through the tourism and conservation department and it is offered to tourists who are interested in enjoying the adventure experience. However it is not very clear how the local community are participating in tourism activities and services along this trail.

The major objective of this study is to find out how the local community are participating in the adventure tourism activities along the Congo Nile trail. The focus of this study will be on the Congo Nile trail to find out what type of adventure tourism attractions and activities can be enjoyed by tourists, what are the tourist facilities which have been put in place to facilitate tourism along this trail and how are the local people involved in implementing tourism on this trail and what are their benefits or how does the trail contribute to their well being? The study will use a qualitative approach in which some key respondents from RDB and some tour operators who offer this package will be interviewed. This will be complimented by some field observations later along the trail by the researcher to verify the findings in relation to the objectives.

The wider implications of this study are that the findings may be significant and may help the conference participants to appreciate how this tourism product is contributing to the growth of adventure tourism in Rwanda and specifically how the local community have been involved in tourism activities and in which ways they are benefitting as a result of the creation of the Congo Nile trail. The local community involvement is also an important vehicle to the promotion of ecotourism which is vital to the development of tourism in Rwanda.

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This paper examines the role of women in community tourism developments around Bwindi Impenetrable National Park, and its implication for sustainable rural livelihoods. Conservation, tourism and development debates have ignored the role of women, yet, they play a key role in conservation, tourism and local community development. In communities close to Bwindi Impenetrable National Park, South Western Uganda, women are increasingly getting involved in tourism related ventures such as handcraft businesses, village walk activities (as guides and site owners), cultural performances and community lodging. This has led to social, economic and environmental benefits at the individual, family and community levels. The research was conducted in Mukono Parish, the closest Parish to the Park and the Park’s management headquarters. The findings are based on fieldwork conducted in 2009 and 2011. The study utilised the feminist theory, particularly the concept of agency and drew on qualitative methods, specifically person to person interviews, informal interviews and participant observation. Findings indicate that as women become active in tourism, they are becoming empowered at the personal level. Women’s engagement in tourism work has also influenced livelihood improvements at the family and community levels.
levels. Findings have broad reaching implications for gender, tourism and conservation, particularly, the critical role of women in promoting sustainable development.

**Post-war Residents’ Perception of Tourism Development as a tool for Poverty Reduction: The case of Sierra Leone**

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Brief Background Sierra Leone is an African country with an area of 71,740 sq. km. Located in Western Africa with a population of approximately 5,612,685. From 1991-2002, it was engaged in a widespread civil war over conflict diamonds that spread from the main diamond mining district to the capital, Freetown wreaking untold damage to the economy and other social structures. Problem Area In an effort to revitalize and rebuild the post-war economy, recent recovery strategy documents as well as government pronouncements indicate the country's desire to rebuild its tourism industry. However, no evidence of feedback from residents about how perceived tourism impacts are associated with poverty reduction in a post-war environment can be discerned from planning efforts. Purpose of Study To analyze residents’ perceptions and attitudes toward tourism development in post-war environment Sierra Leone. How do the proposed approaches to tourism development impact the lives of its citizens? What are the perceptions of residents towards tourism development in general? Study Motivation While few studies on resident perceptions in Africa exist (notably, Sirakaya, Teye, and Sönmez 2002; Akyeampong, 2011), to date the literature on resident perceptions in a post-civil war African country is nonexistent or scanty. Method Following closely on the work of Sirakaya, Teye, and Sönmez (2002) A survey questionnaire was administrated to 500 adults Sierra Leone in 2012, yielding a response rate of 44.8%. Results Factor Analysis groupings and Cumulative Logistic Regression models indicate a multitude of social-psychological factors such as perceptions toward tourists and tourism's impacts, respondents' employment status and awareness of tourism development projects in the community. Implications for tourism's inclusive growth will be discussed.

**Exploring Hotel Managers Perceptions and Responses as counter Measures for Seasonality – A sustainable framework for Kenya's Tourism Industry**

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Seasonality in tourism has continued to be a concern for researchers, managers, policy makers and the hotel industry globally. Kenya is typified by a two-peak seasonality pattern, which is often characterized by the nature of tourist seasons. In terms of measuring seasonality patterns and managers responses, a plethora of previous studies have measured its impacts, scale, duration and recurrence, from the point of view, of either analyzing: tourist traffic in and out of hotels and other enterprises; the number of workers laid-off or employed; the hotels ability to profitably maintain business operations all-year round. Due to the consistency and predictability of seasonality patterns, hotel managers have continuously responded by either coping, challenging or capitulating. Despite the extensive awareness of the problem, very few studies have focused on the effects of managers’
perceptions or explored non-competitive and sustainable strategic frameworks to be adopted by hotel managers'. By using a low-cost and differentiated strategic framework, a qualitative research which employed a multiple case study design, was used to shade some light on managers responses, solutions and perceptions. This paper largely relies on a 2013-2014 qualitative research of 17 hotels in the South Coast of Kenya. The results show that there is a potential for a new and sustainable shift of the problem in the future. It recommends that investors as well as hotel managers should be more receptive to creativity and investment in unrivaled products and services through value-innovation.

Homestay facilities and tourist satisfaction: A case of Lake Victoria Tourism circuit

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Kenya is one of the leading tourist destinations in Africa, which creates the need to foster closer linkages between the tourists and the local community members. As such, many homestay facilities are coming up in the recent past to cater for the accommodation needs of the tourists. Yet information on the tourists' satisfaction with the homestay facilities in Kenya currently remains unknown. The study therefore determined the influence of facilities and services offered by homestays on tourist satisfaction in the western tourism circuit, Kenya. The study was conducted through survey design comprising a sample of 20 homestay facilities that were identified through the Kenya Community Based Tourism Network database (KECOBAT). Convenience sampling was then used to select a sample of 42 tourists. Data was collected through self-administered survey questionnaires that were majorly close ended. Collected data was coded, screened and then analyzed using descriptive statistics and multiple regression. The findings indicated that the relationship between tangible factors, intangible factors and the likelihood of the tourist to recommend the homestay was significant $F (2, 39) =42.103 \, p$

The role of Security Concerns in Tourism Decline within the Coastal region of Kenya and Its influence on Growth of Alternative Tourism Destinations within the Inland Towns of Kenya: The Case of Naivasha

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The coastal region of Kenya has always been an important tourist destination for Kenya and the East African region as a whole. It always attracts both domestic and international tourists who visit the coastal region for both leisure, pleasure and to do business as investors. However the last two years have seen a serious decline in the number of tourists visiting the Kenyan Coast both domestic and international. This has caused so much hue and cry and the consequence has been that twenty (20) hotels have closed down while twenty one thousand (21,000) employees of these hotels have been rendered jobless (Daily Nation, Wednesday January 28, 2015). The consequence of tourism decline has seen other
destinations emerge inland as an alternative especially for Domestic Tourists. One of these towns is Naivasha. The paper therefore is aimed at determining the causes of Tourism slump at the Kenyan coast, the role of Government in addressing the cause of tourism slump at the Kenyan Coast and the reasons why Naivasha specifically seems to be the alternative destination for domestic tourists travelling for leisure or to hold conferences. One of the evidence that Naivasha seems to be on an upward trend as a tourism destination is the number of hotels and Lodges that keep coming up. Therefore this paper will also look at the general trends of growth of tourism in Naivasha.

Attitudes and perception of tourism host community towards tourism development as a strategy for poverty alleviation in Baringo County, Kenya

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Tourism always considered as an economic development tool and often used as a strategy for poverty reduction goals. Even though Baringo County is one of the unexploited tourism destinations endowed with natural tourism resources, there is still a need to understand attitudes and perception of the tourism host community towards tourism development. Community reactions behaviors are not easy to predict and the issues of community attitudes and perception have not been studied adequately. Hence, this study sought to accomplish two specific objectives; to identify socio demographic factors that influence attitudes and perception of the local community towards tourism development and to investigate attitudes and perceptions of the tourism host community regarding support for tourism development in poverty reduction. The study employed both qualitative and quantitative research design. However, the study targeted 1,506 community households in four locations, namely Lake Baringo, Kabarnet, Lake Bogoria and Marigat and 50 key informants. Sample sizes of 150 community households were selected through simple random sampling, collected by survey questionnaire and 50 key informants using purposive sampling. Cronbach's Alpha reliability test was performed and yielded a value of 0.706. The results based on the socio-demographic outcomes, that more notable are length of stay and level of education in the study area, the length of stay to be significant that long term residents tended to be less positive tourism development than those are new in the area. The short term length of residents' respondent experienced less negative impact of tourism development. The socio-economic improvement of tourism tends to have overall positive perception of tourism development impacts with ($x = 2.8885^*$) while on negative socio-economic with an overall ($x = 2.3775^*$). The major conclusion, that depending on the resident socio-demographic, extent of tourism influence and different geographical areas (local community attitudes and perception towards tourism development may differ residents tend to support tourism development if they feel that tourism brings more benefits than cost. In effect, community participatory, working plans and policies should be formulated and implement to ensure sustainable tourism development.
Conservation tourism; a matter of inclusive growth?

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This presentation, based on a 2 year research- and book project, discusses different institutional arrangements for tourism, conservation and development in eastern and southern Africa and their potential contributions to inclusive growth. These arrangements range from conservancies in Namibia to community-based organisations in Botswana, private game reserves in South Africa and conservation enterprises in Kenya, as well as transfrontier conservation areas. I will highlight that most arrangements emerged in the 1990s, aiming to address some of the challenges of ‘fortress’ conservation by combining principles of community-based natural resource management with a neoliberal approach to conservation. This is evident in the use of tourism as the main mechanism for accruing benefits from wildlife. I also illustrate the empirical relevance of these novel arrangements by charting their growth in numbers and discussing how these arrangements take various forms. I furthermore highlight that although these arrangements have secured large amounts of land for conservation, they have also generated governance challenges and disputes on tourism benefit-sharing, affecting the stability of these arrangements as producers of socioeconomic and conservation benefits. I therefore conclude this presentation by discussing if and how these arrangements could contribute to inclusive growth.

Implementing Tourism-Conservation Enterprises: Mixed contributions to inclusive growth

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Since the early 1990s, nature conservation organizations in Eastern and Southern Africa have increasingly attempted to integrate their objectives with those of international development organizations, the land-use objectives of local communities and the commercial objectives of tourism businesses, leading to diverse institutional arrangements for the protection of nature and wildlife outside state-protected areas. The African Wildlife Foundation, an international nature conservation organisation, has contributed to this trend of market-based institutional arrangements by developing the tourism-conservation enterprise (TCE) model. However, the implementation of TCEs highly depends on the context in which they are established. In this presentation we discuss our analysis of the implementation of three TCEs in Kenya. Based on a content analysis of data from individual semi-structured interviews and focus group interviews, site visits, as well as document and literature review, we demonstrate the commonalities and differences in the institutional arrangements and the performance of the three lodges at the local level in terms of contributions to biodiversity conservation and community livelihoods. We also identify a range of longer term governance challenges, such as the need to address local political struggles, the relations between partners, and transparency and accountability in the arrangement and conclude that TCEs have mixed contributions to inclusive growth.
An investigation of residents' perceptions about Rwanda's tourism and conservation policies and their implementation around volcanoes national park

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Volcanoes National Park contains the rich biodiversity that attracts many tourists. Despite being an attractive destination, Volcanoes National Park is facing different threats resulting from human activities including poaching, hunting, bamboo collection, and others although policies to conserve the VNP were set up. The study was all about the investigation on residents' perceptions about Rwanda's Tourism and Conservation Policies and their implementation around Volcanoes National Park. It was based on Nyange Sector in three cells selected as they were around the VNP. These cells include Kabeza, Muhabura, and Ninda. The specific objectives were the following: identifying residents’ feelings about 5% tourism revenue sharing policy and the way it is implemented, to establish the satisfaction level of local residents towards the Volcanoes National Park rules, to assess the residents' role in conservation and decision making on matter related to VNP and the residents' satisfaction about their role, to find out existing challenges in the implementation of conservation policies in VNP. Data were collected from cells said above by contacting 45 respondents selected conveniently. After collecting data from field, the findings are as follow: the 5% tourism revenue was shared with residents at a satisfactory level. People were aware and satisfied of existence of tourism conservation rules and policies about VNP conservation. The people were satisfied of small and medium enterprises they were created in order to prevent people from getting into the park to search for its resources such as meat, bamboo, animal, and other products. Residents play a big role in the conservation of VNP and decision making process in matter of VNP conservation where they interact and share views with local government in decisions making in terms of VNP conservation. Despite the policies already existing, the implementation of them encounters s barriers. These are basically resulted from excessive forest resources dependency where people still have the mentality of hunting and poaching for meat and collect bamboo for basketry. These result in harming the park and the flora and fauna it shelters. Recommendations mainly focused on the increase of the awareness of conservation policies of Volcanoes National Park.

Leisure and tourism determinants of partipation in Lafia, Hasarawa State Nigeria

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There has been an up market trend in recreation and tourism in the last decades especially in Europe where international travel for break is common. Studies show that Nigeria’s domestic tourism is weak due to the fact that a greater percentage of Nigeria’s population lacks recreation and tourism culture. Domestic tourism is the bedrock for international tourism. Domestic tourism cannot thrive in a country where majority of its population is poor and has poor demand for leisure. At least three theories can be proposed to explain recreation behavior. The first approach is that participation can be explained and predicted by various socio-economic characteristics of individuals. This approach has been widely used in making projection for national, state and local plans. A second related concept is that individuals recreation behaviors and preferences are a function of the social group to which
one belongs. The third approach is that supply of recreation facilities tends to influence demand that is participation patterns are a function of available resources. Although handful of research exists on the determinants of recreation in communities, such research has focused mostly in developed countries, only a few empirical literature exists in Nigeria. Arising from the above therefore, this study intends to adopt the socio-economic approach to explain the leisure and tourism determinants of participation in Lafia, Nasarawa state, Nigeria. This study also considered that there are still many other factors that determine participation in leisure and tourism activities, but will not contain in the regression model. Thus, it may prove fruitful in future research, if the effect of this unspecified variable on participation in leisure and tourism are explored.

"When He leaves": the importance of training in tourism and hospitality to the emancipation of women in Cape Verde. The case of the Cape Verde Tourism and Hotel School (EHTCV)

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The Cape Verdean society is distinguished by their matriarchal matrix, associated with a social structure where the family is quite large and where women play a key role, both in the educational process and in the economic and financial support of the home. This reality arises from the geographical and economic circumstances of Cape Verde, its high levels emigration (half the population 500,000), mainly male, the role of men in society Cape Verdean, informal economic model of Cape Verde, own from emerging economies, are among the factors contributing to this social reality. Thus, the Cape Verdean woman has in her society a vital and multi-faceted role, being essential for her, training and qualification, in order they can meet the growing challenges of whom is supporting a family in its daily live. Being tourism an emerging factor in Cape Verde, and a growing labor opportunity in Cape Verde, women realize this is field of opportunity, and they look for qualification in order to reach new job opportunities, specially to create their own business in food production services, or a position in main hotel chains in Sal and Boa Vista (main tourism spots in Cape Verde). EHTCV was designed to respond to the call and needs that Cape Verde has been felt at the increasing development of tourism in Cape Verde. Tourism represents about 30% of gross domestic product and about 90 % of exports (AfDB, OECD, UNDP, 2014). This paper, through a number of different statistical sources and survey applications to EHTCV’s students, aims to highlight the strategic relevance how this formative structure, particularly through its teaching model, has contributed to the emancipation of women Cape Verdean in context of their society. The EHTCV is a public educational and training center for in hotel, restaurant and tourism, through a singular learning model linking the theoretical components, practice and on job service, ensuring the preparation of students to a very technical labor market. The EHTCV recreates a technical and technological environment as close as possible to the reality of the professional context of the sector, allowing students to learn and develop behaviors, attitudes, values, discipline, hygiene practices, team spirit and customer orientation. A Residence for Students and an Hotel School, will allow the EHTCV to reach a new dimension at the national level (in an archipelagic country) and international, being a strong element of social promotion for students, particularly for women. In their first three years of operation 2011-2014 EHTCV-EPE received a total of 1,623 students, of which 1,367 in initial training and 256 in ongoing life training (professional training and executive training). The relevance of EHTCV in Cape Verdean women promotion is stressed by two key indicators: in one hand, in the first 4 years of operation, 76% of students who attended
school were female, on the other, the employment rate of 73% of its graduates (in the first 3 months after the course completion), thus generating an important young qualified female population inserted the job market, in particular, in the hotel, tourism and food production services.

Community Development and Participatory Tourism: the case of Sao Antão Island in Cape Verde

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According to UNWTO (2014) the Tourism in Small Island Developing States (SIDS), the number of international tourists visiting SIDS destinations increased from 28 million in 2000 to 41 million in 2013. In the same period, exports from tourism grew from US$ 26 billion to US$ 53 billion. The World Economic Forum stated that tourism, if well strategically developed, has a high potential to fight against poverty, in their economic, social and cultural components (WEF, 2007).

Cape Verde, has a tourism volume too focused on a "sun and sea" mass market, in particular in the islands of Sal and Boa vista due to its beautiful sandy beaches. However, Cape Verde, on others islands of its archipelago has a significant potential to develop other tourism products (AfDB, OECD, UNDP, 2014).

The aim of this paper is to propose an alternative development model to Santo Antão, having integrated sustainable tourism as key drivers one.

Santo Antão is distinguished by its geographic situation, landscapes dominated by green mountains, an extensive river system and an economy mainly based on the primary sector (agriculture, crafts, fishing), similar to other developing countries.

The new strategic development model suggested in this paper to Santo Antao Island is supported in the Community Based Tourism Model - CBT - proposed by Arnstein (1969) and in the Community-Based Tourism Planning Process Model - CBTPP- suggested by Pinel (1998). Considering this two reference models, the methodological approach suggested in this paper to Santo Antão is organized and developed in to different, but complementary, moments. First, from a community integration point of view, into three levels of gradual evolution: ‘non-participation’, ‘degrees of tokenism’ and ‘degrees of citizen power’ in a ‘ladder of citizen participation’.

Secondly, from the Planning Process Model point of view, the strategy presented to Santo Antao will be organized in four stages: community assessment and organization development phase (1), planning and preparation phase (2), delivery phase (3) monitoring and evaluation phase (4) suggesting an actor’s network, action territories, new products, new forms of promotion, as well as a basic strategy for training and professional qualifications for the sector.
Evaluating capacity building for inclusive growth in community-based tourism initiatives in Amboseli ecosystem, Kenya

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Community-Based Tourism (CBT) has been promoted as a tool for poverty reduction and inclusion of communities in conservation especially in wildlife-rich community lands of Sub-Saharan Africa. Nonetheless, for CBT enterprises to realize their potential, community involvement is key. However this requires that the community has the capacity in negotiation, decision-making and management of the natural resource. Hence the concept of capacity building has overtime gained increased importance among governments, donors and implementing agencies such as NGOs seeking to realize more sustainable impacts from development assistance. The Learning Organization model has been developed as one of the frameworks for evaluating the impacts of capacity building interventions. Under this model, an organization’s capacity is defined by its ability to learn, share that learning throughout the organization and modify its behavior to reflect new knowledge and insights. The African Wildlife Foundation (AWF), a conservation NGO working in Amboseli ecosystem, Kenya to secure wildlife corridors through lease program, has been involved in capacity building among communities engaged in community-based tourism with private investor partnerships. This paper investigates the capacity building interventions on two successful community conservancies in Amboseli ecosystem. Data were collected through indepth semi-structured interviews with 4 managers of Elerai and Tawi lodges, 2 AWF officials, 16 landowners and 10 community scouts from Kilitome and Satao Elerai community conservancies using purposive sampling technique. Using the Learning Organization Model analyses, the results indicate minimal internal and external community interactions, limited learning opportunities for members, and lack of shared vision and teamwork. The results further reveal that the concept of community capacity building is complex and hindered by barriers such as power imbalances among community members, limited financing and the community set up. Recommended is continuous education and community awareness for successful implementation of CBT.

Promoting local community empowerment through tourism

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Although the concept of inclusive growth in the tourism sector is a fairly recent phenomenon, the involvement of local communities in various forms and aspects of tourism in developing economies cannot be overemphasized. This study was conducted among local communities living in Kilifi County, Kenya. The main objective of the study was to assess the extent to which local residents have been empowered through involvement in tourism. Specific objectives of the study were to determine the forms of tourism in which local residents are involved and how they are involved; determine the benefits accruing to local residents from tourism; assess how involvement in tourism has enhanced local community empowerment; and establish the challenges to promoting local community empowerment through tourism. The study targeted the local community living around Malindi town as well as staff from
conservation and community based organizations operating in the study area. A sample of 100 respondents among them 80 local residents and 20 key informants were interviewed. Local residents were randomly selected while key informants were purposively selected. Data was collected using questionnaires, interviews, focus group discussions and observations. Data was analysed using descriptive statistics and the chi-square test. Results are presented using tables and qualitative descriptions. Results showed that more than half (60%) of the respondents were directly involved in various forms of tourism, and appreciated its role in promoting local community empowerment. Majority of the respondents (70%) asserted that although they faced many challenges like fluctuations in tourism income due to seasonal changes in tourist numbers, access to tourism revenue had empowered them economically. Other tourism benefits that were cited include employment (60%), enhanced access to basic necessities (60%), access to a market for local produce (50%), improved infrastructure and social amenities (50%) and improved welfare (40%). Overall, 70% of the respondents were positive about the positive role tourism had played in empowering local residents economically and socially. Concerted efforts are needed by all tourism practitioners and other stakeholders to enhance awareness and capacity building among local residents on the importance of tourism in empowering local communities and stimulating development.

An Investigation of the Contribution of Cultural Tourism in Tanzania: A Case study of Arusha and Manyara Regions

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Tourism is the third export industry worldwide after petroleum and motor vehicle. The industry has a potential in promoting local economic development through creation of employment, income generation and foreign currencies to nations. Despite these benefits, Tanzanian tourism has mainly been based in wildlife tourism hence the need for the diversification to cultural tourism. This study investigated the contribution of Cultural Tourism (CT) in generating income, creation of employment and improved the social services. The study employed survey questionnaire directed to local residents and interview to Cultural Tourism Enterprise (CTE) coordinators in four Cultural Tourism Enterprises found in Arusha and Manyara regions. Data were analyzed by the use Statistical Package for Social Sciences (SPSS) where descriptive and inferential analyses were performed. One sample t-tests were performed to ascertain the perceived contribution of cultural tourism on social welfare of the locals. Of the sample (84 respondents), 52% were male; 97% were natives of the respective areas; educational wise 38% had no formal education while 53% had attained a primary education. Cultural tourism in the region started from 1988 with majority of the villages (71%) embraced it within the period of 2010 to 2012. The results of the study show that among the cultural tourism elements, dancing and selling souvenirs were ranked high in economic contribution as well as the time the locals spend on those activities. Surprisingly, farming had lesser economic contribution compared to cultural tourism (17% ranked it as the main source of income). The one sample t-tests reveal positive perceptions of cultural tourism in contributing towards health services and education while cultural tourism did not contribute towards the improvement of safe water availability, road infrastructure, and irrigation. The perceived contribution of cultural tourism on social welfare were noted to differ significantly between the gender with female have higher positive contribution. Despite the fact that all the respondents indicated the presence of CTE in their villages, only 3 indicated to be active members of the CTE’s. Generally, the impact of cultural tourism in terms of income and contribution towards social services are vivid. However, as a means of further integrating the locals into cultural tourism, there is still a need for the government and tourism stakeholders to promote cultural tourism while the communities play their active role in participating in
cultural tourism. Given the fact that the areas studied are rural with farming potential, the local government and central government need to link agriculture and tourism to avoid over dependence of the locals on tourism alone that is liable to seasonality and global shocks. Since very few locals are active members of the CTE’s, the CTE’s need to re-evaluate and re-organize themselves in order to cater for the locals.

Are socio-demographics and tripographics related with sustainable tourism consumption? Evidence from Tanzania

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For a tourist destination to become sustainable with respect to the three pillars of sustainability, all tourist stakeholders need to perceive sustainability positively and practice it. Despite studies focusing on tourist consumption in the destination being on the rise, few have been done in the sub-Saharan African countries like Tanzania which endeavor to preserve its nature and cultural resources and thus becoming sustainable. This study aimed at filling this knowledge gap by ascertaining the tourist perception with respect to sustainable consumption as well as ascertaining any variations in those perceptions with socio-demographic variables and tripographics. Data from tourists visiting Tanzania were collected using structured questionnaire that was conveniently distributed to tourists who were visiting different tourist attractions in the country. A total of 287 dully filled questionnaires were used for data analyses. Gender-wise, the sample had 50.5% females; substantial tourists were from Europe (64%); with mean age of 38 years. Of all the surveyed tourists, 36% did travel alone, 30.9% traveled with friends, and 33.1% travelled with family members. With respect to travel arrangements, 77.9% traveled as independent travelers while the remaining were all inclusive travelers. Using one-sample t-tests, seven (respecting local culture, not polluting the environment, saving energy, efficient use of resources, buying locals, using local guides, and protecting heritage) out of nine sustainable tourism consumption elements were noted to be positively significant indicating the tourists believed in sustainable consumption. Those who travelled as independent travelers were more onto using local public transport and buying local products than all inclusive travelers. On the other hand, all inclusive travelers were more onto using local tour guides. Significant mean differences on sustainable consumption were observed between four groups of travel party. Generally, more female tourists showed positive perception towards sustainable tourism than their male counterparts. The results have immense practical implications to the tourism stakeholders. The government and destination marketers can use the results in marketing Tanzania to the different segments with the intention of attracting those callibers of tourists who are likely to behave in a sustainable way. Alternatively, destination marketers both local and international can embark on social marketing by changing the perception of the group(s) of tourists having lower perception on sustainable consumption.
Destination capitals approach to sustainable tourism in developing destinations – potentials and critics

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Destination competitiveness occurs as a critical issue within tourism research and, in particular, for Least Developed Countries (LDCs) it remains a critical issue by the endeavor to create sustainable platforms within international tourism. One of the frameworks defining factors with a proposed influence on the competitive position of a destination is the Destination Capitals Approach (DCA) (Sharpley, 2009). The DCA suggests briefly that all tourist destinations to a greater or lesser extent possess a set of capitals or assets, such as environmental capital, human capital, socio-cultural capital, economic capital and political capital. These capitals can be exploited by a destination in different ways to meet the need for environmental sustainability and to match local developmental objectives as defined by the destination as well as to take advantage of opportunities offered in the external market. More specifically, in accordance to Sharpley (2009), destination capitals are linked to strategic management processes that seek to achieve a fit between the destination’s resources and the external environment in order to remain competitive and profitable. A special version of the DCA linked to the context of LDC is presented by Drammeh (2014). Drammeh (2014) argues that there are three type of destination capitals that are unique to LDCs: Environmental capitals (linked to nature), socio-cultural capitals (linked to culture of the people) and human capitals (linked to local knowledge). These capitals are available and easily accessible to locals in destinations within LDCs, including small local firms, and can be of essential importance for the development of local sustainable tourism. By limited access to technological, financial and political capitals, the former set of destination capitals can, in accordance to Drammeh, be more enabling for LDCs in creating tourist products and services that both are unique and connect to local needs. A key to these potential outcomes is the matching between the destination capitals, indigenous knowledge and the meanings associated with these assets as appreciated by local actors. The significance of the three key destination capitals for LDCs is supported by illustrations from the tourism industry contexts of The Gambia (Drammeh, 2014).

The DCA, especially the three-capital approach for LDC, can be regarded from different alternative perspectives. As this framework is closely linked to sustainable strategies and competitiveness of destinations emphasis in this paper will be directed at the resource-based view with application to regional level (Maskell & Malmberg, 1999; Denicolai et al. 2010). With initial reference to one of the founding articles on the resource-based view (Barney, 1991), the recapitalization article ten years after (Barney, Wright & Ketchen (2001), the recapitalization article 20 years after (Barney, Ketchen & Wright 2011), as well as supplementary publications linked to regional/destination level, will be a main source of reference. Among the critical issues raised regarding the DCA in the paper are judgements of whether the actual capitals or assets can be perceived as valuable for the market, the way complementary external resources and actors are integrated with the LDC-relevant capitals, and the increasing dynamics in international markets limiting possibilities of maintaining a competitive resource-base. Another issue is to what extent findings relative to the tourism context of the Gambia with its strong concentration of tourism within a limited area can be transferable to other (African) destination contexts. The paper suggests an increased attention to enhancing the capabilities of local companies of co-operating with external partners possessing complementary competence as simultaneously making efforts of capitalizing on their unique destination assets. The issues raised in this paper touch upon some of the conditions for inclusive growth in LDCs with specific relevance for an African context.
Tourism, an obvious key contributor to inclusive economic growth in Rwanda?

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In Rwanda, tourism has been identified as a priority sector to achieve Rwanda’s development goals as set out in Vision 2020 (Government of Rwanda, tourism policy, 2009:1). One of the main reasons to sustain and promote tourism is the expected economic growth. Thus, tourism provides an avenue for inclusive economic growth and a stimulus for the community to take part in number one sector generating foreign income in Rwanda. However, the question that arises is the capacity to develop an environment and the legal framework that support the process of inclusive growth, develop the necessary skills, attitudes and behaviors to facilitate inclusive growth and to prepare the community to pursue tourism business opportunities for economic growth. As stated by Louw et al. (2003), economic development and wealth creation are both driven by entrepreneurship. The demand for an entrepreneurial driven economy has the benefit of creating employment for the community. However, this cannot be achieved through government actions and donors’ funds alone, it is imperative that tourism operations be fostered to enhance wealth creation, employment and vital innovations through local supply chains opportunities for most developing countries. This research explores the key issues concerning how tourism might facilitate inclusive growth. It provides detailed analysis of both the direct and indirect channels through which the gains from tourism are achieved, and the existing gaps that prevent a fuller capturing of forward and backward linkages. Using statistical data from Rwanda Development Board between 2010-2013, the study also examines the contribution of tourism operations in Rwanda and explores how local supply chains could be enhanced to facilitate inclusive economic growth. The two key overarching recommendations - improving data collection and promoting local supply chains - serve both as rallying points for policy action and as points of focus for partnerships. The research is valuable instrument for policymakers looking to maximize the contribution of tourism to inclusive growth.

Have Online Tourism Marketing Platforms increased Domestic Tourism Consciousness among Millennials in Kenya?

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Background: In 2009, internet speeds in Kenya were significantly accelerated after four cables bringing broadband connectivity to the country went live. The cables, which used fiber optic technology, revolutionized web-related entrepreneurship in the country; this included establishment of online payment systems, e-stores, and online tourism marketing platforms. Kenya has been keen on increasing domestic tourism as a strategy of cushioning the industry from variables in the global market that reduce the influx of international tourists. According to Mohn (2013), young travelers represent twenty percent of global tourists; this may be an indication of the increasing need for travel and adventure among this demographic. Therefore, a country that aims at growing its tourism industry should focus on tapping this market segment. Jeffrey (1998) highlighted the increased consumption of marketing information among Millennials or the Net-Generation. The increased enthusiasm with web content translates to Millennials basing their travel decision from information they get over the internet (Tugulea, Bobalca, Maha, A. & Maha, L., 2013). This research is aimed at establishing whether the three issues discussed above- the growth of online tourism marketing platforms, increasing number of young travelers and a high preference for web-based marketing channels among Millennials- have interacted to boost domestic tourism in Kenya.
Practical Implications and Applications: The findings from this research will be forwarded to the relevant ministries and authorities as a recommendation to increase/ decrease online marketing of domestic tourism in Kenya. Additionally, the findings will highlight whether the government should increase funding for online tourism marketing platforms as a means to growing the industry. For a country that has a growing number of entrepreneurs in the tourism sector, this study could inform interested persons of investment opportunities that could benefit both the investor and the country.

Methods Research design: A correlational study will be used for this research, as its main objective is to establish whether a relationship exists between online tourism marketing and the decision to travel domestically among Kenyan Millennials.

Sample: Random sampling will be used to select 250 Millennials around Kenya that will act as respondents in this study. The researcher recognizes the existence of several online tourism marketing platforms, some of which have been relatively inactive; therefore, the study will restrict the respondents to marketing information received from 3 platforms- Rupu, Ticketsasa and Jovago. Vital to note, is that the three companies are locally-based and hence fit the context of entrepreneurship ventures in Kenya.

Data collection: Questionnaires are the preferred research instrument; this choice is made based on this tool's ease in data collection, especially in relation to conserving the time resource.

Data analysis: Data collected will be analyzed using Microsoft Excel, SPSS and R-GUI. The main data treatment methods used will be correlation analysis and regression.

The significance of Religious Tourism Development to local communities of Kibeho sector in Rwanda

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Religious tourism is an ancient practice because long time ago, individuals or groups travelled for religious reasons. Currently, in the Christian religion, the areas of Jerusalem, Rome and Santiago de Compostela in Spain are three most important places of religious tourism, while for Islam followers, Mecca and Medina are places of religious tourism (Collins-Kreiner et al, 2006). Kibeho sector became the center of local and International attention starting in 1981 when the Blessed Virgin Mary supposedly appeared first in Kibeho on 28th November 1981 to Alphonsine Mumureke and continued to occur in to other girls up to 1989. The Marian apparitions of Kibeho sector are considered to be the most occurring apparitions with full Vatican approval and the first ones in Africa to be approved by the Catholic Church. Being the sole Vatican-recognized Marian apparitions place in African continent, Kibeho sector represents a potential site of Religious tourism development for the benefit of local communities, government and investors from other parts of Rwanda. Religious tourism in Rwanda, especially in Kibeho remains undeveloped because there have been no relevant endeavors from either the government or private sector to develop Kibeho as a thriving Religious tourism destination with all facilities needed for tourism development. Current facilities are deemed inadequate to cater for tourists who may be interested in visiting this location.

The most noticeable contribution of Religious tourism to inclusive growth lies in its capacity to generate revenues and employment and investment in socio - economic infrastructure that benefits different tourism stakeholders at a religious tourism destination. During their stay, tourists use facilities such as hotels, different means of transportation, purchase food and beverages gifts and souvenirs, clothes and spiritual items like figurine, candles, packed purified water and religious statues all of which generates revenues of different categories of people and governments in many tourism destinations. The generated revenues consequently contributes to inclusive growth in tourism destinations (UNWTO, 2007. Religious tourism also energizes socio- economic development, and in particular plays an
important in creating a value added commercial channel for local made produce. Holy sites are often surrounded by Religious-oriented businesses and facilities, such as souvenir shops, tour and travel agencies, hotels and even hospitals, providing employment for the local host community.

This research aims at finding out the potential of Kibeho sector in the development of religious tourism, examining how the religious tourism potential of Kibeho can be developed and to establishing how the developed religious tourism in Kibeho can contribute to socio-economic development of Kibeho sector.

Effect of search engine marketing on marketing performance: A case study of Sankara Hotel, Nairobi, Kenya

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Today’s techniques have opened up new opportunities of marketing a company. One of the main developments has been within internet and the alternatives it brings. More and more people around the world get access to computers and the Internet, which makes it a place easier to be reached. As people spend more time in front of their computers, it also becomes an obvious place for information gathering and purchasing. Despite the superior marketing performance associated with search engine marketing, many hotels have not utilized this to achieve a competitive edge in Nairobi. As such, this study analyzed the marketing performance of search engine marketing initiatives rolled out by Sankara hotel in Nairobi, Kenya. Specifically thought the study sought to examine the effect of search engine promotions on marketing performance; and investigate the effect of search engine optimization on marketing performance. The study adopted a case research design and the target population was selected from Sankara Hotel which was purposively selected based on the clientele it serves. This comprised of 16 employees from the information technology (IT) and marketing departments as well as the hotel’s website, which was tracked and analyzed for 30 days. Data sources for the study included both primary and secondary data. Research instruments used were interviews and Google analytics tool. Data was analyzed using descriptive statistics with the help of Statistical Package for Social Scientists (SPSS) and Microsoft Excel software and was presented using Google reports, charts and bars. The findings of the study show that hotels’ search promotions have seen many customers visit the hotel website, each seeking a variety of information. It is recommended that hotels should focus more on analysis and core metrics to enable them get deeper insights into consumer behaviour, online trends and return on investment on search engine marketing. Better website visibility can also be achieved by implementing paid search advertising and using Google re-freshness updates.
Multi-actor perspectives on sustainable marketing practices for the tourism in protected areas: Geospatial approach

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The use of spatial technology in the development of the tourism policy and planning context has become increasingly prevalent over the years. This research study draws upon a range of geospatial technology and tourism planning related studies in protected areas and the Mt Elgon region of Kenya serves as a case study to tease out these processes. Geospatial technology is applied in this research to develop tools for marketing that assist tourism policymakers and planners to augment their temporal and spatial locations into viable tourist destinations. Non-spatial data was collected from tourism stakeholder workshops that identified the attraction resource factor, tourist attraction preferences and the key attraction sites and features for Mt Elgon protected areas. This was followed by identifying potential routes for tourism development and assessment of the level of interconnectedness with nearby tourism facilities. Geospatial tools were then applied starting with the use of multi-criteria evaluation in a geographical information system and followed by a gap analysis of the tourism landscape. The multi-criteria evaluation process was used to construct tourism product potential maps to spatially establish the location of tourism product potential and map distribution of the salient elements of tourism amenities. The gap analysis method is used to determine the opportunities for the development of amenities and product marketing within the regional space of the Western region of Kenya. The findings indicate that geospatial approaches support decision-making and planning for tourism facilities and resources and enables understanding of the tourist market. The value of these processes is to increase revenue from tourism which will trickle into sustainable destination which is capable of enhancing conservation and provide benefits to communities.

Assessment of effectiveness of public-private partnership arrangements among industry organisations in sustainable tourism development in Kenya

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Collaboration and partnerships arrangements among stakeholder organizations are among the central themes of sustainable tourism development in destinations. The tourism industry is a dynamic and complex organism involving diverse stakeholders and organizations. This has created the need for developing collaboration and partnerships arrangement among the stakeholders in order to maintain sustainable growth and destination competitiveness. There are some synergistic gains accruing from collaboration and partnerships, these include sharing resources, risks and rewards and prioritizing the collaborative advantage rather than the individual organisations competitive advantage in sustainable tourism development. The purpose of this paper is to evaluate Public Private Partnerships (PPPs) as best practice model of collaborative arrangements among tourism organizations in Kenya. The paper is based on a study that adopted a mixed method research design, and specifically QUAL + quan mixed method design type. The population of the study was thirty three stakeholder organisations in tourism industry Kenya. It adopted qualitative and quantitative primary data collection methods; through using semi-structured interviews, participant observation and questionnaires. The finding of the study shows that, the existing collaboration and partnerships arrangements among tourism industry organisations in Kenya are not well structured and designed, and have not achieved acceptable thresholds as model collaborative arrangements. The paper recommends the adoption of formal PPPs models as
a best practice of collaborative arrangements in sustainable tourism development. In this paper, PPPs can be described as regular, cross-sectoral interactions between tourism industries organisations, based on at least some agreed rules or norms, intended to address a common problem domain in achieving sustainable development in this interconnected world.

**HIV/AIDS as a possible threat to development of urban tourism in Botswana – the case of Francistown**

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Purpose - HIV/AIDS threatens efforts made by Botswana in developing and promoting urban tourism as a form of tourism product diversification initiatives. The pandemic significantly affects the economically active population – the group who have the skills, does the work, pay taxes, raise children, vote in elections, and provide leadership in the region. A number of people affected by HIV/AIDS include those working directly or indirectly in the tourism sector. This Paper evaluates the possible implications of HIV/AIDS on tourism establishments in Francistown. Francistown is the second city in Botswana after the capital city Gaborone. Another aim was to assess how the governments and private tourism sectors in Francistown and the public in general respond to the HIV/AIDS pandemic, and the possibility to succeed. The study also aimed at making recommendations on what can further be done to fight the impact of the pandemic in the city’s tourism sector and in general.

Methodology/approach – The research materials in this paper include review of published journal papers, government reports and books. The paper also relies on empirical survey which was conducted in tourism establishments in Francistown. The paper briefly explains the implication of HIV/AIDS on the Botswana tourism sector in general. This paper also analyses tourism benefits from collaborative approach as a viable sector in changing people’s lives through its contribution to the urban development and economic diversification.

Findings – The paper concludes that HIV/AIDS pandemic has significant implications on the Botswana urban tourism development and in general. Some of the people who said to be affected and infected by HIV/AIDS in clued those working in the tourism sector. Tourism is an important economic in the Botswana economy because it creates employment, attracting foreign income, and it has the potential to diversify economy. Practical implications – An understanding that HIV/AIDS has a negative impact on the tourism sector is imperative to tourism decision makers to consciously incorporate HIV/AIDS policies in tourism development plans. This will mean engaging tourism businesses from both private and public sectors in combating the spread and impact of HIV/AIDS.

Originality/value – The paper analyses the impact of HIV/AIDS on the tourism business in an innovative approach, contributing the understanding of its implications as well as recommending strategies that can be applied in mitigating the impacts. The paper is useful for tourism businesses, decision makers and tourism leaders, government officials and general communities in realising that they can fight the spread of HIV/AIDS in a creative and collaborative way than hoping that the fight against HIV/AIDS is governments’ responsibility. This also helps tourism role players to work closely with the communities in fighting the spread and impact of HIV/AIDS not only in the tourism sector but in general. This paper should be of value to academics who wish to increase their knowledge of the impact of HIV/AIDS on the tourism business.
An assessment of the sustainability of an inclusive human resource system for Kenya’s hotel industry

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Computerization of human resource management systems has been a concern for effectiveness of the hotel and tourism industry. As a result, related managers, human resource and information technology experts have in the 21st century explored a myriad of inventions for enhancing proficiency in human resource practices. Consequently, time-consuming paper-based processes in hotels have been substituted with a streamlined computer-based [online self-service catalogue] system. However, it has been challenging to create an inclusive national data base for its workforce due to the: insufficient collaboration amongst key stakeholders; evolution of the nature of relationships between business owners, managers and employees; lack of a reliable and enhanced end-user experience with an employee human resource self-service portal that provides 24/7 access; lack of a reliable real-time access to individuals or groups via rules that automate case assignments. Therefore, this study aims at establishing the applicability of emerging human resource innovations in creating a common human resource database for managing employee growth, careers and development whilst countering business and operational inefficiencies. The study uses a case of selected in Eldoret, Kenya. A sample size of fifteen hotel managers and three key informants will be purposively selected. Qualitative data will be collected involving at least two iterations for reliability. The study findings aim at establishing possible approaches for creating an inclusive system for managing human resources in the hotel industry, thus able to counter a myriad of similar challenges faced by the private and public operators.

Strategies adopted by airlines to sustain ticket sales performance post the zero commission policy: A case of Kenya Airways

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The deregulation act has dramatically transformed the tourism distribution system since its inception in 1978. Deregulation act came up as a way to liberate the airline world from the entanglement of restrictive operating structure; this gave in the idea of cost cutting that negatively impacted the airlines and the travel agencies and slowly creating a distribution gap. It also paved way to new operating environment; airline loss of goodwill among travel agents, introduction of low-cost no-frills carriers that tightened the competition cords, increased fuel prices and customer demands among others. The purpose of this paper, therefore, is explore the relationship between the airlines and travel agencies, impacts of zero commission on ticket sales performance and strategies adopted to sustain ticket sales and distribution post the zero commission policy. The research study employed survey design targeting Kenya airways sales staff and travel agents. Data was mainly collected by use of primary data. The research instruments used were interviews and questionnaires. Descriptive statistics was used for data analysis. Kenya Airways was used as a case study to
reflect the strategies that airlines employed. The task included; establishing the influence of yield management on determining ticket sales performance, establishing the influence of the internet on determining ticket sales performance, establishing the influence of alliances on determining ticket sales performance, and establishing the influence of branding on determining ticket sales performance. The results of the study established that Kenya airways depend on yield management in order to maintain their ticket sales management. The yield management strategy adopted includes, focus on corporate clients, price discrimination and cross selling. Further, internet presents the best alternative for airlines to by bypass travel agencies. Alliances such as sky team membership have facilitated a large customer base for the airline. Conversely, Kenya Airways performs poorly in all its brand enhancement strategies.

Implications of gender on local residents’ attitudes towards cultural tourism development. An analysis from Kogelo, Kenya

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Although gender can determine the local residents’ attitude towards cultural tourism development, the variable is sometimes overlooked by researchers. The objective of the research was to determine the relationship between gender and local residents’ attitudes towards cultural tourism development at Kogelo area, Kenya. The study used explanatory research design to address the research objective. Semi-structured questionnaires were used to collect data from the local residents of Kogelo, which is the paternal home of the President of United States of America, Mr. Barrak H. Obama. The study had a sample size of 137 who were sampled using simple random technique. Descriptive statistics was employed to assess the relationship between gender and the local residents’ attitudes towards cultural tourism development. The relationship was determined using linear regression and F distribution test was used to test the research hypothesis. The study realized that 59.9% of the respondents in Kogelo area were males, while 40.1% were females. 78.0% of the male respondents accepted cultural tourism development, while 65.5% of female respondents did the same. The research hypothesis that “There is no significant relationship between gender and local residents’ attitude towards cultural tourism development at Kogelo” was rejected because it had an F value of 2.662 and a significance of 0.105. This implied that gender of the local residents as a demographic characteristic influenced their attitudes towards cultural tourism development at Kogelo.

Beach tourism development in Kenya: From exclusion to inclusion

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In various cultural setups, the beach constitutes a social space found on the fringes of human habitation providing for contact between the tourist resorts and the 'empty' world of the sea. Gradually, the interface between the sea and the dry land integrates into the surrounding urban public areas resulting into a form of urbanization. This gives room to the local communities to interact with the tourism industry in various ways. Such interactions
include entrepreneurial activities in form of beach operating business. This may include boat operators, tube lenders, changing rooms, safari sellers, photographers, fruit sellers, kiosk owners among others. Nevertheless, more often than not, the development of beach tourism has been frustrated by the harassment of tourists by the very beach operators. They have been portrayed as a nuisance and hence barriers to growth in beach tourism along the Kenyan coast. Various organizations as well as the government of Kenya have come up with different initiatives aimed at streamlining the activities along the beach such as, the failed relocation program of the beach operators by the government, the training of the beach operators by the Kenya Wildlife Service (KWS) and the Kenya Coast Tourist Association (KCTA) so as to help in beach management and also help them improve on their livelihoods. This paper goes further by interrogating on the usage of the beach by both international and local tourists as well as various conflicts facing the operators along the Kenyan beaches. The findings of this study will form a foundation from which sustainable beach tourism can be developed.

The Potential of Kilimanjaro Marathon in the Promotion of Tourism Development in Northern Tourist Circuit of Tanzania

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Over the past few years, mass participation in sports events have become a prominent form of tourism around the world. Sports events help promote the host destination by enhancing its image, advertising its attractions and benefitting local producers by bringing in large tourist numbers. Apart from being a tourism activity in itself, sports events promotes other forms of tourism by getting visitors to a destination in the first place which is a contributing factor towards inclusive growth particularly for developing economies. An inclusive growth strategy broadens the economic and social benefits of tourism across a wider demographic and involves more sectors (Hampton and Jeyacheya (2014). It promotes equal distribution of wealth and employment across the low and middle-income groups and requires a long-term development thinking (Hampton and Jeyacheya (2014). This study assessed the potential contribution of the Kilimanjaro marathon on inclusive economic growth in particular the promotion of tourism development in Tanzania. Specifically, the study looked into identification of the participation level trend, the rate to which the event impacts accommodation facility occupation levels, whether or not the participants visit other nearby tourism destinations after the event as well as the identification of the stakeholders and the marketing efforts employed to increase the marathon's popularity. Data were sought from secondary and primary sources during and after the event. Primary data were acquired through administration of questionnaires and personal interviews. A series of questions were constructed for managers of randomly selected accommodation facilities within Moshi municipality as well as visitors in three phases – three days prior to the marathon, three days between which the event took place and three days after the marathon. Personal interviews were conducted with key informants from among the organizers of the Kilimanjaro marathon aiming at determining the nature of their involvement and strategies employed in promoting the event. It was found that 70% of the visitors in accommodation facilities were visiting Moshi specifically to participate in the marathon whereas 27% went on to visit other tourism destinations proximal to Moshi. The event has been growing progressively over the past six years with the full marathon having increased by 18% to 304 participants in 2014 up from 249 in 2009 (18%). The half marathon has grown more significantly in participation levels (55%) with 2273 participants in 2014 up from 1019 participants in 2009 (55%). Although the numbers of participants has been increasing over the years, it does not imply a direct
contribution to social economy and tourism related growth is often not inclusive as foreign investment usually outweighs domestic investment and financial leakages are significant (Barrowclough, 2007). With most of the participants in the Kilimanjaro marathon being Tanzanians (41%), the results imply a more important role of this event in the growth of domestic tourism. However, there was also a lack of an elaborate collaborative effort between the government and organizers of the marathon. Inclusive growth in tourism is dependent on three main factors i.e. local infrastructure development, social wellbeing and political economy (Hampton and Jeyacheya, 2014). Thus, the situation with Kilimanjaro marathon implies some level of untapped potential since the event has long acquired an international status making such collaboration advantageous to the marketing of associated tourism attractions.

Factors influencing employee commitment in contact centres: A case of jambo and horizon contact centres, Nairobi, Kenya

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Employee commitment has been globally recognized as a critical success factor for Contact Centres (CCs) operations. However, due to the unsystematic application and evaluation of measures for creating, developing and maintaining employees, managers have been unable to consistently retain employees in the long-term. As a result, the increased spontaneous exit of staffs from call centres, has led to managers enduring organisational setbacks linked to operations as well as human resources inefficiencies, whilst striving to achieve set organizational goals. Despite the fact that varied empirical studies indicate that a myriad of committed employees are still in existent and support the organisation during the rampant employee exits, continuous recruitment and training cannot be imitated. Consequently, it has become a challenging for organisations to retain their competitive advantage. Furthermore, due the scanty literature and studies relating to the employee commitment in the contact centre (CC) sector in Kenya, CC managers have limited their ability to explore suitable measures for enhancing employee commitment. Therefore, the purpose of the study was to create manager awareness by establishing the factors influencing employee commitment by Contact Centre Agents (CCAs) using a case of Jambo and Horizon Contact Centre employees in Nairobi, Kenya. Specifically, the study aimed at finding out the extent to which job designs, management support and leadership styles influenced employee commitment. The study adopted an exploratory research design. Purposive sampling was used to identify two CCs (Horizon Contact Centre and Jambo Contact Centres) whose population comprised of 2,200 CCAs and 10 supervisors. Systematic sampling was used to select the employees; hence 325 CCAs participated in the study. Primary data was collected using structured questionnaires and interview schedules, whilst secondary data was used to corroborate the data sources. The data collection was done in two months between November-December 2013. The Statistical Package for Social Sciences and Microsoft Excel were tools used in the data analysis process and results were reported using descriptive statistics and inferential statistics. The regression model showed that job design was the greatest contributor in predicting employee commitment by 52.4%, followed by leadership style (37.6%), and lastly, management support (36.7%). A combination of the three independent variables explained 76.2% of the variation in employee commitment. They also significantly influenced employee commitment with their computed $F$ values being higher than the table value of $F(2, 224) = 3.04$ at 5% significant level which formed the basis for rejection of null hypothesis. The study concluded that employee commitment is an important factor in the success of CCs. Although the study provided a theoretical framework explaining how vital the three independent variables were in influencing employee commitment, the efforts by the CCs did not seem to
be enough in fulfilling the CCAs needs and expectations. The study recommended future studies to involve CCs in other parts of Kenya and also explore the relationship between work and life balance policies and employee commitment in CCs.

Promoting Public Awareness on the Existing Cultural Heritage Tourism Sites in Dar es Salaam City

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Improving public awareness on surrounding cultural heritage attractions is cited as important factor for community involvement that leads not only to improved goodwill and cooperation to tourists but also increased ethics of cultural heritage care. The result in turn would mean growth of cultural heritage tourism that is sustainable for socio-economic development of the community in question. This study was designed to identify and document appropriate means and ways to promote public awareness on the existing cultural heritage tourism sites in Dar es Salaam City. Specifically, the study sought to assess the extent to which available heritage assets were known to the general public; to identify means used to promote public awareness on the existing cultural heritage assets in Dar es Salaam; to assess the effectiveness of public awareness creation strategies on available heritage assets; and to examine environment suitable to support public awareness campaigns on heritage assets.

To reveal this phenomenon, 74 questionnaires returned from 100 distributed questionnaires, were statistically analyzed. The quantitative data was supplemented with face-to-face interviews conducted to key informants who were mainly, the Director of Antiquities, representatives of the Ministry of Natural Resources and Tourism, Directors of City Municipal Council and Director of National Museums.

Findings indicate that although Dar es Salaam city is endowed with numerous cultural heritage resources, it fails to exploit the potential therein. It was revealed that, most of the existing potential sites were not known as cultural heritage tourism sites, but as any other places of the city. The available public awareness strategies were revealed ineffective and inaccessible. There were few programs like the Zamadamu, Afro culture and Utali wa Ndani rarely broadcasted in local TVs. Although moves to go internationally are underway through media like CNN, and initiated programs like Swahili International Tourism Expo (SITE), the Road Show, exhibitions in World Travel Market (WTM) in London and the International Tourism Bourse in Berlin and INDABA in South Africa, a portion that is meant for cultural heritages sites promotion is either not known or negligible. Poor supporting environment characterized by inadequate funding and improper heritage tourism policies were revealed. Impliedly, promoting Dar es Salaam city's cultural heritage tourism sites was not a priority.

The study calls for strategies for improving knowledge on available heritage assets by the general public. Areas of emphases to the responsible authorities are related to policy that would lead to increased budgeting to finance trainings and workshops, free visits arranged through city cultural day, and establishment of cultural tourism centre. It would also mean to sponsor cultural heritage awareness campaigns in schools, colleges and universities to impart knowledge, skills, insights and attitude change towards cultural heritage tourism.
Gaps identified in tourism planning in Kenya: a content review to assess sustainable tourism policy in the country

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Tourism is one of Kenya's key industries, contributing about one fifth of the country's gross domestic product (GDP). Tourism and natural environment are closely linked, with successful tourism hinging on careful considerations for the biophysical environment. Carefully planned tourism may prevent problems of air and water pollution, habitat destruction and related ecological damages experienced in tourism sites. This research emphasizes the need for environment-based sustainability considerations when developing a tourism plan. The main purpose of the research was to assess the extent to which environmental sustainability principles are integrated into tourism planning and development in Kenya, one of the leading Safari tourist destinations in the world. Content analysis was conducted on electronic government planning documents from three ministries and three government agencies directly concerned with tourism development in the country. The country’s overall strategic plan, Vision2030 was also scrutinized. The analysis was also performed on webpages in the respective institutional websites in search of key contemporary terms and concepts connecting tourism and environmental sustainability. The meaning and context of the terms and phrases were identified. Results show lack of to poor understanding, use and application of contemporary environmental sustainability lexicon by tourism policy makers, planners and managers. In this paper, challenges facing planning for tourism-environment policy development in Kenya are considered and recommendations made for environmentally-sensitive tourism in the country. The findings of this study can also benefit other countries in the Sub-Saharan region, and beyond, that depend primarily on natural resource and wildlife-based form of tourism.

Ecotourism destinations and mining developments: Managing a sustainable relationship

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The experience of unique and authentic natural landscapes, such as World Heritage Sites, in association with wildlife viewing opportunities, were identified as important product offerings at ecotourism destinations, the demand for which is increasing notably amongst travellers (Tremblay, 2007:11; Marton-Lefèvre & McCool, 2008:57; Lawton, 2012:123; Newsome, 2013:212). The rapid expansion of mining developments in and around ecotourism destinations is however a growing concern, particularly in the light of studies confirming that large unexplored mineral wealth often occurs in areas associated with unique natural beauty and unspoilt mountain landscapes (AWHF, 2012; Turner, 2012). An assessment of the State of Conservation Reports of World Heritage properties confirms that the threat from extractive industries is growing, particularly in Africa, where 40% of properties are currently included on the List of World Heritage in Danger (UNESCO, 2012e; Turner, 2012). This places Africa, which is regarded as a strong competitor in the international ecotourism market, in a very
In the South African context, the potential conflict between mining and ecotourism destinations appears to be unavoidable, particularly in the light of extensive infrastructural development plans to enhance growth in the mining sector (National Planning Commission, 2011:30). With mining described as a temporary land use with diverse impacts (Atkinson, 2005:6), numerous debates and media reports focus on this contemporary topic and the strategic longer-term implications of this sector (Rowan, 2009:13; Groenewald, 2010:10; Tempelhoff, 2011:8; City Press; 2012, Zoutnet, 2013; South African Broadcasting Corporation, 2013). Managing the relationship between mining and ecotourism destinations, with the aim of sustaining ecotourism destinations in the long term, is therefore imperative. As the research topic, in the field of ecotourism management, is largely unexplored, a comprehensive literature study was undertaken, as well as an in-depth analysis of four international case study areas where mining occurs inside or adjacent to protected areas. From this analysis, a conceptual strategic management framework that provided a solid theoretical context that to guide the primary data collection and analytical processes was postulated. During the empirical research component mixed methodology was applied in two case study areas in the Limpopo Province of South Africa, which included the Mapungubwe Cultural Landscape, a registered World Heritage Site. The study revealed that although these two sectors are inherently incompatible, they can coexist if certain critical factors are addressed. This paper will focus on the strategic management framework developed from the research findings and will present the proposed critical factors required in managing a sustainable relationship between mining and ecotourism.

Improvement of community livelihoods through community based tourism projects

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The main objective of this study was to describe, analyze and explain how Tourism is envisioned as a potent economic force in Rimoi’s (Kerio Valley) economy. Questions have been rising as how local communities can be empowered to access economic potential of tourism in a participatory manner. Rural communities and the tourism industry is mutually dependant. Community Based Tourism Projects (CBTP) holds the key to the door of global tourism but is dependent on the local communities to provide an authentic cultural experience and genuine hospitality. Therefore, two main lines of investigation were pursued in this study. These were a) How has community based tourism projects contributed to community livelihoods b) Community perception on community based tourism projects. In this study in-depth interview and questionnaire data about improvement of community livelihoods through community based tourism projects in Rimoi ecosystem were examined both by qualitative and quantitative approaches. Responses were differentiated between and within three subgroups: gender, literacy status, and relative benefits. Overallwogoll, the plurality of respondents (82.4%) said that community based tourism projects had positively contributed to the improvement of their livelihoods. If local leaders take more active roles in supporting these tourism projects, villagers would be willing to participate in the development of Community Based Tourism Projects (CBTPs). It was noted that 47.2% of the respondents supported Community Based Tourism projects (CBTP) as it offered them opportunities to access the global market for their products while helping to minimize the negative impacts brought by tourism. CBTP is not a classical tourism business focusing on investor profit. It requires a long term approach and aims to maximize the benefits for the local community and limit the negative impacts of tourism on communities and their environmental resources. Community based tourism projects (CBPT) has the potential to bring economic benefits to
small, marginalized, rural communities while promoting environmental and social sustainability

**Tourism Development and Changing Land Rights in Zanzibar, Tanzania**

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Relating tourism development and changing land rights is a research area of interests that is less published. Although tourism ventures rarely occupy very large land areas they are another source of competition for very high-value land particularly coastal areas for which there are likely to be competing uses. Scholars have warned that the deleterious impacts of tourism are magnified in developing societies when tourists alter their hosts’ economic base particularly the indigenous land utilization and tenure relationships. More paradoxical is the feeling that negative touristic impacts can be moderated in small-scale societies by keeping the activities and influences of tourists out of the domain of indigenous land relationships. Using Zanzibar case study the paper exposes complex process of changing land rights in relation to tourism development. Data were collected from archive, review of government documents, land registry database, interviews and application of geographical information system along with global position system. It is concluded that tourism is a driver of changing land rights in Zanzibar that deserve critical scrutiny and transformation in order to avoid marginalisation of local communities and their livelihood systems to promote inclusive growth in the developing economies.

**Socio-Psychological Motives for Stakeholders’ Engagement in Conservation of Built Heritage Attractions in Tanzania**

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This study investigated the socio-psychological motives for stakeholder’s engagement in the conservation of built heritage attractions in Tanzania. The study considered an eclectic framework combining rational motives based on the theory of planned behaviour (TPB) (attitude, social pressure, perceived behavioural control) and attachment theory (AT) (heritage affection) in explaining stakeholder’s engagement in conservation. Data were collected with the participation of 45 stakeholders during the interviews and 398 during the questionnaire survey. Data supported the argument that both rational and emotional motives have considerable contribution in stakeholder’s intention to engage in conservation, which in turn contributes towards stakeholder’s engagement in conservation. Theoretical, policy and managerial implications as well as the suggestions for future studies are provided.
Barriers and opportunities: patterns of domestic tourism as reflected through Zimbabwe Open University students, Bulawayo Region

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For tourism to be sustainable and to be inclusive in nature, there is a need to involve citizens of the country both as producers and as consumers of the tourism product. Like many countries, Zimbabwe has realised the advantage of domestic tourism and has been examining ways to boost this sector. In order to promote this form of tourism it is necessary to have a clearer picture of patterns of domestic tourism and obstacles that stand in the way of its growth. This research sought to discover the levels and patterns of domestic tourism in Zimbabwe through examining the tourism consumer patterns of students engaged in open and distance learning with the Zimbabwe Open University's Bulawayo region. These students provided an interesting population group as they were mainly established middle income professionals, including many civil servants and as such might be expected to engage in tourism. Questionnaires and group discussion were used to discover patterns of tourism amongst the target group. There was evidence that most of the target group had visited some of Zimbabwe's major attractions. Various inhibiting factors were identified and discussed and possible enabling strategies examined. Travel was found to be often linked to visiting friends and relatives and to work. There was limited use of the country's national parks and accommodation. Lack of disposable income and transport were seen to be limiting factors. Attempts to encourage local tourism through promotions, packages and staggered payment schemes were discussed and were seen to have a partially positive effect on participation in tourism. Raising of income of civil servants and middle level professionals was seen as critical in enabling the real development of domestic tourism. It was also evident that there is a need to inculcate a greater positive attitude to domestic tourism within this part of Zimbabwean society. Promotion of school visits to tourist resorts around Zimbabwe was widespread and is seen by government as being a strategy to promote domestic tourism, hopefully many of these children are the tourists of tomorrow. Methods to promote domestic tourism used by some of Zimbabwe's neighbours were identified and discussed in terms of their possible applicability to Zimbabwe.

Assessing the impact of performance appraisal system on employee retention in hotels in Eldoret Town

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In recent years, employee retention has gained increased value among both goods and service providing firms including hotels. Although extensive research exists on the concept of employee retention, little has been researched on factors that lead to employee retention. Hence this study seeks to find out how performance appraisal affects employee retention. Appraisal is a very significant tool in any organization; it can carry the organization to their ambition and can increase the employees’ determination to accomplish the organizational objectives. Mixed research approach including quantitative and qualitative study will be employed in the entire study. Structured questionnaires will be used to collect primary data which will be issued to a total 100 hotel employees and managers in the seven selected conventional hotels. Both descriptive and inferential statistics will be used to analyze the data.
collected. This study seeks to advice hotel managers and other stakeholders on the importance of employee retention and how they can use a performance appraisal system to improve employee retention.

**The dynamics of learning and applying research skills among tourism graduate students**

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The present paper examines research knowledge and its application among undergraduate and postgraduate tourism students. Key issues shaping the discussion include; importance of research knowledge for the tourism profession, students’ attitudes towards learning and applying research skill, factors influencing student’s ability to learn and apply research skills and the areas of research process considered as problematic by the students. The research design was exploratory in nature. A mixed research approach was adopted where questionnaires, interviews and focus group discussions were administered on undergraduate and postgraduate students, lecturers and other tourism education stakeholders in Kenya and Mexico. It is a common agreement among tourism scholars that research knowledge forms a critical part of tourism training and education. Findings further indicate that tourism students have negative attitudes towards research and generally consider it a difficult task; this explains why some are reluctant to further their education either after the first or second degrees; they dread the entire process of undertaking research and successfully defending a thesis. Additionally, students demonstrated limited knowledge of research skills and techniques. Educational institutions offering tourism programs are urged to put greater emphasis on research methods and academic writing in the design and execution of their academic programs.

**Entrepreneurial competencies in least-developed countries of Sub-Saharan Africa: Case study of Rwanda**

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This study analyses the level of development of entrepreneurial competencies among the owners of small and medium size enterprises (SMEs) in Sub-Saharan Africa, with Rwanda one typical LDCs located in East Africa as a case study. A list of entrepreneurs’ competencies was developed based on entrepreneurship literature and expert interviews. Six entrepreneurial competencies came from literature and two additional competencies were added based on expert interviews. The final list was presented to respondents in the form of a questionnaire, in order to explore the level of development of entrepreneurial competencies that Rwandan entrepreneurs possess. The entrepreneurial competencies were ranked based on the level of development in the opinion of the entrepreneurs. A total of 135 respondents from all four provinces of Rwanda were involved in the study. Results show that trustworthiness and drive were highest ranked by the entrepreneurs. In the interpretation of the results, reference is made to the national culture of Rwanda, with a focus on the
entrepreneurial competencies and the economic circumstances of the country in which the empirical fieldwork took place. Implications for future research are given as well.

**Moderating effects of social economic characteristics on the determinants of development on domestic tourism in Rwanda**

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Tourism is the world's largest industry and every year it pumps millions of dollars into GDP of countries, in the LDC of Africa tourism is the most considerable industry for economic development. We must see domestic tourism as a means of better life for all. In Rwanda, as LCD country, domestic tourism is considered as major economic driver that can sustainably helps to alleviate poverty; it provides jobs and increases income generation to the country. Many developing countries have managed to increase their participation in the economy through development of domestic tourism. In many LDCs of Africa, specifically in Rwanda, the government consider domestic tourism as one of the sector that can sustainably contribute to the economic growth but it is not growing as much as the international tourism. However, not much is known about the factors that affect domestic tourism and its role to the economic development in Rwanda. The objective of this study is to determine the effects of social economic characteristics on the determinants of development on domestic tourism in Rwanda. This study will provide the effects of infrastructure, tourism marketing, cost and local people’s mindset to the development of domestic tourism and its contribution to the economic growth of Rwanda. In this study the researcher will apply a multinomial model which will to predict the probability of somebody becoming a domestic tourist. This study will identify areas for further research and ultimately inform development of domestic tourism in Rwanda, the local tourists, service providers and policy maker will be able to turn domestic tourism into a successful and sustainable industry that contribute to the economic development.

**Ndere Island National Park Community Integrated Tourism Development: The Issues and Strategies for Success**

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Ndere Island National Park Community Integrated Tourism Development: The Issues and Strategies for Success World Tourism Day 2014 was celebrated around the world under the theme Tourism and Community Development that focused on the ability of tourism to empower people and provide them with skills to achieve change in their local communities. Lake Victoria is a potentially significant tourist gem consisting of interesting sites, enchanted Virgin Islands, moderate climate, abundant marine life. Ndere Island is a small island of about 4.2 km² situated in the Winam Gulf of Lake Victoria in Kenya. It was gazetted by the Government of Kenya as the Ndere Island National Park in November 1986 to particularly provide refuge for a small population of Impala that were translocated from Kisumu’s Impala Sanctuary. The government overall goal is to improve the park’s tourist product and infrastructure while as far as possible retain the unique wilderness character of the park. However, it is not clear what strategies the Government has put in place, if any to promote local involvement in tourism development at this destination. The study seeks to determine
the extent to which tourism development in Ndere Island and its environs has been inclusive in relation to diverse stakeholders and interest groups amidst the quest to develop the island as an integrated community tourism destination. The specific objectives set for the study include: (i) to determine the main issues associated with developing tourism within the destination; (ii) to establish the strategies, if any, put in place to promote community integrated tourism; (iii) to assess the extent to which local communities and other stakeholders are involved with issues related to tourism development in the island; (iv) to conceptualize of a more appropriate community integrated/ inclusive tourism development model for Ndere Island National Park as a destination. The study will draw upon literature on community based tourism models, community integrated tourism development models and stakeholder theory to investigate the extent to which the process of tourism development at Ndere Island National Park is inclusive of local residents and other stakeholders at the destination. It will be case study done through field work, desk study, online searches and document review. The data will be collected using both qualitative and quantitative methods such as oral narratives, focus group interviews, participant observation, unobtrusive interviews, key informant interviews, attitude surveys, and structured interviews. The data will be analyzed through content analysis, stakeholder analysis, thematic analysis and quantitative data analysis techniques such as ANOVA, Multivariate and Regression analyses. The findings of this study will inform policy on community integration and form the basis for conceptualizing an appropriate community integrated tourism development model for Ndere Island National Park Area.

The 1st Annual Turkana Tourism and Cultural Festival: The Impacts, Challenges and Residents’ Perceptions

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Globally, tourism, festivals and events are increasing being promoted because of their potential to stimulate socioeconomic development and deliver other benefits to destination communities. Tourism's benefits include generation of foreign exchange, tax revenues, income, employment, and development of infrastructure among others. Tourism also provides communities with the opportunity to display their region's distinct and unique cultural and natural assets while creating employment and diversifying the regional economy. On the other hand, festivals and events provide numerous benefits for individual businesses, a community and tourism region, increase visitation and expenditure, reduce seasonality, encourage repeat visitation and heighten regional awareness. Festivals and events may be considered to be valuable rural assets contributing substantially to the local economy as well as cultural, social, heritage and tourism development of a region. However, tourism, festivals, and events have also been found to impact local communities and destinations negatively even though these are frequently downplayed by advocates of tourism development. These impacts may be social and cultural, physical and environmental, and political in nature. If poorly managed, the negative social impacts of an event can do a great harm to the future of an event and its host region, and ecological impacts may cause the premature death of an event or festival (Janeczko, Mule, and Ritchie, 2002). This exploratory study investigated the perceptions of residents, impacts, challenges and issues associated with this inaugural Turkana Tourism and Cultural Festival. The tourism and cultural festival aimed to show case the rich Turkana Culture and to market the County as a tourist destination. The theme of the festival ‘Tobong’u Lore or Welcome Back Home’ alluded to Turkana as the origin/home of mankind. The study sought to answer the following questions: (1) What is the process through which the Turkana Tourism and Cultural Festival was planned and developed?; (2)
To what extent were the specific objectives set for the festival realized?; (3) What were the impacts of the tourism and cultural festival?; (4) Are there group differences in the perceptions of the impacts of the festival?; (5) What were the challenges and issues, if any, encountered by the organizers of the festival event?; and (6) What are the perceptions of the residents about the inaugural Turkana Tourism and Cultural Festival? The study adopted a mixed method approach consisting of quantitative and qualitative techniques using semi-structured questionnaires with attendees, local residents, organisers and exhibitors as well as key informant, published reports and web sources. The data will be analysed using ANOVA, regression and multivariate analysis and appropriate qualitative data analysis techniques. This study will inform policy and decisions intended to enhance future success of the festival. The findings will help to conceptualize a new model for planning, implementing and evaluating cultural festivals and events in rural Kenya.

**Examining gender disparities in the hotel industry in Rwanda**

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The question of gender has been widely debated in the banking and education sector. In the Hospitality & Tourism sector women are often found in large numbers in positions that rarely lead to the position of a general manager. Men are also most often found in managerial positions in food and beverage and the front office. However, researchers have not adequately addressed the issue of gender disparities in the hospitality industry in hotels in particular interest to Rwanda. The research looked at the underlying patterns of personal or corporate characteristics that enhance or hinder women's professional advancement in the hospitality industry in Rwanda. This research also address the profile and organizational politics of the hotel industry with a view to assessing their impact on women career advancement in the industry, and document experiences of managers who have accessed top positions. The research was both qualitative and quantitative. A field survey cross-sectional design was the primary research design supported by complex random sampling. The population of hotels was selected using stratified sampling into four strata of the 2, 3, 4, and 5-star rated hotels. The actual choice of hotels within each such stratum was arrived at using simple random probability sampling. In total 4 managers were interviewed, with every one manager representing a hotel. The particular managers be interviewed in each selected hotel, were identified using purposive sampling. Through in-depth interviews schedules, human resource manager perceptions of hotel management were solicited to determine whether they were satisfied with their career activities. Questions that indicated opinion regarding the importance of certain variables that may contribute to gender disparity in the hospitality industry were also asked. From the results, eleven factors such as attitude to work, effective communication skills, problem solving skills, personal sacrifice, personality, job knowledge, support from mentor, career goals, mobility, friends support and invitation to lead all register a mode of 3 associated here with the perception that they are very important for a woman's career advancement. When not well disposed these same factors would pose critical impediments to the career growth of women. Hard work, educational qualities, opportunities and invitation to lead are reported to vary equally between being very important and fairly important with the Likert-type scale. The perceptions from the 5 and 2 star rated hotel managers was generally agree upon that, almost all the factors are very important. In conclusion, there is definitely a gender gap in the private sector in the employment of Rwandan hotels. All hotel managers indicated being a male has generally affected their own career advancement and promotion at work. As educated men with basic degrees, they held the belief that attitude towards work, effective communication skills, personality, job knowledge, and career goals are very important factors to women advancement and are ready to support the women to continue with their education so long as the work does not suffer. This is especially so in management, and
even more in top management. The managers in generally also agreed to look into the hotels gender structures and processes and especially gender division and gender policies so as to make their hotels an equal opportunity organization.

Assessing the challenges faced by women entrepreneurs in tourism

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Tourism has the potential to contribute to greater gender equality and the empowerment of women, in line with the Third Millennium Development Goal. The majority of entrepreneurs in tourism worldwide are men. The business environment does not encourage women to become entrepreneurs. Tourism offers women opportunities for income-generation and entrepreneurship. Due to hard economic times women have come forth to become bread winners in their families, however, women are concentrated in the lowest paid, lowest skilled sectors of the industry and carry out a large amount of unpaid work in family tourism businesses. The Rwandan government envisions creating a middle-income, knowledge-based society with a middle class of entrepreneurs as the backbone of development processes in which women and men equally participate. As a result, many women have been starting businesses and the percentage of female owned enterprises in Kigali currently is 43.1 percent. This paper examines the challenges that women entrepreneurs face in the tourism sector in Rwanda. The research targeted female entrepreneurs in the tourism industry in Kigali which is the prime tourist destinations in Rwanda. Women entrepreneurs have been under spotlight in Rwanda because it is a source of economic growth. Despite the potential that lies in women entrepreneurs they face additional or at least different social, cultural, educational and technological challenges than men in establishing and developing their own enterprises, and accessing economic resources. There are times women entrepreneurs in the tourism sector have difficulties in securing funding, inadequate business related education as well as social, cultural and religious impediments. This paper engenders to understand the gender biases embedded in society which constrains women’s mobility, interactions, active economic participation and access to business development services.

An assessment of the potential of conference tourism product development at the Kenyan Coast: A case of Malindi Town

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Tourism is without doubt among the top foreign income earners in many countries. The urge to improve the state of tourism in these countries is on the rise. Therefore, many forms of tourism are being innovated in order to increase the competitiveness. One of these forms of tourism is conference tourism. However, some tourism destinations are yet to realize the potential of this type of tourism. Since it is still a new concept, these destinations are acting cautious about it. Malindi town, a robust tourist destination at the Kenyan coast is suffering from the same. This research study was to assess the potential of conference tourism product development in Malindi. The town has diversified tourism products but minimal conference tourism. The study employed survey research design. The respondents were hotel staff from selected hotels offering conference services, and some that were not offering
conference services. The study also targeted tour operators, conference tourists and corporates visiting the town. The target population for this study was 200 respondents. Simple random sampling technique was used to acquire a representative sample of 60 respondents. Data was gathered by use of questionnaires. The collected data was processed in order to identify any inconsistencies before coding and to be fed into the computer to facilitate its analysis. It was then analysed descriptively using SPSS to generate frequencies and descriptive statistics and then presented through the use of graphs and frequency tables. As the results indicated, Malindi has potential for conference tourism development.

Off peak survival techniques for the tourism industry: Case of Malindi and Watamu Towns at the Kenyan Coast

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Tourism enterprises and regions are impacted by seasonality whether severely or mildly. Kenya’s major tourist areas were severely affected by seasonality in the year 2014 due to insecurities experienced in many parts of the country. Seasonality causes the fluctuation in tourists and visitor numbers to a destination. Some destinations at certain times have more tourists and visitors than they are able to accommodate, while at other times, there are too few tourists and visitors to the region. Some Beach hotels in Malindi were severely affected while others recorded very huge profits. This study sought to explore and identify the measures used by Tourist hotels to maintain average and high number of visitors during off peak season and also analyzed the practices of some of the hotels that closed due to harsh impacts of off peak season. The study employed survey research design and purposive sampling methods to select a sample size of 20 hotels from a target population of 100 hotels within Malindi and Watamu towns. Questionnaires were distributed to the managers of the selected hotels. More data was collected by use of interviews with some employees. The collected data was coded and analyzed descriptively by use of SPSS. The findings proved that indeed hotels do not have to close during low season and that there are many ways to survive in the industry during low seasons.

Impact of HIV/AIDS on Hotel Staff Productivity in Kenya: A Survey of Selected Hotels in North Coast

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Impact of HIV/AIDS on Hotel Staff Productivity in Kenya: A Survey of Selected Hotels in North Coast Abstract The gist of this paper was to find out how HIV/AIDS pandemic influence the productivity of employees in Kenya’s North Coast. Although major strides have been made by the government to prevent the scourge, it is evident that many employees in the hotel industry still contract and die from the disease. To this end, the study aimed at establishing the impacts of HIV/AIDS on staff productivity and what people should do/are
doing to alleviate the suffering of staff productivity in selected hotels at Kenya’s North Coast. Specifically, the study sought to investigate how absenteeism influences staff productivity, how loss of skills affect staff productivity, how employees’ increased turnover affect productivity and whether employee stigmatization affect productivity. The study reviewed two theories: the economic theory and the theory of planned behavior. Simple random sampling technique was adopted in selecting six hotels and stratified sampling to choose 43 respondents. Questionnaires were used to collect the data. The major findings of the study show that a number of the hotels 9 (30%) had lost staff due to the scourge, and 23 (77%) of the respondents concurred that HIV/AIDS illness caused absenteeism in hotels working hours, and 6 (20%) of staff turnover was due to the illness. Apart from undertaking frequent HIV/AIDS campaigns to sensitize the employees on the dangers of HIV/AIDS, and implementing counseling programs, it was recommended that the management should come up with improved strategies of motivating the staff in order to raise their esteem and eventually increase productivity.

Using Geographic Information System to manage and market conference tourism in Kenya

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The success of tourism in any country depends on the ability of that country to sufficiently develop, manage and market the tourism facilities and activities. Conference tourism is still unexploited in developing countries and thus many foreign visitors interested in using unique venues as conference facilities, meetings places, business events and exhibitions have trouble identifying where to get the desired information. The International Congress and Convention Association ranked Kenya the 100th best conference destination and second in Africa after South Africa. However, the full potential of conference tourism in the country is not fully exploited. This has been entrenched further by the lack of a coordinated, targeted effort to market conference tourism in global markets. Geographic information systems (GIS) has been adopted as a useful tool by a wide range of disciplines such as environmental planning, property management, infrastructure location, emergence planning, automobile navigation systems, urban studies, market analyses, and business demographics. It is apparent that GIS has tremendous potential for application in tourism. This study used web analysis to conduct a GIS-based conference facility inventory for Kenya. GIS as a tool was used for collecting, analyzing, modeling and visual presentation of conference facilities and other unique venues data. This comprehensive database allowed several types of analyses including facility supply analysis, site suitability analysis, cost analysis and connectivity analysis. In conclusion, the generated relational GIS database will provide details venue’s location and size, and will suggest possible uses, services cost and describe transport access routes. The information will therefore help people find unique venues such as historic buildings like castles, temples, museums, gardens, theaters and hotels for events such as international conferences, meetings and exhibitions. With the hopes of luring, more foreign professionals who might then become tourists attracted to those unique venues. The recommendation to the government will be to invest and fund individuals or corporations interested in the GIS uptake and incorporate GIS in future government planning for tourism and related activities. The government will also have to invest more in training and capacity building for GIS, because there is limited number of individual in the country trained to use the technology.
Gaining access to tourist markets: female craft producers in Zanzibar, Tanzania

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Tourism accounts for 40% of all international arrivals into less economically developed countries (LEDCs) and offers a huge potential for building connectivity between people across radically different social and economic settings. Women represent 70% of the world's poor. The majority of women in LEDCs work in the informal sector, in small, unregistered enterprises. The craft sector is the second largest employer, after agriculture, in many LEDCs. It represents an opportunity for women to earn a living and support families and communities. Craft production usually doesn't require literacy, but practical skills that are passed between generations. Making jewellery, drawing on local traditions, and sharing these with visitors can be an important source of social and economic empowerment for women. The potential for inter-sectoral linkages between arts/crafts production and tourism are considerable. Approximately 44% of Zanzibar's GDP and 75% of Foreign Exchange Earnings are dependent on tourism, making it the mainstay of the Zanzibari economy. While tourists buy souvenirs to retain affective connectivity to the place and people they visited (jewellery makes up 9% of the souvenir market in Zanzibar) less than 1% of jewellery is produced locally. Zanzibar has a rich and distinctive heritage of arts and crafts, but much of this heritage is unknown to visitors and the majority of souvenirs sold in Zanzibar are currently imported from elsewhere. The effective enhancement of the skills base, product design, entrepreneurship and, consequently, access to markets is prevented by among others: restricted knowledge and information transfer between producers and markets; socio-cultural barriers; and restricted access to enabling infrastructure (credit, logistics, technology). Zanzibar also has a strong Muslim tradition, with much disapproval of women having direct contact with tourists making artisan craft production in their home environments often the only available opportunity. The archipelago is also strongly dependent on donor aid and the implementation of externally designed and operated projects that seek to encourage greater integration of females into the tourism value chain. This creates a complex situation of power relationships, both globally and locally. This paper explores the barriers facing female artisanal craft producers seeking to connect to the tourism industry in Zanzibar. A particular focus is given to power relations using examples of foreign funded and led development projects. It reports on the findings of a recent project that used social network analysis and net-mapping to detect and analyse these complex power relations.

The Link between Poverty, Environment and Ecotourism Development in Areas Adjacent to Maasai Mara National Reserve and Amboseli National Park, Kenya

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With declining agricultural productivity, rising population and a only a third of Kenya’s land surface area being arable, there has been a sustained encroachment of wildlife protected areas as communities desperately search for alternative means of livelihood. It is for economic diversification that wildlife protected areas have been promoted, over the years, for ecotourism, an arguably panacea for economic development and poverty-reduction driver. In Sub-Saharan Africa, a significant percentage of ecotourism occurs in Wildlife Protected Areas (WPAs). Communities living adjacent to wildlife protected areas must receive benefits
from ecotourism and ultimately an improvement in the quality of their lives. This means that lack of benefits will provide an impetus for a vicious circle of unsustainability across various dimensions of development. This paper assessed the nature and state of the environment-poverty-ecotourism relationship at Maasai Mara National Reserve and Amboseli National Park, Kenya. The paper evaluated how ecotourism development in the protected areas has contributed to poverty reduction, or the lack of it, for the adjacent communities. The study was based on the premise that hardly will host communities conserve a natural resource that does not benefit them. The results revealed that despite host communities' support for conservation of wildlife protected areas, the general feeling within them is that a lot needs to be done if the ecosystems are to be conserved sustainably. Based on the findings of the study, the paper recommends strategies for the realization of poverty reduction and environmental sustainability which are the gateway to achievement of all the other Millennium Development Goals.

Assessing the costs and benefits of joint venture partnerships in community tourism between the private sector and Goo-Moremi residents, Botswana

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Rapid increase in the demand for cultural-heritage tourism experiences is one of the major challenges faced by resource managers, local communities and the private sector worldwide. Hence, this study adopted empowerment theory as well as social exchange theory to understand the effects of joint venture partnership in community-based tourism. The objective of the study was to elicit local people’s views and opinions about the effectiveness of the joint venture partnerships in rural tourism development and heritage resource management in a rural town/village in Botswana. Does joint venture partnership ‘empower’ or disempower, benefit or disadvantage local people in inclusive growth of developing rural economies? In Botswana, communities are encouraged to form community-based organizations (Trusts) with which they can collaborate to establish community owned tourism projects or businesses, usually with the help of a private operator. Data was collected via semi-structured interviews of residents, in-depth face-to-face interviews with key informants, and the participant observation of visitors/tourists at the Gorge (heritage site) in Goo-Moremi village. The findings revealed that local residents are beginning to reap benefits from heritage tourism and the joint partnerships in managing heritage that include but are not limited to: creation of employment opportunities, income, and heightened knowledge of conservation and protection of local heritage sites and resources. Challenges were outlined as: lack of commitment from the community along with a low level of involvement in the general management and operations of the Trusts with the private operator displaying the greatest power. Hence, recommendations are that cultural heritage tourism within local communities needs to be managed sensitively and responsibly and care must be taken to monitor the scale and nature of development before the heritage sites become irrevocably damaged.
Evaluation of the strategies to diversify and promote tourism in the international market: A case study of Tanzania

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Records show the contribution of tourism sector in Tanzania has somehow improved and grow steadily; however, most of the contributions come from wildlife tourism and may be of short lived if the NTOs are yet to change their marketing strategies. In response to these and to ensure sustainable contribution to the country economy, the NTOs are striving to diversify their tourism products by incorporating into their program different tourism activities, which will result into increase visitor’s length of stay in the country. With this goal in mind, the current study was conducted to determine the efforts of the NTOs on diversification and marketing of tourism in both source and emerging market. The data for the study were gathered using open ended and closed questionnaires techniques with informant from both government and private tourism bodies responsible for marketing of Tanzania attractions in the world. The finding of the study confirm that little has been done by the NTOs due to the fact that, the Northern Circuit still account for high earning of tourism share in the country and yet there are still low level of awareness of Tanzania tourism attractions and its geographical location to its top ten source markets. Therefore, Tanzania government should strengthen the tourism marketing budget in order to realize the full potential derived from the tourism industry.

Analysing the influence of external environment on the future of Africa tourism: A case study of Tanzania

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This study focuses on attempting to understand and interpret the impact of globalisation and the future of tourism which is very much like peering into a crystal ball. The World Tourism Organization in 2004 presents the fact that tourism is becoming the main sector for poverty alleviation in the least developing countries for several reasons including; first, tourism is consumed at the point of production which gives an opportunity for local people to engage in both formal and informal business. Second, developing country has more advantages in tourism compared with developed countries; they have assets that cannot be found in developed countries such as wildlife, cultural diversity, natural landscape, and art and craft that are enormous value to tourism industry. Third, tourism is diverse compared to any other sectors; it provides both formal/ informal flexibility and part time jobs that provide income to sustain people’s livelihoods. Fourth, it is a labour intensive sector, which is very crucial in eradicating poverty. Fifth, tourism provides not only material benefits for the poor but also cultural pride and last, the infrastructures required by tourism not only benefit tourists but also poor communities (Sugiyarto, Blake, & Sinclair, 2012). It should however be noted that, despite its proven contributions to the national economies and to people’s life at large of many developing countries, Tourism organisations have not fully embraced and incorporate technology in their operations and strategies. Most destinations organisations have kept their traditional business model to keep pace with the evolution of new technology, the emerging innovation advertising strategies, the change in the consumer market, and the growing global competition (Nkurayija, 2011). Most tourism organisations in Africa have developed destination website with varying level of interactivity but failed to develop a website that will deal with the challenges of developing cooperation in a way that is meaningful for electronic commerce (Harris, Doan, & Wilson, 2012). The increase number of political and
environmental instability, disasters, and crises and other external event and trend that affect the tourism industry the most are becoming more complex and fast passed. In respond to this external trend and shock, new visions of destination marketing, and the need to explore innovation forms of partnering, tourism organisation are striving for new approaches to establish competitive advantageous. Tourism organisations are supposed to not only reframe their goals and actions but also to be more proactive because the industry is more volatile, highly competitive and unforgiving industry (Davies & Cahill, 2000). The strategic responses to these developments are essentially decisions to proactively shape, adapt to, or passively struggle through a crisis. Envisioning the future of tourism and examining possible ways of reaching various future scenarios are essential exercises in this process of deciding which strategic approach to adopt to unlock tourism negative externalities and they have been identified as key strategies for the growth of tourism sector, economic growth, community development and poverty relief. Literature so far reveal that most of Africa destination are stable and capable of managing other activities in a proactive way, but they failed to indicate that the decision making and implementation process is slow. It has been argued that African tourism policy makers generally lack experience and knowledge about the country tourism to really know what is going on in the external environment. We all agree that managing a tourism destination today is more complicated than in the past. Have we ever asked ourselves why and what exactly it is that has really changed and what are the elements representing this change” (Formica & Kothari, 2008). Despite considerable research and knowledge gaps in the future of tourism, experts agree that Africa has one of the most growing tourism destinations in the World with a growth rate of approximately 30% per annum in tourism (Chambua, 2010). Likely, the sector is the second fastest growing in the country behind mining sector (MIGA 2013). Broadly speaking, the sector in now ranked as the fifth top tourism revenue earner in Africa (WTO 2001in Vice President’s Office 2005).

Tourism is perceived to be the most sectors generating foreign exchange and it leads other sector of the economy in the country. However, the country like Tanzania is more vulnerable to dynamic and volatile tourism environment. Therefore, understanding current and forecast trends including economic, social, environmental trends and changing consumer behaviours is important in responding with an appropriate strategic approach. A longitudinal in-depth investigation is therefore required for these complex cases, in a qualitative study employing ethnographic research principles. The best way to collect primary data is through nominal group technique for scenario thinking, with informants from a variety of tourism businesses. However, there are two clear options: 1. A single case study that was conducted to determine the future trend those are likely to affect the future of tourism in Pennsylvania, New Jersey, and Delaware from 2006 to 2010. This research method provides the deepest and broadest research data. But the research result which confirms that, the tourism industry will be facing major challenges and experiencing swift changes. However, this findings may highly influenced by some unique factors of this destinations, limiting the scope for generalization. 2. A multicase study of two to three tourism destinations, including the entire stake holder involved in tourism in different countries particularly in Africa. Perhaps the easiest way to understand what has changed is the possible look on the similarities and different between Africa destinations and draw comparative conclusions about why and what exactly is that has really changed and generates more generalizable findings. The access demands of green destination, however, especially for a long time investigation then become substantial, and present new problems. Concluding as to which research method would be taken highly depends on the process of gaining access to different tourism organisation, however, the general research steps have been decided. Three managers from each tourism related company, from different departments, are expected for scenario thinking that will be held three times each company. Through reduplicate checking of the same general questions, the complete change process will be discovered and examined.
Effects of interpersonal conflict on organisational performance. A study of selected hotels in Kisii Town Kenya

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Success in businesses depends on several issues, a key one being conflict management. Yet most managers seem unaware of the negative impact that interpersonal conflict in the workplace can have on their bottom line. Maintaining a good working environment devoid of interpersonal conflicts is critical for the survival of a company in a competitive environment as in the hospitality sector as it can greatly influence their performance. Further, limited literature and studies related to interpersonal conflict exist in the hotel sector in Kenya, hence the need for this study. The purpose of this study was to investigate the effect of interpersonal conflict on organizational performance of selected hotels in Kisii town. This was carried out by investigating the types, outcomes and strategies for managing interpersonal conflict. The study employed both descriptive survey design and explanatory research design. It targeted a population of 368 employees of purposively selected hotels. A sample size comprising 194 employees were selected using stratified random sampling techniques. Questionnaires were used to collect data which was validated through a pilot test while reliability was measured using the Cronbach's Alpha. The data were analysed using both descriptive and inferential statistics and multiple regression was used to test the hypotheses. The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affects organisational performance respectively, while outcomes of interpersonal conflict does not significantly affect organisational performance. To improve the performance of hotels in Kisii town, emphasis should be put on improving strategies to cope with costs, followed by alleviation of task conflicts, relationship conflicts and finally outcomes of conflicts. Managing interpersonal conflict is a social issue that will help in the creation of productive employment which a key issue addressed under the concept of inclusive growth. The researcher recommends staff training on conflict competencies and strategies and on selection and use of appropriate styles of handling interpersonal conflict so that various situations can be effectively dealt with.

Uncovering the hidden costs of interpersonal conflicts. A study of selected hotels in Kisii Kenya

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Unresolved interpersonal conflict represents the largest reducible cost in many businesses, yet it remains largely unrecognized. Maintaining a good working environment devoid of interpersonal conflicts is critical for the survival of a company in a competitive environment like the hospitality sector as it can greatly influence its performance. Limited literature related to the costs of interpersonal conflict exist in the hotel sector in Kenya, hence the need for this study. The purpose of this study was to examine the costs of interpersonal conflicts in selected hotels in Kisii. The study employed descriptive survey design. A sample size
comprising 194 employees were selected using stratified random sampling. Questionnaires were used to collect data. Results showed that annual efficiency losses for hotels as a result of interpersonal conflict could amount to kshs.1, 336,000 ($14,845). To improve the performance of hotels in Kisii, more emphasis should be placed on improving strategies to cope with costs of interpersonal conflict.

Empowerment of Vulnerable Citizens in Zimbabwe’s Tourism Sector: Does Training and Education Guarantee Participation?

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Background: The tourism sector in Zimbabwe contributes significantly to economic growth. The sector contributes an upward of 6% towards the country’s Gross Domestic Product. There has however been growing concern over the lack of full citizen participation in the tourism sector. Women and the youth are often left out of many developmental activities and are not accorded equal access to opportunities. It is surprising to note that certain business ventures that are of little complexity to undertake are in the hands of the rich and famous. This points to a scenario where vulnerable groups will remain in a vicious cycle of poverty for eternity. The achievement of the millennium development goals becomes an illusion. This situation is worsened by the lack of interest in vulnerable groups by those charged with championing the development agenda of the country through tourism development. There is a belief that the non-participation by vulnerable groups is attributable to lack of training and education about how they have to take an active role in the sector.

Practical Implications: The research is premised on the assumption that if there is full participation by all citizens, especially the vulnerable, tourism receipts will go up. This has the potential of reducing poverty and malnutrition. Empowerment of vulnerable citizens improves livelihoods. It is difficult to think of education and training in the absence of a policy framework on the same. The research therefore brings to the fore the possibility of realising the benefits that come as a result of having an informed citizenry. A lot of resources are channelled towards the procurement of food for the poor. Those in chronic poverty are usually found areas that have a lot of potential in tourism. If training and education are allowed to be given prominence, Zimbabwe is likely to chat a new development agenda as a result of the dynamics in the tourism sector.

Methods and data sources: The research takes a predominantly quantitative approach. A descriptive research design is going to be adopted. Structured questionnaires are going to be distributed to women and youth currently employed in the tourism sector. There is a belief that their views will replicate the views of those in communities where tourism ventures exist. Purposive sampling will be used and data will be analysed using STATA.

Indicative findings of the paper: It is predicted that the research will show that training and education will improve vulnerable groups’ participation in tourism business ventures. However, training alone will not help much in the absence of adequate funding.
Developing and marketing cultural tourism in East Africa Community using Geographic Information System

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Travelling has always been about discovery, and it is through visiting other countries that we learn about the world. Cultural tourism is one of the fastest growing and most popular niche markets today. The East Africa Community (EAC) is well known for the warmth and welcoming spirit of its people. This region, which is full of contrasts and diversity, has been crossed by the paths of a long and complex history, therefore becoming one of the most diverse African regions culturally and linguistically. Although some native African cultures have been diluted in many parts of EAC by outside influences, many traditional societies and culture with modern norms and values still exist. On the other hand, some communities still retain their traditional culture and ways of living. Rich cultural experiences can be developed in the region including song and dance, cuisine, arts and crafts, clothing, stories, religion, sports, language and theatre. The successful development and marketing of cultural tourism can be achieved through the use of Geographic Information System (GIS). GIS is a computer-based database used to store, integrate in layers and display data of a geographical nature. This study uses GIS in describing the potential for cultural tourism in EAC, for both international and domestic tourists. This has been done by using secondary data to map cultural tourism in the region, with detailed account of what makes every culture unique. This will help develop cultural products and services that capture the imagination and exceed the expectations of target consumers. GIS makes the product compelling, distinctive, joined-up and consumer needs-focused. This will enhance planning and implementation that involves cooperation and coordination within the EAC countries. It will also enable marketing culture in line with current destination concepts and provide a platform for improving the economic performance and sustainability of tourism in the region.

Effects of cyber-crime on information security of selected hotels in Nairobi Kenya

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Information technology offers businesses and countries avenues for growth economically and progress socially. Therefore unauthorized information leak, which is intolerable, often indicates poor or inadequate information security measures. Internationally, hotels have in recent years become targets by hackers as they are rich grounds of customer information and data held in the hotels computers and even guests laptop. The in-existent or inadequate protection mechanisms makes hotels easy targets by cyber criminals. This paper set out to find out the preparedness of Kenyan hotels to cyber-attacks on their information assets. The objectives of the study were: To investigate the existing security framework policies adopted by selected hotels in Kenya to ensure information security; to establish the common types of cyber-threats and their effect on information security; and to determine management appreciation of the cyber-security in ensuring information security. Descriptive and explanatory research design was adopted for the study. The target population was 935 and a sample size 280 from four selected hotels was used. Purposive sampling was used to select
hotels for the study, stratified sampling to stratify respondents into departments and simple random sampling was used to select individual respondents. Semi-structured questionnaires were used to collect data from the management and the IT department personnel while structured questionnaires were used for the employees. Secondary sources of data were used to supplement data collected from the field. The study was conducted in a duration of one year from December 2013 to November 2014. The data were analyzed using descriptive statistics, and multiple regression. The results indicated that cyber threats accounted for the largest variance of information security. Hotels computers were found to have high instances malware (Trojans, viruses and worms). Management appreciation of cyber security investment was found to suffer in terms of adequate budgeting and staffing which resulted in poor and inadequate information security measures. Although security framework policies had the least influence to information security, the study found out that the hotel had lax implementation of its security measures especially flash-drive management, default and easy to guess passwords, and irregular anti-malware update and scanning. Security of information was found to suffer especially reliability of the information whereby some of the information was corrupted or missing, and regular computer crashes costing the hotels both on reduced productivity. The study recommends a regular and complete review and strict implementation of information security structures, regular and collective collaboration of hotels and cyber-crime police on cyber-crime incidences and also additional funding and support of the cyber security investments to ensure information security. The findings of this research will be of great importance to empower managers prevent and fight cyber-crimes that may affect their business and avoid the costs associated with information breach.

Conservation based enterprises for sustainable livelihoods: Case of Sabyinyo Silverback Lodge, Rwanda

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Tourism-conservation enterprises are known for their ability to produce conservation and socio-economic benefits from tourism. Private-community partnerships underlie the implementation of this type of enterprise. Conservation and tourism actors recognize that this approach might empower local communities located near tourism destinations, by integrating them in the tourism sector. This paper analyses the Sabyinyo Silverback Lodge in Rwanda, a pilot project involving a partnership between the community and the private investor. This qualitative case study examines the design, development and implementation of the project. Special attention is paid to the interactions and relationships built between the actors involved, the strengths and challenges in forming working coalitions, the rules agreed upon, the allocation of resources and discourses that guide the implementation. Research methods included a review of the literature and documents, interviews, field visits, engaging in formal and informal group discussions and observations. The sustainable livelihood framework was used to analyse the implications of the partnership on community livelihood and gorilla conservation. The findings revealed that the Sabyinyo Silverback lodge project is a multi-layered arrangement. It reflects the complexities of horizontal governance in tourism and conservation, characterized by a myriad of power relations and coalitions built among national, regional and international actors. Although the partnership has both positive and negative implications for the local community, it improves the people’s livelihood and contributes to gorilla conservation. The study recommends that in facilitating similar partnerships, one must take into account the complexity of the intersection between actors, their interests and resources. In addition, community representation should be carefully established to allow transparency and equity in using generated benefits to address conservation and livelihoods challenges.
Effects of knowledge management factors on organizational performance in the hospitality industry

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Four principal factors are key players in organizations performance, namely: enablers, drivers, facilitators and mechanisms. Knowledge and other intellectual capital assets are the principal enablers of an organization’s performance for they provide a means to establish the proper course, content, and quality of actions while, drivers provide energy and stimulus for the knowledge managers and employees to act. Facilitators provide ‘lubricants’ to reduce friction that works against actions and mechanisms consist of the functional elements that organizations manipulate, i.e. processes that operate to produce actions. The purpose of this study was to investigate the effects of knowledge management factors on organizational performance in selected hotels in Nairobi. The purpose of this study was to find out the effect of knowledge management enablers, drivers, mechanisms and facilitators on organizational performance. The objectives for the study were: to find out the extent to which knowledge management enablers affect organizational performance, to investigate the extent to which knowledge management drivers affect organizational performance, to determine the extent to which knowledge management mechanisms affect organizational performance and to find out the extent to which knowledge management facilitators affect organizational performance. The study was guided by systems thinking and social capital theories. The study employed both descriptive and explanatory research designs. The population for the study was 756 employees from three selected hotels and a sample of 254 was drawn for the study. Purposive, proportionate, stratified and systematic random sampling methods were used for the study to realize the objective of the study. Purposive sampling was used to select the hotels in Nairobi city. Proportionate sampling was used to determine the number of respondents to participate in the study from each of the hotels selected. Employees selected in each hotel were stratified based on their departments of operation. Systematic random sampling served to identify the actual participants in the study. The instrument for data collection was questionnaire. The content validity of the instrument was tested using a pilot testing. Data was obtained from primary and secondary sources for the study. The Cronbach’s alpha was at the level of 0.934. The analysis of data used both descriptive and inferential statistics methods. From the Multiple regression analysis, the results showed that knowledge management facilitators and mechanisms significantly affect organizational performance at 43.1% and 22.1%, respectively, while knowledge management enablers and drivers do not affect organizational performance. The major conclusions that the researcher drew from the study were; knowledge management mechanisms and knowledge management facilitators are the major components that affect performance or organizations, while knowledge management drivers and enablers do not affect organizational performance. The recommendation from the study was that hotel organizations should heavily invest in their knowledge management facilitators and mechanisms to ensure that the personnel are well equipped to cope with the challenges of performance in their organizations.
Options and Challenges in Promoting an Innovative Tourism Sector in Tanzania: Views from Key Tourism Players in Tanzania

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In this era, providing a memorable tourism experience is almost inconceivable outside the context of innovation. Meeting the need for more value, higher quality, speed, wider choice, and reliability of today’s customer wouldn’t be possible without the aid of innovation. While there has been a strong desire for almost all destinations, including Tanzania, to develop an innovative tourism industry, achieving such a goal still seems farfetched. Findings presented in this paper are an outcome of discussions conducted in the two tourism stakeholders’ workshops conducted in Tanzania in 2011. A total of 32 participants who represented tourism service providers as well as tourism professionals from both private and public institutions took part. The two workshops were facilitated by UNESCO and moderated by the Authors who are members of academic staff of the Sokoine University of Agriculture. These discussions revealed that universities and other research institutions in the country are, in terms of a catalyst role, at the centre of the innovation promotion strategy. They have however not made such a significant impact towards achieving this. As to which is the dominant form of innovation in tourism sector it was certain that product development is. It was also clear that the pace of initiating and adopting change is much slower in the public institutions compared to their private sector counterpart. Challenges that the industry is facing towards instituting innovative practices were also among the major themes in these discussions. There are a number of factors that hold back tourism industry in Tanzania from becoming more innovative, some of these are include lack of a policy drive; lack of dedicated strategy for building the right skills and knowledge for decision-makers and practitioners; inadequate resources to establish and support innovation initiatives; lack of support and access to relevant technologies by service providers; and lack of collaboration for innovation among players. The paper concludes, among other things, that the competitive advantage that a tourism operator has does not rely on the supply factors alone but also by his/her ability to become and stay innovative.

Socio-cultural and economic dynamics that impact on adoption of tourism as a livelihood strategy by the local community in Loitoktok district, Kenya

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Kenya is equipped with natural and build phenomena that attract travelers. It’s tourism industry accounts for about 10% of the country’s Gross Domestic Product (GDP) and 9% of its employment (Republic of Kenya, 2007). The Amboseli ecosystem in Loitoktok district that comprises of Amboseli National Park and the adjoining community lands is a major tourist destination in Kenya. The major livelihood strategies in the area include pastoralist, agriculture and to a certain extent wildlife tourism. Tourism businesses in the area are largely foreign owned. In addition, the tourism investors often fail to create linkages with the local communities (Hemmati, 2000; Republic of Kenya 2007) that may encourage uptake of
tourism by locals. Local dynamics that include the level of education, livelihood strategy, human-wildlife conflicts, change in land tenure, human population growth and low tourism benefits are further diminishing the prospects of local investment in tourism. The area is largely occupied by the Maasai community that practice pastoralism. However, this scenario is bound to change as the community is slowly shifting to agro-pastoralism that is both ecologically and socio-economically destructive and the immigration of purely agricultural communities into the area. The subsequent change in natural resource availability affects the feasibility of particular land use types and regimes especially tourism. This study sought to establish the possibility of the current social and economic realities in Loitokitok district hindering the initiation or uptake of tourism business by the local community. A rapid appraisal system was used. A questionnaire with 132 questions was circulated to the area residents. Out of this number, 114 were effectively filled and submitted. In addition, key informants drawn from community based organizations, non-government organizations, researchers, hoteliers, local administrators, opinion leaders, a librarian at Kimana, Coordinator of Amboseli Tsavo Association, KWS staff, government officials, arable farmers and pastoralists were interviewed. Also, a focal group discussion was held. This group comprised of local leaders, crop growers, pastoralists and a number of young school leavers. The respondents’ overall opinion on wildlife conservation depended on their primary livelihood strategy (p=0.003). The distribution of the primary livelihoods observed compares favorably with that reviewed in literature. This outcome is consistent with the slow shift to agriculture in the region. Nearly two-thirds (65%) of all respondents felt as though their primary livelihood fully met and supported the needs of their household. Therefore the desire to adopt tourism business is compromised. subdivision and its associated land use changes have caused a number of social changes among the Maasai. With the observed increase in agriculture the Maasai will no longer be able to survive in a subsistence economy as pastoralists and will be driven to find outside means of income. If they continue to abandon pastoralism none of the rangelands will be left open for wildlife tourism. Local community members reported few tourism benefits from wildlife conservation and this situation is worsened by human wildlife conflicts that erode their means of survival. Local community members lacked the right skills to insure the viability of local conservation efforts Tourism in Amboseli needs to innovate to take advantage of the changing socio-cultural, economic and governance structure. Also, the local community capacity to uptake tourism business has to be built.

Sacred places of south - Eastern Nigeria by type and function – any significance for community based tourism?

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Sacred places which may take the form of shrine, river, groove, hill, spring, lake, ancient site or cult abound in many communities of South-eastern Nigeria. Such places are often enunciated as sacred, in some cases tabooed; such that extraction of natural resources from within them is forbidden. This phenomenon has spared numerous patches of forest from human interference, leaving them intact in their natural state and provided a safe haven for plant and animal species that would have gone extinct in the region but for the existence of such places. Numerous such sites whose essence may be religious, festive, arbitration, myth, taboo, or a combination of purposes are thought to have substantially served, often unintended, to conserve and protect the endemic natural resources and biomes. The species
so preserve may have environmental values that can be harnessed for tourism. In Nigeria, the use of wildeland for tourism is a novel experience. Formal systems of natural resource conservation that can serve substantial economic purpose from tourism is lacking at the moment especially in the South-east geopolitical zone. The thinking of developing tourism in the many sacred places of this region is based on the principle of generating income from economic paradigms designed to take advantage of the strengths inherent in the environment of an area. Also, the use of natural assets for tourism has been recognised in the context of rural community development. Tourism use of forests for ecotourism will also provide added incentive for conserving local ecosystems. The present study was aimed at identifying the types of sacred places that exist in South-eastern Nigeria and the purposes they serve vis-a-vis their potentials for biodiversity conservation and tourism development. Fourteen types of sacred places were identified which included hills, caves, rocks, waterfalls, springs, rivers, streams, shrines, forests, evil forests, grooves, trees, plants and animals. Purposes served by the sacred places were related to religion, arbitration, enunciation and taboo. Myth and secrecy shrouded the operations of the sacred places; making any form of collaboration with formal agencies unthinkable. It was suggested that the sheer protection of endangered species by the places has significant positive implications for biodiversity conservation and tourism development. Given the discrete occurrence of the sites within the region, community based tourism in individual sites would be the more logical approach to tourism development within the study area.

Linking tourism activities to rural livelihood in Burera District, Rwanda. The case of Virunga Lodge

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This study was conducted in the villages surrounding Virunga Lodge located in Burera district, Northern Province, Rwanda. The study aimed to assess the contribution of Virunga Lodge to rural livelihood living in the neighbouring villages. Specifically, the study sought to establish the contribution Virunga Lodge is having on employment of local people from the neighbouring villages, to assess the supply chain of Virunga lodge and find out if it benefits local residents from the neighbouring villages, to find out if there is any business direct links between tourists visiting the lodge and the local residents around Virunga Lodge, and lastly to identify if there are any challenges that hinder VIRUNGA Lodge in contributing to the wellbeing, poverty reduction and development of local residents in the neighbouring villages. The population under study included local residents living in the villages surrounding Virunga lodge where a sample of 70 people selected using convenience sampling technique was used and one manager of the lodge selected through purposive sampling technique was given an interview. Data from local residents was collected with the use of a semi-structured questionnaire. The researcher and research assistants administered the questionnaires using a semi-structured interview technique. The findings indicate that majority of the respondents (about 87.1%) believe that Virunga Lodge has improved the infrastructure of the area. However, a bigger number of respondents (92.9% ) indicated that they have never worked in Virunga Lodge or a member of their family. All respondents (100%) revealed that they have never sold any products to Virunga Lodge. The study also revealed that there almost no business direct links with tourists visiting the lodge, only one respondent was reported to have a small convenience shop that rarely serves the tourists. The interview with the lodge manager indicates that there are a number of challenges that stop the lodge from making a considerable contribution to local people in the neighbouring villages. The challenges including among others ignorance (lack of adequate skills) among local residents, too little agricultural produce which can enable the lodge to buy from local farmers, lack of basic infrastructures like a goods market, roads and technical schools that can train local people so that they can gain employment in the lodge. These findings suggest that the economic linkages from Virunga Lodge to the local communities are very minimal, almost
non-existing, and that new strategies need to be adapted to get local people surrounding Virunga lodge increasing the benefits from tourism activities around them. Upon research findings the researcher recommended that the lodge should try buy some of their food supplies from local farmers; encourage local residents to form farming cooperatives which can enhance their agricultural productivity so that the lodge can buy from them and finally to enhance the possibility of recruiting employees from local communities so that income flowing to the communities from the lodge can be increased, this strategy can be strengthened by the use of in-house training tactics by the lodge which would focus on people from the local villages.

Implementation and awareness of 5% revenue sharing policy around Akagera National Park. The case of Karangazi sector

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This research investigated local residents’ awareness, perceptions and participation in the implementation of the 5% tourism revenue sharing policy in Rwanda using a case of the Karangazi sector. The main objective of the study was to investigate the implementation of the 5% revenue sharing policy in the Karangazi sector. Specifically, the study aimed at assessing whether local communities of the Karangazi sector are aware of the 5% tourism revenue sharing policy and if they are satisfied with the way the policy is being implemented, and to establish the role of local communities in the implementation process of the 5% revenue sharing policy in the Karangazi sector. The population under study was composed of households located in the Karangazi sector in the surrounding of Akagera National Park (ANP). Sixty (60) households were reached using a convenience sampling technique. Semi-structured interviews were conducted face to face with respondents to collect the primary data. Research findings revealed that the awareness of the Tourism Revenue Sharing (TRS) scheme by local communities of the Karangazi sector was found to at a very low level with only 4 people (6.7%) having heard about this scheme. The rest of respondents (93.3%) had no knowledge of the scheme at all. The second finding was about local residents’ satisfaction with the scheme. It was indeed difficult to establish since people were simply not aware of any tourism revenue sharing scheme, however, after explaining to every contacted respondent of what the TRS entails, because the researcher assumed that people might not be aware of the policy but activities and projects funded by the scheme might insight them to understand what it is, the researcher then proceed on asking satisfactory questions. Generally, people were negative on the so called TRS because they did not realize any positive impacts it was making in their communities. A total of 50 respondents out of 60 strongly disagreed that there have been any positive impacts caused by the TRS in the Karangazi sector. Another finding was about the role of local communities in the implementation process of the 5% revenue sharing policy in the Karangazi sector and it was found that local residents’ participation in TRS implementation was almost non-existent. Most respondents (54 respondents out 60) indicated that “the projects implemented in their community were not discussed with the community members” before being implemented. Fifty six (56) respondents indicated that “the selection of people to participate in the projects has not been done fairly and based on the provisions agreed by community members”. The study ended by devising some strategies that can be used to implement the policy so that there is fairness among the beneficiaries of the revenue scheme. As suggested by respondents “the Rwandan government should deliberately let community members decide on what projects that they want to be implemented in their villages. They prefer coordination and selection of the projects to be done by local leaders and that the government’s role
would be only to provide funds for the selected projects”, this strategy was supported by 40 respondents (66.7%).

The need of a tourism management framework for the conservation of Rwanda’s national parks

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In 2005, the Government of Rwanda introduced the Tourism Revenue Sharing (TRS) scheme, a policy aimed to encourage local people's participation in conservation. Five percent of total tourism revenue generated from the parks is distributed back to the communities surrounding the national park. The researcher realised that there were still problems in the implementation of the policy and decided to conduct this study. This study is ongoing and aims to develop a tourism management framework that will maximize the conservation of the Rwandan national parks and the social wellbeing of neighbouring residents. Specifically, the research aims to look at local employment in tourism and local capacity building and local participation in the management of the national parks. It also aims to determine local residents' awareness and perceptions of the tourism revenue sharing policy. The population under study includes local residents living around the Rwanda’s three national parks, policy makers as well as tourism and conservation experts. Structured interviews were used with local residents and semi-structured interviews were conducted with park authorities. Finally, a Delphi technique is in use for tourism and conservation experts. Preliminary results from local community members and park authorities in Akagera National Park and Nyungwe National Park indicate that: a) Most local residents are not aware of the Tourism Revenue Sharing scheme (TRS) in Rwanda b) The TRS funded projects are decided at the district level, the sector administration only submits proposal which suggests that there is no participation of far lower levels of administration (cells and villages). c) The cell and village leaders are communicated with the decision made by the district authorities through sector meetings. This information often remains with these leaders and is never told to ordinary residents. d) Some ordinal residents are aware of the compensation fund, but in most remote areas this fund is not known. And even where it is known many people complain of not getting compensated. e) The compensation is handled by a different organ (not RDB or park management) which has direct links with local residents and this makes the process unclear and complicated to people. f) In some areas people alerted instances of corruption in the compensation process. g) The employment, mostly casual/part time, is gained by those residents located at the main entrances of the parks. In remote areas, residents have no knowledge of this benefit. h) The communal benefits like schools and hospitals seem to outnumber individual benefits to the people and residents seem not to realise it. i) The lack of sensitisation to local people in remote areas, but neighbouring the parks, is particularly articulated and is a big problem j) The tourism activities are mostly contained inside the parks. No signs indicating that there have been any deliberate efforts to encourage local people to develop tourism products along the ways leading to the national parks, which could possibly increase their gain from tourism. A new look at the tourism value chain is indeed paramount.
Use of Social Media in Marketing of Hotels in Kenya: A Study of Facebook and Twitter

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Social media sites like Facebook and Twitter are increasingly becoming a staple in people’s lives in this tech-savvy age. Networks and relationships are created and maintained on social media between people and entities worlds apart. With this increased usage of Facebook and Twitter in everyday life, business should exploit these avenues to reach their target market, especially in this age where building and maintaining a relationship with customers is turning out to be an essential tool in marketing. Ignoring online marketing in this day is like opening a business and not telling anyone. The study therefore sought to assess the extent to which hotels in Nairobi use social media sites of Facebook and Twitter as advertising and marketing tools. The information was collected through purposive sampling of hotels located in Nairobi who have active user accounts on social media. From the study, it is clear that social media sites are used to gain not only publicity for the hotels, but also as advertising tools to create brand awareness and inform potential customers of products and other offers the hotel may have. These sites help create a one-on-one relationship with the customer thereby giving the customer a sense of belonging and ownership. From these observations, it is recommended that social media sites are used for marketing business due to their extensive reachability and the ability to connect to customers thousands of miles away. It is also recommended that hotels use these sites as they are avenues to address complaints, interact with customers without barriers, and promote new products and services. Even though they are not a replacement to other methods of advertisement, social media sites should be used to complement the traditional tools of advertising in order for businesses to keep up to date with changing technological and marketing trends.

Contribution of women empowerment on tourism development in Rwanda

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Women empowerment and their participation in economic development has been the focus for decades. Different approaches and forums have been used to address gender equity, among them are, Women in Development approach, Women and Development approach, World Tourism Organization and specific State gender policies. To achieve the third millennium development goal that focuses on empowering women, world Tourism Organization action plan of 2008 advocated for empowering women through tourism by supporting gender mainstreaming in national development process so as to achieve women’s equality in the tourism sector. In Rwanda, several achievements have been realized in the area of Women’s Economic Empowerment, through employment and poverty reduction strategies. Credit and finance mechanisms have been initiated to empower women economically and move them out of the poverty trap. The institutional framework for gender mainstreaming, the constitution and legal framework are in place to improve gender-mainstreaming efforts. Various initiatives ranging from projects and institutions have been created to empower women and provide an opportunity for women to participate in economic development especially in the area of tourism. However, there is need for a critical analysis of the contribution that women are making in tourism development in Rwanda. The main objective of the study is to examine the efficacy of women empowerment towards tourism development in Rwanda. Specific objectives of the study are; to assess the participation of
women in various forms of empowerment, to identify the socio-economic benefits of women empowerment and to assess the perception of inclusive growth of Rwandan economy and the tourism sector in particular. The following goals will guide the first part of the study; creating equal opportunities for women working in tourism, inspiring women’s tourism entrepreneurship, advancing women through tourism education and training, encouraging women to lead in tourism and supporting women in community and home based tourism entrepreneurs. The study will establish the level of empowerment of women and their active contribution to the development of tourism in Rwanda. Rwanda’s case studies focusing on community based tourism and pro-poor tourism will be used including the training programmes conducted with the aim of empowering women to participate in tourism development. The study is based on the assumptions that tourism has a wide employment multiplier-effect, and is more likely to employ women and minority groups and tourism home-grown entrepreneurship opportunities in handicrafts, food products, and tour guiding can make a major difference to the lives of the poor women and hence contribute to economic development of the country. The emphasis will be put on women’s participation in tourism development projects, partnership with NGOs and promoting low-capital home-based craft industries which have direct impact on economic development of Rwanda. The research design will be case study and analytical adopting both qualitative and quantitative methods. Interviews and questionnaires will be distributed to the players in the tourism industry and the women working in cooperatives.

Enabling Community participation in the Tourism Value chain: An evaluation of the Handcraft Industry in Uganda

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Engagement of local communities in the tourism value chain remains a key challenge in the developing world. Despite the appealing growth and development of the tourism sector in these countries, local linkages in the tourism value chain are still constrained by the way the sector is structured which does not allow local stakeholders to derive a formidable share of value from the sector. One important barrier leading to this is the vertical organization of the tourism value chain. This implies that tourism development in the developing countries does not automatically steer local development. However, the handicraft sub sector has been advanced as one of the main channels through which revenue from tourism can be transferred to the local population and hence enabling local linkages into the tourism value chain. In Uganda, the handicraft sector which has been hitherto cultural is increasingly becoming commercial due to the increasing demand for the products both locally and internationally more especially with the development of the tourism industry and promotion of non-traditional exports. Using data generated through key stakeholder interviews, secondary sources and site visitations/ observation approaches, this paper evaluates the handicraft industry in Uganda to establish the handicraft products chain pathway and the implication of this sub sector on local development and empowerment. The paper further elaborates the key challenges faced by local people in their participation and engagement with the industry and recommends possible remedies.
Enhancing sustainable employment through ergonomic kitchen designs in Kenya’s hotel industry

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Ergonomic designs have become an increasingly significant feature for enhancing employees’ productivity. In Kenya, the discipline has been under executed. Despite the Hotel and Tourism industry being rated a significant economic pillar for achieving Kenya’s Vision 2030 (GOK,2006) the industry which has employed an estimated 130000 formal and 360000 informal jobs (GOK, 2015) the Government is yet to undertake sustainable employment through standardization of workplaces taking into account ergonomic principles of design. According to the UN task-force on the Post-2015 UN Development Agenda, creation of decent jobs is the most critical component of inclusive growth and it paves way for broader social and economic advancement, strengthening individuals and communities. Therefore, this research paper aims at exploring sustainable employment through ergonomic aspects (anthropometry, applied physiology and human kinetics) in the Hotel industry. This study will adopt a case study research design and questionnaires will be administered to kitchen employees in Boma Inn, Eldoret. Observation and interview schedules will further be conducted to corroborate data collected from food and beverage production managers. The study findings will be analyzed and results used to provide ergonomic models and management recommendations to hoteliers, for enhancing work safety in the workplace, hence improving job performance in the long term. Furthermore, it would be an essential platform to enlighten practitioners on the need to establish sustainable work environments so as to achieve inclusive growth and micro-economic stability.

Tourism Development within Lake Victoria Small Islands: The processes of inclusion and exclusion

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International tourism to emerging and developing economies has been growing strongly in recent years. In 2013, emerging and developing economies received 506 million international tourists or 47% of all international tourist arrivals in the world as compared to 38% in 2000. UNWTO forecast this share to surpass that of advanced economies in the coming years and to reach 57% by 2030. UNWTO reiterate that tourism accounts for 42% of the exports of services of emerging markets and developing economies and has been identified by half of the least developed countries as a priority instrument for poverty reduction. Further, tourism has the propensity of creating a positive impact on the development of rural and isolated areas, contributing to natural resource conservation, revitalizing heritage, reviving traditional art forms, crafts and cultural traditions. The thousands of islands on the face of the earth include some of the finest and most sought after destinations. The mystique related with islands is dependent on a blend of different lifestyles, indigenous cultures, unique land formations, flora and fauna, and water and coastal resources. Small islands are by their very nature physically far removed from the mainland core and fragile in their natural resource base. This study seeks to appraise the processes of social and economic inclusion and
exclusion that operate to influence small island tourism development within Lake Victoria in Kenya. The adequacy of tourism strategies are also determined in accordance with changing conditions and interests of each host and tourism development community. It posits two main questions: to what extent are local communities and residents included in planning and development decisions, as well as sharing in the benefits of tourism on the islands, and what specific strategies would enhance social and economic inclusion in the sharing of the benefits. The study extends the related social and economic exclusion and inclusion, global tourism value chain, literatures. The comparative study uses a mixed method approach, data triangulation, social inclusion and stakeholder theories to investigate the processes through which tourism development on small islands in the Lake Victoria region are inclusive or exclusive of the various interest groups. The study will use various sampling techniques for quantitative and qualitative data acquisition. The sampling techniques include random sampling, purposive and snowball sampling. The data collection will be done using a desk review, focus groups discussions, key informant interviews, personal histories, and participant observation while data analysis will be done using descriptive statistics, descriptive analysis, content analysis, thematic analysis.

Restocking wildlife ecosystems for conservation and development? A case of sport hunting in Kabwoya Wildlife Reserve, Uganda

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For decades, the relevance of non-state actors in the conservation and development agenda in Africa is being recognised. This is in response to the increasing pressure on governments to involve non-state actors in conservation and sharing of benefits, to achieve the conservation-development ‘win-win’ logic. In Uganda, the Uganda Wildlife Authority (UWA) in collaboration with private sport hunting companies are restocking several game reserves in Uganda for purposes of promoting conservation and development through sport hunting. This approach was first developed and implemented in 2005, when Lake Albert Safaris signed an agreement with Hoima district Local Government to restock Kabwoya Wildlife Reserve and later started sport hunting in the area. Lake Albert safaris has over the years worked with the local communities and NGOs to manage wildlife within and outside the reserve. However, the contributions of these conservation arrangements for most African countries remain less studied. This paper will analyse the development and implementation of sport hunting in Kawboya Wildlife Reserve, Hoima district. The paper examines these impacts using a combination of two concepts: the policy arrangement approach and the governance capacity approach. We make use of qualitative methods, particularly, in-depth interviews, focus group discussion, observation and document review. Fieldwork was done in phases; February 2014, June - August 2014 and early 2015, in the parishes of Kabwoya, Busheruka and Kyangwali, Hoima district. The findings have implications for conservation and development, particularly, the proliferating commercialisation of nature to bridge the conservation-development gap.
Culinary tourism entrepreneurs: The impact of international cuisine in Corner Brook

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The pleasures of the palate have long been associated with travel. Merchants have travelled for millennia looking for exotic and essential ingredients to bring home for trade. Tourists, too, have sought and still seek gastronomic experiences. Food and drink have traditionally been part of the appeal of destinations as diverse as Singapore and Hong Kong, Provence and Tuscany, and Paris and New Orleans. In response, an increasing number of destination marketing organizations, including those serving destinations not traditionally known as culinary hotbeds, have begun to look at culinary tourism as part of an overall marketing strategy. Corner Brook is slowly positioning itself in the market as a food tourism destination offering diverse international cuisine from Asia and Europe. With the steady increase of foreign immigrants and the competitive tourism destination profiling, it is important that the destination offers a diverse range of tourism products. Some of the case studies presented here are still at a virgin stage of the food industry. The context of this contribution is to underpin such entrepreneurial developments using the rationale that in order to maintain and enhance local economic and social vitality, creating back linkages between tourism and food production sectors can add value to an area’s economy. This paper using a case study approach and researcher experience will attempt to address the initial stages of the strengths and opportunities of food promotion in Corner Brook. Preliminary data was collected through personal conversations with the proprietors as well as participant observations.

Analysing opportunities for tourism product diversification and linkage enhancement in Uganda

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Tourism products on offer in Uganda are still limited to game viewing, primate tracking, to some extent bird watching, cultural mingles and nature walks. However, given the ongoing campaigns to promote the participation of more Ugandans in the production and consumption of tourism products, additional and profitable tourism goods and services need to be brought onboard. The Government of Uganda Policy on Science, Technology and Innovation (2009) identifies science tourism as one of those unexploited products that would allow the production and consumption of additional goods and services in the tourism sector. Science tourism involves short term activity in which participants travel as a group with the primary purpose of participating actively in learning for purposes of better understanding and appreciation of a locality or visited environment. Science tourism focuses on active participation in educational adventures, with the guidance of experts, with an aim of learning about geological processes and their manifestations; flora and fauna; space bodies; among others, in order to understand and appreciate the characteristics of a locality (West, 2008). Therefore, promotion of science tourism would bring products like geo- tourism, herbal tourism, astronomy tourism, and birding onboard. This paper assesses the opportunities for developing and producing science-based tourism products and potential for their consumption. The study was carried out in Kampala where data was collected through semi structured interviews with the aid of interview guides to assess the demand levels of the science tourism products and the factors that influence this demand. Preliminary results show that, geo-tourism and herbal tourism ranked 1st and 2nd respectively. It was also determined that the major factors that influence demand of the science tourism products are
Assessing perceptions of employers and graduates on university tourism and hospitality training programs in Kenya. A case study of Nairobi County

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The tourism and hospitality industry has experienced a steady growth globally over the years to become a major socio-economic phenomenon today. In response to this growth, training institutions have developed tourism and hospitality training programs to respond to the industry’s need for skilled labour. However, despite these vast programs, the industry is still dogged with a mismatch between its human resource needs and the training institutions’ programmes. This study sought to assess and compare the perceptions of tourism and hospitality employers’ and graduates’ on the university tourism and hospitality programs in Kenya. It particularly sought to assess the extent to which tourism and hospitality training in Kenya met the expectations of both employers and graduates. Further, it proceeded to compare those perceptions other than also formulating recommendations which could influence strategy for tourism and hospitality training in Kenya. The focus of the study was on Hotels and Tour firms in Nairobi County. The target population was 359 respondents comprising 200 tour firms and 49 hotels and catering employer population and 108 tourism and hospitality graduates working in those organizations. Using purposive sampling, it focused on hotels and tour operation firms which were members of Kenya Association of Hotel Keepers and Caterers and Kenya Association of Tour Operators respectively. Simple random sampling was used to sample 50 employer respondents. The study used census method to target all the 108 hospitality and tourism graduates working in the sampled hotels and tour firms. Data was analysed using descriptive statistics methods such as means and frequency distributions. T-test was used to test the significance of the difference between employers’ and graduates’ perceptions. Results of the data analysis were presented using tables and figures. Consequently the study established that although university tourism and hospitality training satisfied the expectations of employers and graduates in some sets of skills and competencies which are more generic, it failed to satisfy them in other skills that they considered most important for employment in the industry such as sector specific skills and foreign languages. The study also compared the perceptions of the employers and graduates on the most important skills and competencies necessary for employment in the industry and the extent of their satisfaction with how they perceived university training on impacting those skills. The results established that there were significant differences in the perceptions of employers and graduates. The study therefore concluded that even though university training partially satisfied employers and graduates, there was a gap in training of the most important skills set for the industry which are sector specific like food and beverage production, tour operations, housekeeping among others. However, there was a significant variance in the perceptions of the employers and graduates. The study recommends adherence to and enforcement of training standards and persistent involvement of industry and tourism and hospitality alumni in program design and reviews, and further study to unravel gaps established by it.
Prospects for Sustaining Indigenous, Marginalized Maasai Community Within Amboseli National Park: The Significance of inclusion

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UNWTO has recognized indigenous community participation firmly on the tourism agenda. The growing emphasis on sustainable community-based tourism has faced numerous challenges within the Developing Nations. In Kenya, Amboseli National Park, Lake Bogoria National Park, Laikipia National Reserve and Maasai Mara National Reserve encountered severe community tourism conflicts. The Maasai are a culturally distinct community in Kenya whose pastoralist lifestyle is natural dependent. The Maasai lost their rights over communal land and its resources ownership through the colonial era and are now threatened by modernity including the expansion of urban areas such as Nairobi into their ancestral land. The change in land tenure systems has also drastically affected their communal ownership systems with intense pressure to privatize their land. The Kenya government introduced various community-tourism partnership programmes with both local and foreign investors. The local community experienced challenges of exclusion in overall tourism participation: poor benefit sharing mechanism, local misrepresentation on tourism projects and land ownership, low level employment opportunities, low profit from pastoral economies, and lack of accessibility to tourism infrastructure. The inclusion of the local community will therefore contribute sustainable development for community-tourism in marginalized regions. The private investors and government has minimally involved the Maasai community to plan and manage tourism resources within Amboseli. The local elders are the usually at the forefront for such involvement. This has resulted to exclusion of various groups in decision making on resource use. A new model of engaging is emerging in which This study seeks to address the strategies and prospects for inclusive community-based tourism toward the benefit of various community groups in Amboseli and also analyze the tourism exclusion factors that have contributed to various conflicts. The objectives of the study will be as follows: (i) to identify the main issues of exclusion in community-based tourism (ii) to determine strategies for inclusion of various members in community-based tourism in Amboseli (iii) to incorporate all the stakeholders in tourism development (iv) to empower local community on tourism inclusion rights. The study will apply the following literature: socio-economic and eco-environmental tourism impacts to investigate issues of community exclusion and recommend strategies for inclusive tourism development in Amboseli. Theories of social inclusion, community-based tourism models and partnership/stakeholder models will be applied to investigate extent to which the Maasai community will benefit from inclusive tourism. The study will use a grounded theory case study approach through field research, document reviews and online research. Data will be collected through qualitative and quantitative methods as follows: participant observation, focus group discussions, key informant interviews, attitude surveys and oral narratives. The data analysis will be through content analysis, and thematic analysis.

Is orphanage tourism obstructing inclusive growth?

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Is orphanage tourism obstructing inclusive growth? This reflection paper originates from a personal experience in Tanzania, which exposed me to the lucrative phenomenon of
orphanage tourism and its involved parties. The purpose of this reflection paper is to encourage a discussion of the phenomenon of orphanage tourism in relation to its long-term and country development related consequences, and bringing it towards the center of attention and debate in regards to sub-Saharan Africa. Background and gap Orphanage tourism is an increasingly popular form of tourism. It includes spending some vacation time volunteering in an orphanage in a developing country, and it is also a growing phenomenon in the form of a one-day or few hours orphanage visit as part of a packaged tour. While in South East Asia there are many organizations and campaigns committed to raise awareness about this controversial form of tourism, it seems that orphanage tourism is not part of the discussion agenda for Sub-Saharan Africa despite its growing popularity. Volunteer Tourism, or Volutourism, has inspired a large amount of literature. The topic was initially approached with enthusiasm and welcomed as a sign of growing concern among tourists. However, the earlier studies are noticeably tourist – centred, an approach that has promoted an idealized representation of the phenomenon. More recent works have approached the topic of volunteering with a critical eye uncovering some highly harmful implications of this trend among which cultivating polarized images. At the one end the visitors are the rescuers, the ‘givers’ and at the other end there are the helpless, the ‘receivers’. In the rich body of literature works addressing specifically orphanage tourism are limited, especially when focusing on Sub-Saharan Africa. Its long term effects on the children’ self-development and self-fulfillment and what effect it has on a country’s development, is yet unknown for the lack of longitudinal studies of the phenomenon and the challenges they represent. Discussion UNICEF estimated that in 2013 the ‘orphan crisis’ reached at least 52 million orphaned children in Sub-Saharan Africa only, representing more than 11% of the estimated under-18 population. The children affected by orphanage tourism are exposed to the practice repetitively during their stay at the orphanage; for many of the children the exposure might coincide with their entire childhood and teen-age until they grow out of the orphanage and venture into adulthood. They learn to understand themselves as the ‘receivers’ dependent on the arrival, benevolence and possibilities of ‘givers’ which puts them in an inferior and powerless position in their own eyes. Concluding remarks This paper hosts a discussion of orphanage tourism from an unconventional stance and argues that the effects of the self-perception it cultivates might impact a region’s inclusive growth. Orphanage tourism is a widespread phenomenon and should be brought towards the center of discussion also in Sub-Saharan Africa: children are a crucial part to inclusive growth since development is an ongoing process and every new generation of children will be leading next.

Gross Happiness of a ‘Tourism’ Village in Fiji

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Background: Tourism has long been recognized to bring both benefits and costs to the host community. The socio-economic impacts of tourism on host communities have been a long-standing subject of research. This research examines tourism and inclusive growth in the developing country context of Fiji by calculating a Gross Happiness Index (GHI) as a measurement for residents’ quality of life. Bhutan made worldwide headlines by rejecting the notion of GDP as a measurement of national welfare and constructing a Gross National Happiness Index. Perceived as somewhat of a gimmick, the GNH index attracted a lot of public relations in the mainstream media. While there has been other research on tourism’s impacts on residents’ quality of life, a GHI has not been to be implemented. Practical implications and applications: Tourism is Fiji was recognized as a path to economic development as early as the 1960s. This research calculates the gross happiness index for a ‘tourism’ village in the south pacific nation of Fiji. The index for this village is then compared
and contrasted with a traditional subsistence Fijian village that has very little experience of tourism or interaction with tourists.

The ‘tourism’ village is located in one of the main tourist areas, directly adjacent to The Naviti Resort. In the 1970s, landowners from the village agreed to lease their land to the hotel provided work was given to the villagers, and they were among the first Fijians to gain employment in tourism when the resort opened in 1974.

The ‘non-tourism’ traditional Fijian village is located on Vanua Levu, the second largest island of Fiji and is not widely traveled by tourists. Most inhabitants in these villages are small subsistence farmers or fishermen. The village is located approximately 75 kilometres by road away from the nearest domestic airport.

The purpose of the GNH Index is to assess the overall happiness of a community or nation, and evaluate which areas of life, residents are sufficiently happy with and suggest areas to improve for those residents who are not-yet-happy. The Index can be used by policy makers to increase Gross National Happiness either by increasing the percentage of people who are happy or decreasing the insufficient conditions of people who are not-yet-happy.

Methods: Bhutan’s GNH survey instrument was adapted for the Fijian context. Questions that specifically related to Bhutanese culture were modified for the Fijian case. The number of questions and dimensions remained the same as the Bhutan model. The calculations and sufficiency cut-offs used to construct the Index was identical to the original Index. The researchers attempted to survey each household in the villages. In the ‘tourism’ village, 31 questionnaires out of the 32 households were completed. In the traditional village, 96 out of the 176 households completed the survey.

Indicative Findings: The Gross Happiness Index for the ‘tourism’ village is significantly less than the GHI for a traditional Fijian village. Only 22.6% of ‘tourism’ villagers are ‘happy’ while 77.4% of non-tourism villagers are ‘happy’. Across the 33 indicators there are some marked differences between the tourism village and the non-tourism village.

Contribution of guest houses to local economic development through procurement of locally produced products in the Eden district region.

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Tourism has come to be seen as a key driver for local economic development in South Africa, as it provides opportunities for pro-poor and community-based initiatives. On a global scale, the challenges of confronting poverty and unemployment continue to dominate the development agenda. The ability of Local Economic Development (LED) to empower local people has earned favour with national governments and development theorists. The imperative facing South Africa to achieve a more equitable and sustainable economy is essentially the challenge to adopt and implement a development approach that will reduce poverty and unemployment (which are the two key objectives of LED) to the greatest extent. It is within this context that the South African government has sought to incorporate LED into their economic development framework, predominantly through the decentralisation of development control and planning to the local government level. This study examined the contribution that guest houses to LED with specific focus on guest houses procuring locally produced products for their operations in the Eden district region. This study adopted a quantitative research method using a questionnaire which had both closed- and open- ended questions. The study was aimed at guest house owners, locums and managers in the Eden district region and two hundred and fifty (250) guest houses were identified in the area. These guest houses were obtained from the Eden district municipality database, the databases of Local Tourism Offices (LTO’s) combined with a further search on the internet by the researcher. Due to the low number of identifiable guest houses, all the guest houses identified formed part of the study and therefore two hundred and fifty (250) questionnaires were e-mailed to those guest houses with a request to get these filled from the guest house
owners, managers and locums. The results of the study indicates that majority of the guest houses (64.2%) are using locally produced products to a large extent with 32% using locally produced products to a little extent whilst 3.2% not using locally produced products at all. Majority of these guest houses spend between R5 000.00 and R10 000.00 per month counting 68.8%. These results infer that guest houses are indeed making a positive contribution to LED through their usage of locally produced products.

Place Branding: A Content Analysis of how Tour Operators sell Kenya as a tourist Destination on their official Websites

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This paper is based on a study which examines the content and images of 100 registered tour operators’ official websites in Kenya and to connect what is being presented in tour operators’ websites and the association of a destination with the content and to suggest way forward in branding Kenya as a destination of choice. These websites were systematically analysed using content analysis technique. It focuses on the different tourist attractions presented by the tour operators on their websites. Data was recorded based on nine tourism product categories presented by the Kenya tourism board: Go on Safari, Explore Water Sports, Explore Events and Festivals, See Popular Site, Marine Parks, Conservancies, Visit the coastal areas, Visit the Highlands and Valleys, and Visit the Lakes. These findings show that these websites present a lot of information on experiencing a Kenyan safari, followed by visiting the coastal area. However very little information is given on the other areas or rather tourism products as well as communication and transportation issues until you contact them. This study would help travellers plan their trip but also promote this region as an important and interesting tourist destinations.

Tourism and Gender

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Processes of tourism development can be seen as important identifiers of social change of which interest in gender is an important aspect (Kinnaird & Hall, 1994; Swain & Momsen, 2002: Hall et al., 2003; Swain, 2005; Pritchard et al., 2007). This paper explores the relation between tourism and inclusive growth. In addition, the paper endeavors to present in depth discussions and arguments on gender issues in tourism. Most importantly, bringing gender aspects of tourism to the attention of policy makers specifically the issues of women’s employment and participation in tourism planning, development and management. Furthermore, a review is made on the progress which has been made with regard to increasing participation of women in tourism activities and making recommendations on how to improve inclusion of low and middle income groups in the tourism workforce, the creation of productive employment, the promotion of equal opportunities and the reduction of the distribution of inequality as economic growth continues. The situation of women as members of the workforce in the tourism industry worldwide and at the local level is also presented. Suggestions are made which will help to maximise the benefits of tourism development for local communities and in particular, women. Indeed, tourism is one of the world’s largest and fastest-growing industries. In developing countries including Kenya, it acts as a vehicle for
development through creation of foreign exchange earnings and creation of both direct and indirect employment (UNWTO, 2007). However, benefits accrued from tourism are unequally distributed between men and women, particularly in developing countries (GRWT, 2010). Women extensively suffer from discrimination within the tourism sector, as they have been denied direct opportunities for leadership positions and responsibility within the industry and therefore concentrated in low-skilled and low-paid occupation (UNWTO, 2011). Yet, tourism has grown worldwide in the last decade, the formal employment position of women has changed little with majority of women remaining in the informal sector producing and selling souvenirs and providing services from hair braiding to prostitution (Kempadoo, 1999). Studies undertaken indicate that majority of the poor are women, their inclusion in economic development should be a priority. While women are contributing with a substantial amount of labour to tourism businesses, significant gender inequalities still persist. The Global report on women in tourism, by the UNWTO (2010), indicated that participation of women in decision-making and problem solving has enabled them to lose their initial inhibitions and discover their enormous capacity for endurance. According to this report, if a strong gender perspective is integrated into planning and implementation processes, tourism can be harnessed as a vehicle for promoting equality and women’s empowerment. For instance, in 2008, Tanzania had a record high in the number of appointments of women to the Ministry of Natural Resources and Tourism, women were promoted to positions such as the Director of Tourism (Hoffman, 2001). However, participation, empowerment and inclusion have become new key words in the field of development studies but they do not always improve gender balance (Momsen, 2003). The cultural turn and post-structural ideas of embodiment and sexuality bring new approaches to the study of gender and tourism (Pritchard et al., 2007). Aitchison, (2005) argues that these should not allow for a rejection of the previous materialist and suggests a social-cultural nexus should be the basis of a new conceptual framework within which to explore ‘the mutually informing nature of the social and the cultural in shaping both materialities and relations of gender and tourism’.

Future implications of genuine hospitableness on the service industry. What is the relationship between service provider’s personality and performance outcomes within the Service industry?

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The purpose of this research is to explore the employee’s personality traits impacts in array of service sector; hospitality, leisure and tourism commercial settings. Therefore, this research centres on the desire to study hospitableness as a character of human behaviour in order to be used as a competitive element for the commercial service operators. This study focuses on service employee personality with three main variables namely hospitableness as a behaviour, industry reputation and expectations on employee skills and character and the quality of experience. Conversely, the delivery of services is dynamic as it varies for no guest or host posse’s identical demands and requests beseeching the necessity to accommodate different behavioural attributes as well as mindsets. For a commercial service player sustainable existence, employees need to possess a certain personality for today’s guests are no longer yearning for standardized experiences and quality of service. Notably, not every service professional providing services to customers is genuinely hospitable. This study anticipates to have an impact on the service industry’s development and enhancement of the quality of the experience between guests/customer and hosts encounters while focusing on the broader aspect of the service industry’s fundamental competencies and behavioural expectations. Consequently, the research will explore the notion of hospitableness as a heredity and acquirable facet of personality trait in order to enhance the service provider’s performance outcome. The first phase of the study will analytically analyse the behaviours of service professionals against psychometric tests. This will be done by an
analysis of broad personality domains based on the big five; Openness, conscientiousness, extraversion, agreeableness and Neuroticism. Finally this research will ascertain any similarities between industry employees who display the qualities of genuine hospitableness and their personality traits. This will be achieved by identifying “this” person who depicts the extra, namely the genuine hospitableness character. Additionally, establish the correlations between genuine hospitable employee’s personality similarities and the industry’s desired attributes of hospitableness in order to determine if the attributes are a predictor of job performances; for the industry to be able to select employees based on their personality characters fit for the service industry. The research approach for this study will be mixed methods thus a combination of positivist and interpretivist approaches. The researcher believes that it is appropriate to use both methods as this study not only concerns itself with understanding the interpretation of the social world of the service industry. In regard to the sample and population, the research focuses on employees of commercial service settings within the Netherlands and Kenya who display the qualities of genuine hospitableness which will be detected by use of a genuine hospitableness measurement instrument; and their personality traits and similarities. The researcher believes that the diversity in the choice of the population (the countries) will present an interesting personality traits perspective from the cultural, social and legal lens (common patterns of data) over a longitudinal time horizon.

Potentials of Ecotourism on Enhanced Biodiversity Conservation in Amani Nature Reserve, East Usambara

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The eastern Arc Mountains have been reported by the International Union for Conservation of Nature IUCN as one of the 25 world’s biodiversity hotspot, Amani Nature reserve (ANR) as one of the blocks of eastern arc mountains has a great potential of flora and fauna including endangered, threatened, endemic, rare and vulnerable species. Increased population growth, and related human socioeconomic activities has increased pressure on forest resources, which threaten the ecosystem of East Usambara Mountains. A study was carried out to assess the potentials of ecotourism on enhanced biodiversity conservation based on specific objectives 1) To identify the number of ecotourism programmes that have been established since the establishment of ANR, this focuses on biodiversity conservation. (2)To assess current status of biodiversity values (goods and services), (3)To identify important strength, weaknesses, opportunities and threats of ecotourism on enhanced biodiversity conservation in the study area. (4) To assess the involvement of local community on biodiversity conservation. Methods used involved focused group discussion, monitored questionnaires, interview and Participatory Rapid Appraisal (PRA). Findings indicated that45% of respondents participates in tree planting projects, 25% of respondents are participating butterfly farming Projects, 11% involved in, Allanblackia (Masambu), the rest in beekeeping and fish farming. In the current study different endemic and rare flora and fauna species were identified and ranked due to their importance Bird species like Bubo vosseleri; Sheppardia gunning, Anthreptes pallidigaster. Animal species were also identified such as Rousettus (Stenonycteris,) Ianosus kempi Rhynchoycon petersi, Beamys hindiei. Tree species like, Cola Usambarensis, Cephalospaera Usambarensis, Saintpaulia. Most of the tourists prefer trekking and hiking for bird and plant viewing. Amani have absolute advantage to practice ecotourism because of the available unique natural environment despite some challenges such as poor infrastructure, poor management, unqualified human resources and poor communication. Local people seem to be well knowledgeable in ecotourism where 42% of participants agreed to shift to ecotourism from other environmental unfriendly activities and the 58% disagreed conditionally if only ecotourism offers an absolute advantage over other sources of income. Ecotourism represents one of the potential reliable alternative means for enhanced biodiversity conservation in ANR.
Building Strong Community Eco-Tourism Concepts: the Inclusion of Multiple Sectors and Stakeholders at the Wechiau Community Hippo Sanctuary, Ghana

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Set against a backdrop of sustained poverty and biodiversity loss in West Africa, the Wechiau Community Hippo Sanctuary (WCHS) has a 16-year track record of successfully integrating cultural, spiritual, and economic realities to produce a model of community-based eco-tourism that has yielded proven benefits for both biodiversity and human communities. Hippopotamus in West Africa are an imperilled species, and unlike other regions of Africa where wildlife is heavily linked to tourism, there is proportionately very little economic benefit in Ghana from ecotourism. To garner trust and commitment from local people, conservation activities need to “pay for themselves” to make the investment worthwhile. The WCHS encompasses a multi-sectorial approach including major elements of scientific study and biodiversity-monitoring; conservation of an endemic species; bio-enterprise and eco-tourism concepts; land management; and economic diversification for local communities. Benefits include increased hippo numbers; decreased poaching; increased bird populations and species richness; the return of wildlife; improved health and educational opportunities; and stable visitor numbers facilitating financial self-sufficiency. The social complexity of the Wechiau area is immense, yet gains have been achieved by involving four tribes, each differentially practicing traditional, Islamic, or Christian religion. Engaging with international and domestic tourists, visitor numbers have increased steadily since 1999. Revenues from eco-tourism have covered operational costs, including staff salaries and tourism infrastructure, since 2004. The employment opportunity enables roughly fifty community members to receive regular income as tour guides, rangers, cooks, caretakers, and boatmen. A Management Board, with an Executive, and two community representatives from each of 17 beneficiary settlements, governs operations. Never-the-less, the vast majority of local actors are male, with token representation from women as cooks alone. This paper examines results of the inclusion of a second revenue stream at WCHS – one that includes and benefits women – and suggests that this action is pivotal to long term sustainability of the eco-tourism endeavor. For generations, women have harvested shea nuts in a traditional way without negative environmental impact. Understanding this allowed for the creation of a community-managed bio-enterprise. By introducing organic principles to age-old harvesting practices, the women are now enjoying improved revenues leading to improving livelihoods for themselves and their families, and providing a chemical-free habitat for hippos and surrounding biodiversity. Since 2008, an Organic Shea Cooperative with a sound business model has involved WCHS women through the purchasing of organic shea nuts. By December 2014, it encompassed over 1,600 women members each receiving a 20% organic ‘bonus’ on total sales, while the WCHS Management Board receives a 10% premium from total annual purchases applied to a Hippo Sanctuary conservation fund. A recently completed on-site organic shea butter processing factory aims to integrate over 4,750 women by 2016. Lessons learned can be replicated in other regions / situations with anticipated positive results. Best practice includes: partnership time commitment > 10 years; incorporation of local cultural, spiritual and economic perspectives on nature; internally driven processes of governance, project and financial management; and continuous evaluations of livelihood/biodiversity outcomes to adjust management and investment practices over time.
Exploring narrations of coloniality within postcolonial interpretation

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Western societies are increasingly challenged to cope with modern socio-cultural issues as social equality, inclusion of ethnic minorities and the consideration of double-edged histories within cultural, arts and educational institutions. Consequently, western governments are frequently called into question for their (dis)ability to create a multi-faceted identity that represents a plural-cultural society in which voices are heard equally. Since the era of western democratic systems have become synonymous for crisis of meaning in which ethnic groups begin to detach themselves from European knowledge and power, these groups consequently re-create an identity and sense of belonging within plural ethnic societies. Since museums are strong instruments of power in constructing a culture and identity, representing the past within such institutions has become even more imperative (MacDonald, 2003; Lord, 2006; Bhatia, 2009; Mignolo, 2011; Otele, 2012). This paper is part of a study that explores the role of Dutch and British colonial history in the creation of a national identity through museum representation in The Netherlands and Great Britain. The overall study generates understanding about the procedures and uses of colonial heritage in museum exhibitions. It further aims to connect this understanding to the construction of meanings of the exhibited for visitors from these former dominant societies. This particular chapter explores colonial narrations of Dutch and British national history in two prominent city museums - Amsterdam Museum and the Museum of London – through an interpretive analysis of the objects on display. It argues the significance and implications of the objects in relation to the museums’ narrations and to current social-cultural structures in which the museums are rooted. With an interpretive approach in which the meaning and importance of the objects are analysed within the context of the museum’s narration and postcolonial discourse, a relationship between the exhibition, current social issues and collective identity creation is drawn. Given that the increasing aim of museums in modern western is to provoke critical thinking and creating dialogue (The American Association of Museum, 1992; Museum Association, 2013), recommendations for drawing stronger connections between current storytelling of these exhibitions, and their ability to invite further discussion and postmodern thinking on national identity, are provided. Ultimately, this paper analyses the nature and meaning of the narrations and objects that represent Dutch and British colonial past in Amsterdam Museum and Museum of London - situated in cities that are vital to their colonial history.

Household income determinants for rural households living adjacent to or in conservation areas in southern Africa: Comparison of ecotourism staff and non-staff

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Poverty levels in rural areas in southern Africa are high with few employment opportunities locally available. However, large populations continue to live in these areas. This paper aims to understand where these households are getting income from and what factors are determining their average monthly household incomes. It focuses on the determinants of rural household incomes, with a particular focus on the role of ecotourism employment. Through extensive interview schedules which included over 1800 respondents across six southern African countries the study was able to determine the income impact of ecotourism employment as well as the importance of other variables. The results show that, in general, ecotourism employment does play an important role in determining rural household incomes.
and significantly impacts on household welfare. Education, other formal employment, the source of the income and the number of income sources were also found to be important. The importance of diversifying rural livelihoods to reduce household risk over time is also highlighted.

Protected areas and community wildlife-based tourism influential dynamics on the spiralling of community capitals

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This paper uses the community capital framework to assess community livelihoods from a systems thinking perspective. The study uses qualitative data collected from semi-structured interviews complemented with secondary data sources. Results indicate that all community capitals are critical resources that play a dynamic role in shaping the spiralling of community livelihoods and biodiversity conservation. The adoption of community wildlife-based tourism in protected areas led to both the spiralling up and down of community capitals underscored as positive and negative feedback loops of the system in which wildlife-based tourism is executed. The spiralling of community capitals is explained by the transformation of one stock of community capital to another in a system thinking dynamics fashion. The spiralling-up of community capitals is explained by increased livelihoods and diversification options facilitated by increased tourism income. The spiralling-down is explained by the heightened human-wildlife conflicts in the form of fragile wildlife-livestock coexistence which led to livestock diseases, loss of lucrative beef market and the fragmentation of the ecosystems through the introduction of veterinary fences. The paper adopts a case study approach with the Chobe Enclave Conservation Trust living adjacent to the Chobe National Park in Botswana providing the context of this study.

A dream deferred: Socio-cultural and economic dynamics that impact on adoption of tourism as a livelihood strategy by the local community in Loitoktok district, Kenya

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Kenya is equipped with natural and build phenomena that attract travelers. It's tourism industry accounts for about 10% of the country’s Gross Domestic Product (GDP) and 9% of its employment (Republic of Kenya, 2007). The Amboseli ecosystem comprises of Amboseli National Park and the adjoining community lands is a major tourist destination in Kenya. The major livelihood strategies in the area include pastoralism, agriculture and to a certain extent wildlife based tourism. Tourism businesses in the area is largely foreign owned. In addition, the tourism investors often fail to create linkages with the local communities (Hemmati, 2000; Republic of Kenya 2007) that may encourage uptake of tourism by locals. Local dynamics that include the level of education, livelihood strategy, human-wildlife conflicts, change in land tenure, human population growth and low tourism benefits are further diminishing the prospects of local investment in tourism. The area is largely occupied by the Maasai community that practice pastoralism. However, this scenario is bound to change as the community is slowly shifting to agro-pastoralism that is both ecologically and socio-economically destructive and the immigration of purely agricultural communities into the
The subsequent change in natural resource availability affects the feasibility of particular land use types and regimes especially tourism. This study sought to establish the possibility of the current social and economic realities in Loitokitok district hindering the initiation or uptake of tourism business by the local community. A rapid appraisal system was used. A questionnaire with 132 questions was circulated to the area residents. Out of this number, 114 were effectively filled and submitted. In addition, Key Informants drawn from community based organizations, non-government organizations, researchers, hoteliers, local administrators, opinion leaders, a librarian at Kimana, Coordinator of Amboseli Tsavo Association, KWS staff, government officials, arable farmers and pastoralists were interviewed. Further, a Focus Group Discussion was held with groups that comprised of local leaders, cultivators, pastoralists and a number of young school leavers. The respondents’ overall opinion on wildlife conservation depended on their primary livelihood strategy (p=0.003). The distribution of the primary livelihoods observed compares favourably with that reviewed in literature. This outcome is consistent with the slow shift to agriculture in the region. Nearly two-thirds (65%) of all respondents felt as though their primary livelihood fully met and supported the needs of their household. Therefore the desire to adopt tourism business is compromised. Subdivision and its associated land use changes have caused a number of social changes among the Maasai. With the observed increase in agriculture the Maasai will no longer be able to survive in a subsistence economy as pastoralists and will be driven to find outside means of income. If they continue to abandon pastoralism, none of the rangelands will be left open for wildlife tourism. Local community members reported few tourism benefits from wildlife conservation and this situation is worsened by human wildlife conflicts that erode their means of survival. Local community members lacked the right skills to insure the viability of local conservation efforts Tourism in Amboseli needs to innovate to take advantage of the changing socio-cultural, economic and governance structure as well as ratcheting up the local community’s capacity to to participate meaningfully in the tourism business.

**Entrepreneurship education and job creation in hospitality and tourism industry in Nigeria; Prospects and Challenges**

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Entrepreneurship is the major driver of any economy. Wealth and a great number of jobs are being created through businesses started by entrepreneurially minded individuals, many of whom go on to create big businesses. This research study has attempted finding out the factors that hinders students and graduates that went through entrepreneurial training in the field of hospitality and tourism from utilizing their skills in job creation, and to proffer appropriate solutions to the identified factors. Descriptive statistics is used where One hundred and eighty-one (181) Questionnaires were administered to both students and graduates of the hospitality and tourism department in the last three years randomly and 150 were retrieved. Data collected were presented, tabulated and analyzed to arrive at the findings that 90% of the students/graduates do not pursue their entrepreneurial dreams due to lack or insufficient capital and 80% due to lack of confidence resulting from insufficient training. In view of this, recommendations were made that more time should be allocated for entrepreneurial training to ensure that adequate skills are imparted. Government should also
encourage these youth by establishing a financial body that will focus on provision of grants, financial aids or loans, which the students and graduates can access easily.

Tourism policies and their implications on sustainable tourism for economic development in Rwanda. A case of Volcanoes National Park

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Tourism is an attractive tool for economic development, specifically in the developing world but many local communities do not feel the benefits due to weak policies. National policies on tourism in developing countries are usually the domain of the state, mostly formulated with little or no consultations with other stakeholders. Tourism policy, which is a tool for economic development and job creation, is becoming an instrument for territorial development and for enhancing and preserving protected areas. Since the ability of local governments is very limited, the approach to be used in developing rural areas is to involve all stakeholders to improve the economic status of the people in a sustainable manner. The focus is on the improvement of the people’s economy, because it could affect the improvement of the social welfare in general. The traditional role of government is to formulate policies including those for the tourism sector. Volcanoes National park is the most visited park in Rwanda due to the presence of gorillas and other unique endemic species. However the park is surrounded by a high population number that is poor, land shortage which focuses on the park and natural resources as the main source of survival. The problem for the government seems to be formulating tourism sector policies that embrace all stakeholders and development. The problem is catalyzed when some important areas needing policy re-orientation or refocusing are not well implemented especially consultation with local communities in the planning process; forging partnership with the private sector; tourism infrastructure development policy to facilitate tourism development, for the benefit not just for tourism but the wider society. Other aspects of policy re-focusing include entrepreneurial development initiatives, policies to enhance tourist length of Stay. In a tourism context, it is important for government to maintain legitimacy and influence on government processes by ensuring that the local residents support its tourism policies. Residents’ support for tourism is influenced by their perceptions of the benefits and costs of the sector. Citizens trust their government to the extent that its institutions produced desired economic outcomes and meet their expectations in the economic domain. Government’s inability to deal with economic challenges such as unemployment and poverty impinges on citizens’ trust. Government of Rwanda is the principal actor in the political process of tourism development and has usually adopted a more interventionist approach in tourism development than in other sectors. It controls the industry through formal ministries, other institutions, legislations, and various programs and funding initiatives, and intervenes in tourism for environmental, political, and economic reasons. Traditionally, economic concerns are the principal reasons for government’s intervene in tourism. However, local residents’ reluctance to accept developments has meant that governments’ roles in the sector have extended beyond economic considerations to address the environmental and social consequences of development. The methodology will be descriptive and analytical in nature and will use both primary and secondary data as well as qualitative and quantitative data. Data will be presented in form of tables, figures and essay form and analysis will by statistical packages.
Firm competences and performance of tour operators in Kigali, Rwanda

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Tourism has been identified as a priority sector to achieve Rwanda’s development goals as set out in Vision 2020 (Rwanda Tourism Policy, 2009). In the last 20 years, Rwanda has been able to make significant progress in developing and managing its tourism sector in recent years. Rwanda’s Tourism industry is one of the fastest emerging tourism hubs in Africa with a large number of travel and tour firms shifting their competitive approaches to capability and competence development. The shift to capability and competence development is motivated by increasing competition and the desire to attain superior performance. In the Tour Operators’ context, firm competencies entail processes by which organizational resources are developed, combined and transformed into value offerings for the potential traveler/tourist. Competencies have long been considered a significant factor in a firm’s performance because they enable the firm to develop, combine, and transform resources (physical, financial and managerial) into value offerings (Demack, 2006). Thus, competencies are not only an indicator of a firm’s capability, they are rather a precursor of a firm’s capacity to achieve superior performance. Despite the growing amount of academic exchange on competencies that underpin a firm’s capability, there appears to be no unified framework for studying their effects on firm performance (Freury and Freury, 2003). Further, operationalizing capability architecture requires the sourcing of relevant knowledge, the translation of capability architecture into organizational structure, and the establishment and development of organizational processes through patterns of routinization and codification (Leonard, 1992). These practices are generally highly specific to each firm and difficult to describe in detail in Tour Operators (Walker, 2004). In Nonaka (2002), there is often controversy about the contribution of specific capabilities to a firm’s performance. To address this gap, the researcher will draw on the Resources Based View and firm performance literature to develop a framework for the relationship between firm competencies and performance. The study will empirically assess the predicted relationship using survey data from 30 Travel and Tour Operators in Kigali, Rwanda. The main research questions will be: What capabilities and competences do Tours Operators in Kigali have/develop? How do a travel and travel operator’s competencies enhance its performance? To answer these questions, the researcher will use a survey design. Factor Analysis will be used to determine the key factors that Tour Operators consider to be the major components of each capability or competence type. Chi-square test of significance will be used to determine whether there exists a significant relationship between a Tour Operators Competences and its performance. It is anticipated that if well developed, competences are significant in improving a Tour Operator’s performance.

Kenya Vision 2030: Need for a paradigm shift in pro poor tourism

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Tourism is an economic activity which can effectively be harnessed for economic development and poverty alleviation. However, despite phenomenal growth across Africa over the last several decades, the benefits accruing from tourism have not translated into significant socio-economic development, especially at a local level. Millions of poor people live in popular tourist destinations yet tourism has not become a sustainable livelihood
option. The situation in Kenya is no different and local communities are minimally involved in tourism initiatives. This scenario has increasingly led to poverty at the local level and marginalization from the tourism industry, despite it being a key part of the national development plans to alleviate poverty. Kenya’s Vision 2030 and its five-year middle-term plans identifies tourism as a lead sector to transform Kenya into a newly-industrialized middle-income country providing high quality of life for its citizens by the year 2030. The middle-term plans place great emphasis on addressing and overcoming current challenges of widespread poverty although it provides little detail on how this might be achieved. To date, tourism has brought little benefit to indigenous communities. However, for Kenya to achieve its poverty alleviation ambitions there must be a paradigm shift in the way tourism is engineered so that it brings benefit to poor people. Traditionally, impacts of tourism have focused on macroeconomics and its potential to bring about economic growth to poor communities rather than measuring and demonstrating specific impacts on poverty. Economic growth does not always translate to economic empowerment of local communities. A paradigm shift in national planning is urgently needed to redefine Kenyan tourism in a way that will maximise benefits to local communities. This paper focuses on the development of a blueprint for tourism development to underpin Vision 2030 and deliver real benefits for poor people through an alternative development paradigm that will identify specific pro-poor benefits and while emphasizing microeconomic policies and practices. Drawing on best practice case studies of pro-poor tourism in other developing country contexts, this paper proposes strategies to enhance Vision 2030 and facilitate community access to tourism benefits, enabling more effective linkages with the economy and complementing existing livelihood strategies.

**Who’s Story is Told: Exploring Destination Narratives in Two Ghana Communities**

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“Visitors are cultural aliens, and the tourist gaze descends from the guest down to the host” (van Beek & Schmidt, 2012, p. 8). It is further argued that the tourist gaze (Urry & Larsen, 2011) is constructed through the social patterns of the visitors and influenced by the stories and images shared by previous visitors. The construction of this gaze is a central to the development of a tourist narrative of destination and its residents. Noy (2012) has argued that the production and consumption of a destinations narrative is central to modern tourism and that questions are raised about the entitlement to a destinations narrative identity. The purpose of the research presented here is to explore to co-creation and influences of a destination’s narrative through two Ghanaian case studies. Ghana’s plays hosts to many international visitors who are attracted to its beaches, rich culture and history, and to a lesser extent its wildlife. In addition, Ghana plays host to a significant population of young (e.g., university aged) volunteers and education tourists (Jesen, 2014). These individuals, as well as foreign visitors of the past, have worked to create and disseminate stories of their experiences that have resulted in the development of destination narratives that influence the new visitors. However, what is yet to be explored is how the creation of these narratives has manifested in not only the visitor experience but also the host behaviour. The research presented here is a synthesis of results and observations from a number of other projects conducted by the co-authors. From 2009 – 2013 participants from Vancouver Island University conducted research and community development activities in the northern Ghanaian community of Larabanga. These projects focused specifically on tourism development, conflict within the community, and combatting the negative stories and practices related to host-guest relations. Central to this case study are additional research results that focused on the community of Busua, located in the southern coastal regions of
Ghana. Utilizing Urry’s description of the tourist gaze (Urry & Larsen, 2011) and Noy’s (2012) narrative analysis, this research used content analysis of research previously conducted as part of the Ghana Research and Study Tours and user-created content that reflects guest experiences and stories (e.g., Bradt and Lonely Planet guidebooks, trip advisors, and blogs), to explore the co-creation and dissemination of a destination’s story. The results of this study show that the narrative created through the sharing of visitors’ experiences impacts future visitors’ expectations and willingness to visit a destination. Further, local residents were well aware of the narratives that were constructed about them and some used the external knowledge to: a) create individual narratives of different than that of the destination, or b) embraced and owned the narrative that was presented. In Larabanga the narrative was seen as a communal embarrassment contrasting Busua where the narrative was more individualized. Ultimately the issue of a destination’s narrative is important to understand and manage as it impacts on a destination’s ability to manage their own story and to attract guests.