

**STAKEHOLDERS' PARTICIPATION AND IMPLEMENTATION OF THE
NATIONAL TOURISM POLICY IN NAIVASHA SUB COUNTY, KENYA**

BY

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DECLARATION

Declaration by the Candidate

I declare that this thesis is my original work and has not been presented for an award of degree in any college, institution or university. No part of this thesis should be reproduced without prior written and explicit permission of the author and/ or Moi University.

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DEDICATION

This thesis is dedicated to my family. Mom, the prayer and assurance you gave me as I sat for my final PHD examinations has been my source of strength and inspiration. You assured me it was well, that I had to sit for and pass my exams. I didn't know it was your final before you left for glory. For that my Mama, am forever thankful. To John my beloved husband, my children David and Sheryl; Joseph and Martha, my brother Samuel, and my sisters Rahab, Dorcas and Ruth, your enormous love, prayers, support and encouragement is immeasurable. May God bless you. I will forever be grateful.

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ABSTRACT

The National Tourism Policy is a set of rules, guidelines and objectives which provides a regulatory framework that integrates tourism stakeholders at National and County levels for sustainable tourism development. The Kenyan tourism industry operates within the stipulated policies and regulations for it to remain competitive and sustainable in the global arena. The lack of effective stakeholder participation remains a major obstacle in sustainable tourism policy realization with little clarity how this can be resolved. Moreover, adherence to Tourism Regulatory Authority licensing by stakeholders is very low which questions stakeholder participation, sensitization and education. This study sought to establish stakeholder participation and National Tourism Policy implementation in Naivasha Sub-County. The study objectives were: stakeholder participation decision making, monitoring, evaluation and resource mobilization influence on National Tourism Policy implementation. The study hypothesized that there was no significant influence of decision making, monitoring, evaluation and resource mobilization on National Tourism Policy implementation. The study was grounded on Stakeholder theory and Ladder of Participation theory. Mixed Methods based and concurrent embedded design were used. The study targeted 8749 respondents from Tourism Regulatory Authority, Tourism Fund, star rated hotels, non-star rated hotels and campsites, County Tourism and tourists. A sample size of 353 were selected using purposive and probability sampling and simple random sampling techniques. Both quantitative and qualitative methods were used to collect primary data. Data was collected using questionnaires for managers of star rated, non-star rated hotels and campsites, Tourism Regulatory Authority officers, County Tourism Officer and tourists and interviews schedule were for Tourism Regulatory Authority and Tourism Fund managers. Quantitative data was analyzed through descriptive statistics and inferential statistics while qualitative data was analyzed using thematic analysis. Multiple Regression Analysis tested hypotheses to establish the influence of stakeholder participation on the implementation of NTP. Findings indicated that there was a positive significant influence of decision making ($\beta_1=0.215$; $p\text{-value}=0.013$), monitoring ($\beta_2=0.258$; $p=0.003$), evaluation ($\beta_3=0.332$; $p=0.000$) and resource mobilization ($\beta_4=.330$; $p=.000$) on NTP implementation. The study concluded that stakeholder participation in decision making, monitoring, evaluation and resource mobilization had a significant influence on NTP implementation in Naivasha Sub-County. The study recommends in order to enhance stakeholder participation implementation, the Ministry of Tourism and Wildlife should embrace Bottom up implementation strategy through involving TRA in enforcing, monitoring and NTP implementation. TRA and County should enhance civic education to stakeholders to make them participate and own up to policy decisions higher levels other than manipulative participation. The study recommends that hotels have internal quality monitoring units to enforce standards. It further recommends that the Ministry, TRA and County should develop a collaborative work plan so that stakeholders solve conflicting and duplication of roles.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xii
LIST OF FIGURES	xiv
OPERATIONAL DEFINITION OF TERMS	xv
ACRONYMS AND ABBREVIATIONS	xviii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Overview of the Chapter	1
1.2 Background to the Study	1
1.3 Statement of the Problem	5
1.3.1 General Objective of the Study	8
1.3.2 The specific objectives of the study were:	9
1.3.3 Hypothesis of study	9
1.3.4 Research Questions	9
1.4 Significance of the Study	10
1.5 Scope of the Study	11
1.6 Assumptions of the Study	12
1.7 Limitations of the Study	13
CHAPTER TWO	15
LITERATURE REVIEW	15
2.1 Overview of the Chapter	15
2.2 History of Tourism Policy Implementation	15
2.2.1 Policy Implementation in the 1970s	16
2.2.2 Policy Implementation in 1980 -1990	20
2.2.2.1 Top down Implementation	21
2.2.2.2 Bottom- up Implementation	23
2.2.3 Implementation between 1990-2000	24
2.2.3.1 Implementation between 2000 -2010	26

2.2.4 Implementation in 2010 and beyond	27
2.3 National Tourism Policy in Kenya (NTP)	31
2.3.1 The National Tourism Strategy	37
2.3.2 Tourism Regulatory Authority (TRA)	37
2.3.3 Tourism Fund (TF).....	42
2.3.4 Kenya Tourism Board (KTB)	44
2.3.5 Kenya Utalii College (KUC).....	46
2.3.6 National Convention Bureau (NCB) /Kenyatta International Convention Centre (KICC)	47
2.3.7 Tourism Research Institute (TRI)	48
2.3.8 Tourism Promotion Fund (TPF).....	49
2.3.9 Tourism Protection Service	49
2.3.10 Tourism Finance Corporation	50
2.3.11 Tourism Tribunal.....	51
2.3.12 County Governments	51
2.4 The Concept of National Tourism Policy Implementation.....	54
2.5 Concept of Stakeholder Participation	59
2.5.1 Stakeholder Participation in Decision Making and its influence on NTP Implementation.....	66
2.5.2 Stakeholder participation in Monitoring influence on NTP implementation..	70
2.5.3 Stakeholder participation in Evaluation and its influence on NTP implementation.....	72
2.5.4 Stakeholder participation in Resource Mobilization and its influence on NTP implementation.....	75
2.6 Theoretical Framework.....	78
2.6.1 Stakeholder Theory	78
2.6.2 Arnstein ladder of participation theory	85
2.7 Conceptual Framework.....	87
CHAPTER THREE.....	91
RESEARCH METHODOLOGY	91
3.1 Overview of the Chapter.....	91
3.2 Study Area	91
3.2.1 Geographical location	91
3.2.2 Climate	91

3.2.3 Economic Activities	92
3.2.4 Tourist Attractions and Facilities	93
3.3 Research Paradigm, Method and Design	94
3.3.1 Research Paradigm	94
3.3.2 Research Methodology	95
3.3.3 Research Design	96
3.4 Target Population	97
3.4.1 Sampling techniques and Sample Size	98
3.4.2 Sampling Procedures and Techniques	100
3.4.3 Sampling Methods	100
3.5 Data Collection Methods	101
3.5.1 Primary data	101
3.5.2 Secondary data	101
3.6 Research Instruments	102
3.6.1 Collection of Data	102
3.7 Study Variables	103
3.8 Validity and Reliability of Research Instruments	103
3.8.1 Pretesting of the instruments	104
3.8.2 Validity of the instruments	104
3.8.3 Reliability of the instruments	104
3.9 Data Analysis and Presentation	106
3.9.1 Underlying Assumptions of the Multiple Linear Regression Model	108
3.10 Ethical considerations for Research	109
CHAPTER FOUR.....	111
RESULTS	111
4.1 Overview of the Chapter	111
4.1.1 Response Rate	111
4.1.2 Data Preparation and Screening	112
4.2 Demographic Characteristics of the Respondents	112
4.2.1 Demographic characteristics of stakeholders involved in tourism policy implementation	113
4.2.2 Gender of Respondents	113
4.2.3 Age of respondents	114
4.2.4 Education Level of Respondents	115

4.2.5 Marital Status of Respondents.....	116
4.2.6 Income level of Respondents	116
4.3 Stakeholders and Tourist Characteristics.....	117
4.3.1 Types of Stakeholders in the tourism industry in Naivasha Sub County.....	118
4.3.2 Type of tourist	118
4.3.3 Number of days for the vacation in the destination	121
4.3.4 Purpose of visit.....	121
4.3.5 Accommodation	123
4.3.6 Aware and use National Tourism Policy.....	124
4.3.7 Aware and use Tourism Act No 28 of 2011.....	125
4.4 Descriptive Analysis	126
4.4.1 Descriptive statistics for Stakeholder participation in Decision Making.....	126
4.4.1.1 Qualitative analysis for Stakeholder participation in Decision Making.....	130
4.4.2 Descriptive statistics for Stakeholder participation in Monitoring	133
4.4.2.1 Qualitative analyses for Stakeholder participation in Monitoring.....	137
4.4.3 Descriptive statistic for Stakeholder participation in evaluation	139
4.4.3.1 Qualitative analyses for Stakeholder participation in Evaluation	141
4.4.4 Stakeholder participation in Resource Mobilization.....	143
4.4.4.1 Qualitative analyses for Stakeholder participation in resource mobilization	145
4.4.5 Stakeholders' views on the National Tourism Policy Implementation.....	148
4.4.5.1 Qualitative analyses of stakeholders' views on National Tourism Policy Implementation	151
4.4.6 Tourist views on National Tourism Policy Implementation	151
4.4.6.1 Qualitative views on Tourist views on Naivasha destination experiences	154
4.4.7 Overall level of compliance in relation to National Tourism Policy implementation.....	154
4.4.7.1 Challenges facing NTP implementation.....	155
4.5 Factor Analysis	157
4.5.1 Kaiser-Meyer-Olkin (KMO) and Barlett's Test of Sphericity	158
4.5.2 Decision making Total Variance Explained.....	159
4.5.3 Decision making Rotated Component Matrix ^a	160
4.5.4 Monitoring Total Variance Explained.....	160

4.5.5 Monitoring Rotated Component Matrix ^a	161
4.5.6 Evaluation Total Variance Explained	162
4.5.7 Evaluation Component Matrix ^a	162
4.5.8 Resource mobilization Total Variance Explained.....	163
4.5.9 Resource mobilization Rotated Component Matrix ^a	163
4.5.10 National Tourism Policy Implementation Total Variance Explained	164
4.5.11 National Tourism Policy Implementation Rotated Component Matrix ^a	165
4.6 Assumptions of Regression.....	165
4.6.1 Normality Assumption Test	166
4.6.2 Linearity Assumption Test	167
4.6.3 Autocorrelation Assumption Test	168
4.6.4 Multicollinearity Assumption Test.....	168
4.6.5 Homoscedasticity Assumption Test	169
4.7 Linear Regression	170
4.7.1 Influence stakeholder participation in decision making on NTP implementation	171
4.7.2 Effect of stakeholder's participation in monitoring on NTP implementation	173
4.7.3 Influence of stakeholder's participation in evaluation on NTP implementation	174
4.7.4 Regression analysis on stakeholder's participation in resource mobilization on NTP implementation	176
4.8 Multiple regression Analysis	178
CHAPTER FIVE	181
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	181
5.1 Introduction.....	181
5.2 Summary of the Study Findings	181
5.2.1 Stakeholder participation and decision-making influence	181
5.2.2 Stakeholder participation and monitoring influence	183
5.2.3 Stakeholder participation and evaluation influence	184
5.2.4 Stakeholder participation and resource mobilization influence	185
5.3 Discussion	186

5.3.1 Stakeholder participation and decision-making influence on NTP implementation	186
5.3.2 Stakeholder participation and monitoring influence on NTP implementation	190
5.3.3 Stakeholder participation and evaluation influence on NTP implementation	194
5.3.4 Stakeholder participation and resource mobilization influence in NTP implementation	196
5.3.5 Challenges facing NTP implementation	199
5.4 Conclusion	203
5.5 Recommendation	205
5.6 Study Implications	208
5.6.1 Implication for Managerial practice	208
5.6.2 Implications for Policy	210
5.6.3 Theoretical implications	211
5.6.4 Recommendations / Suggestion for Further Research	213
REFERENCES	215
APPENDICES	234
Appendix 1: Political and Climatic Map of Naivasha.....	234
Appendix 2: Hotels and Tourism Attractions around Lake Naivasha	235
Appendix 3: NACOSTI Authorization	236
Appendix 4: Questionnaire for Stakeholders	237
Appendix 5: Interview Schedule	243
Appendix 6: Questionnaire for Tourist	245
Appendix 7: TRA Pre- Qualification Assessment Checklist for Vacation Hotels.....	247
Appendix 8: TRA Inspection and Inventory Check List.....	252

LIST OF TABLES

Table 2.1: Stakeholder Definition.....	79
Table 2.2: The limits of stakeholder theory. What the theory isn't	83
Table 2.3 Theories informing the study	87
Table 3.1 Target population, Sample Size and Sampling Techniques	100
Table 3.2 Data collection tools used for various stakeholders.....	103
Table 3.3: Reliability of study variables	106
Table 4.1: Response Rate.....	112
Table 4.2 Gender of Respondents	113
Table 4.3 Age of respondents	114
Table 4.4: Education Level	115
Table 4.5 Marital Status.....	116
Table 4.6 Income level of Respondents	117
Table 4.7 Stakeholder participation in Decision Making	127
Table 4.8 Stakeholder participation in Monitoring.....	134
Table 4.9 Stakeholder participation in Evaluation.....	140
Table 4.10 Stakeholder participation in Resource Mobilization	144
Table 4.11 Stakeholders' views on National Tourism Policy Implementation	149
Table 4.12 Tourist views on National Tourism Policy Implementation.....	152
Table 4.13 Overall level of compliance in relation to National Tourism Policy implementation.....	154
Table 4.14 Kaiser-Meyer-Olkin (KMO) and Barlett's Test of Sphericity.....	158
Table 4.15: Decision making Total Variance Explained	160
Table 4.16 Decision making Rotated Component Matrix ^a	160
Table 4.17: Monitoring Total Variance Explained	161
Table 4.18 Monitoring Rotated Component Matrix ^a	161
Table 4.19 Evaluation Total Variance Explained	162
Table 4.20 Evaluation Component Matrix ^a	162
Table 4.21: Resource mobilization Total Variance Explained	163
Table 4.22 Resource mobilization Rotated Component Matrix ^a	164
Table 4.23: National Tourism Policy Implementation Total Variance Explained	164
Table 4.24 National Tourism Policy Implementation Rotated Component Matrix ^a .	165
Table 4.25: Autocorrelation Test	168

Table 4.26: Collinearity Statistics.....	169
Table 4.27: Model Summary for Stakeholder participation in decision making	171
Table 4.28 ANOVA ^a stakeholder participation in decision making	172
Table 4.29: Coefficients of Stakeholder participation in decision making.....	172
Table 4.30 Model Summary on stakeholder's participation in monitoring	173
Table 4.31 Analysis of Variance on Stakeholder's participation in monitoring.....	173
Table 4.32 Stakeholder's participation in monitoring Coefficients.....	174
Table 4.33 Stakeholder's participation in evaluation Model Summary	175
Table 4.34 ANOVA on stakeholder's participation in evaluation.....	175
Table 4.35 Stakeholder's participation in evaluation Coefficients.....	176
Table 4.36 Model Summary on stakeholder's participation in resource mobilization	177
Table 4.37 Stakeholder's participation in resource mobilization Analysis of Variance	177
Table 4.38 Stakeholder's participation in resource mobilization Coefficients.....	178
Table 4.39: Overall Model Summary	179
Table 4.40. Overall ANOVA	179
Table 4.41: Overall Coefficients.....	180

LIST OF FIGURES

Figure 2.1: Model of tourism policy implementation process	18
Figure 2.2: Evolution of tourism policy in Kenya in relation tourism policy implementation	30
Figure 2.3 Kenya's Tourism institutional structure	34
Figure 2.4: Tourism facilities licensing process	42
Figure 2.5: The Ladder of participation	85
Figure 2.6: Conceptual Framework	88
Figure 4.1: Type of Tourists	119
Figure 4.2a: International tourist.....	120
Figure 4.2b: Domestic tourists.....	120
Figure 4.3: Number of days in the destination.....	121
Figure 4.4: Purpose of visit.....	122
Figure 4.5: Hotel accommodated.....	123
Figure 4.6: Aware and use National Tourism Policy.....	125
Figure 4.7: Aware and use Tourism Act No 28 of 2011.....	125
Figure 4.8: Normality.....	166
Figure 4.9: Linearity	167
Figure 4.10: Standardized residue scatter plot.....	170

OPERATIONAL DEFINITION OF TERMS

County: A political geographical unit carved off from the national government as a unit of devolved government envisioned by the 2010 constitution of Kenya consisting of several constituencies governed and administered by the county government (GoK, 2012). It is an administrative area of local government consisting of towns within its area (Korir, 2012).

Decision making: It is a process of giving, choosing and taking into consideration views, opinions or actions that would best achieve specific objectives or goals (Alexander, 2012).

Embedded Research Design: is a mixed methods design in which one data set provides supportive, secondary role in a study based primarily on the other data type (Creswell, 2021).

Evaluation: It is making an assessment on the rate of progress towards meeting policy objectives (Dodds & Butler, 2024).

Implementation: It is the act or process of complying with directives of statutes (Maitland, 2013, Vinh, & Van, 2024). For this study implementation is conceptualized as putting into use, integrating, compliance or conforming to NTP by stakeholders towards the actualization, realization of new practices within the tourism industry setup or tourism policy objectives.

Mixed Methods research: It is an approach for conducting research that combines and integrates quantitative and qualitative forms of research (Creswell, 2022, Dawadi, Shrestha & Giri, 2021).

Monitoring: This is the ongoing process by which stakeholders obtain regular feedback on progress being made towards achieving policy goals and objectives (Cheema, 2022).

National Tourism policy –This is a set of rules, regulations, guidelines, directives and objectives that guide tourism development (Swanson, 2013). For this study the National Tourism policy refers to all rules and regulations enforced by regulating bodies in accordance to Tourism Act of 2011 Revised National Tourism Policy, 2020.

Participation: This is the ability to have a say, undertake a role, involvement or ability to act (Dodds & Butler, 2022). Participation is defined as “an educational and empowering process in which people, in partnership with each other and those able to assist them, identify problems and needs (monitor), mobilize resources and assume responsibility themselves to plan, manage, control and assess the individual and collective actions (evaluation) that they themselves decide (decision making) upon” (Rahnema, 2020, Oakley, 1995, Partiff, 2010).

Resource mobilization: Ability to acquire resources and mobilize or sensitize people towards accomplishment of goals (Fredricksen, 2011, Nyongesa 2013). For this study resources mobilization encompass soliciting financial, human, skills and competence requires to accomplish tourism objectives.

Stakeholder: Any group of people or individuals who can affect or is affected by the achievement of the organization's objectives (Freeman 2010, Freeman, Dmytriyev, & Phillips (2021). For this study stakeholders refers to managers of hotels, campsites, TRA as well as TF and county tourism officers who are key respondents.

Stakeholder Implementation: It is the act of **involving** stakeholders in the execution of a policy or strategy which ensures that those affected by or interested in the initiatives have a say in how it is carried out (Cosmus, 2021).

Stakeholder Participation- It is the ability of individuals or groups to have a say, undertake a role, be involved, act, make decisions in an organization (Dodds & Butler, 2022). For this study, Stakeholder participation means taking part or being involved in decision making, monitoring, evaluating and mobilizing resources adapted from (Oakley, 1995).

Tourism Regulatory Authority (TRA) - TRA is a corporate body that regulates the tourism industry established under section 4 of the Tourism Act No.28 of 2011. TRA registers, licenses, grades and develops regulations, standards and guidelines that are necessary to ensure quality service delivery in the tourism sector. For this study, TRA is one of the stakeholders responsible for the implementation of NTP thus a key respondent.

Tourism Fund - Tourism Fund is mandated to mobilize resources and finances for sustainable tourism development in Kenya. For this study resource mobilization was one on the study variables

ACRONYMS AND ABBREVIATIONS

ICCA:	International Congress and Convention Association
JICA:	Japan International Cooperation Agency
KICC:	Kenyatta International Convention Centre
KNBS:	Kenya National Bureau of Statistics.
KTb:	Kenya Tourism Board
KUC:	Kenya Utalii College
KWS:	Kenya Wildlife Service
MCTP:	Makueni County Tourism Policy
MoTW:	Ministry of Tourism and Wildlife
NACOSTI:	National Commission of Science, Technology and Innovation
NCIDP:	Nakuru County Integrated Development Plan.
NTP:	National Tourism Policy
NGO:	Non-Governmental Organizations
OECD:	Organization for Economic Cooperation and Development
OELD:	Oxford English Learners Dictionary
SDG:	Sustainable Development Goals
SGR:	Standard Rail Gauge
SPSS:	Statistical Package for Social Sciences
STHEM:	School of Tourism, Hospitality and Events Management
TF:	Tourism Fund
TFC:	Tourism Finance Corporation
TPS:	Tourism Police Service
TRA:	Tourism Regulatory Authority
TRI:	Tourism Research Institute

TT:	Tourism Tribunal
UNDP:	United Nations Development Program
UNEP:	United Nations Environmental Programme
UNWTO:	United Nations World Tourism Organization
WTTC:	World Travel Tourism Council

CHAPTER ONE

INTRODUCTION

1.1 Overview of the Chapter

This chapter gives an overview of the background to the study comprising of information on Tourism Policies, implementation of policies and stakeholder participation. It further discusses the statement of the problem, the study objectives, research hypotheses and questions, justification, significance, scope and finally the assumptions of the study.

1.2 Background to the Study

Tourism is one of the largest sectors of the global economy that creates one in every ten jobs worldwide (World Travel Tourism Council, WTTC, 2023). It is the pillar in the economies of countries, both developed and developing and a major source of income and foreign currency (Ismet & Abuhjeeleh, 2016; Zulkefli, Jaafar, & Marzuki 2022). It is the world's most profitable commercial service industry with a global economic contribution of 7.6 trillion US dollars (USD) with Kenya realizing KES 682 billion equivalent to 6.7 billion USD in 2016 (WTTC, 2023). Despite the lucrativeness in the tourism industry, it is susceptible to political, economic, social, cultural, environmental and technological effects. Tourism has profound impacts both positive and negative thus the need to have tourism policies (Onyango, 2022; Sánchez-Oro Sánchez, Castro-Serrano, & Robina-Ramírez, 2021; GoK, 2020) to mitigate such impacts. Sustainable tourism can only be achieved when all stakeholders adhere to the stipulated regulations and tourism policies in the development of tourism products and services.

Tourism policies can be viewed as programmed activities formulated in response to an authoritative decision (Buzinde, & Caterina-Knorr, 2023; Maitland, 2013) or as road

maps that structure tourism activities towards the achievement of set goals and objectives (GoK, 2012; GoK, 2020). Tourism policies aims at optimizing tourism development in the country. These policies are very important because they provide guidance and protect organizations interests by ensuring they comply with laws and regulations. Tourism policies assist in decision making for the implementation of planned tourism activities in line with the set objectives and goals in the tourism industry (Weldesensbet, & Meskeleb, 2021).

The United Nations Tourism (UNWTO) which is the leading international organization serving as a global forum for tourism issues was established to deal with policy, directives and guidelines towards sustainable development and universally accessible tourism paying special attention to developing countries and ensuring that every country develops national policies which are in line with international UNWTO policy expectations (Citaristi, 2022, UN Tourism, 2017). This mandates Nations of the world have tourism policies to mention; the United Kingdom (UK) with Great Britain Government Tourism policy, (2013), Kerala, India, Australia, South Africa (The White paper), Ghana, Botswana, Uganda and Kenya that stipulate and guide the development of tourism. Kenya promulgated a new Constitution of Kenya, 2010 replacing the old one and bringing into effect a new constitutional dispensation with a different architecture of government with shared responsibility for tourism between the National and County Governments (GoK, 2020). The National Tourism Policy (NTP, 2020) and legislation was developed to align the tourism industry with the new constitutional dispensation recognizing the role of county Governments in Tourism Development.

The National Tourism Policy (NTP) is a set of rules, regulations guidelines and strategies that guide tourism development. It also refers to all the rules and regulations enforced by regulating bodies in accordance to the Tourism act of 2011. NTP issues a

Tourism Policy Statement that provides the direction to support a competitive, resilient and sustainable tourism industry that gives clear direction to various agencies carrying out their operational programs. It also elaborates on the significance of the National Tourism Blueprint 2030 which aims at redefining and redesigning the development and management of the tourism industry and the Tourism Sector plan geared towards actualizing Vision 2030.

The State Department for Tourism is incharge and oversees implementation of NTP, legislation, strategy and policy direction by various players including the National and County Government, TRA, TF and other government institutions, hotels and private sector. The NTP has constantly been reviewed due to the changes occurring in the industry to create an enabling and dynamic environment that adopts new strategies geared towards making Kenya a competitive and appealing destination globally. The NTP is titled “Enhancing Resilience and Sustainable tourism in Kenya, 2020” and emphasizes on making Kenya a preferred destination. NTP is cognizant of the fact that the tourism industry continuously affected by political, technological, pandemics and environmental challenges thus the need to continuously review progress and NTP to align it to the legal instruments that guide tourism in Kenya (GoK, 2020).

The goals and objectives of NTP (2020) entails integration of tourism sector in line with the legal framework constituting of National and County development plans, decision-making processes, enhancing economic development, resource mobilization as well as enhancing promotion, collaboration, cooperation, partnerships and participation in the tourism sector. Implementing NTP implies enforcing the expected standards, and adherence to legislation towards compliance to the policy while taking to cognizance of the role of stakeholders. However, non-implementation of policies

means wasted resources, time as well as loss of credibility and trust of government agencies.

Stakeholders are persons or organizations who have registered their interest with a policy or program being implemented (Ngahu, 2021). The stakeholders consist of the National Government, County Government, profit making organizations, non-profit making organization as well as users/individuals in which all the participants have an interest in the industry's success (Ketema, Chrisholm, & Enright, 2017, Ngahu, 2021). Successful implementation of a tourism policy is dependent on stakeholders who have specific roles to play and have an interest in the success of the industry which should be demonstrated in collaborative decision making. Each stakeholder has a specific participatory role which can be viewed as a "piece of the puzzle" in the implementation of the tourism policy and if one piece does not fit "the puzzle", the goal of the tourism policy cannot be achieved (Saftic *et al.*, 2011, Straaten, 2021). Devolution is widely seen as a mechanism to institutionalize stakeholder participation not only in national development but also in the tourism industry.

Various studies contend that stakeholder participation is a vital concept (WTTC, 2023, Noordeloos, 2018, Straaten, 2021) because it determines successful planning, development and implementation strategies in the tourism industry. Further, involving stakeholders in NTP implementation would address gaps in the legal and environmental spheres and dictate how new forms of tourism, niche markets and products such as wellness tourism, ecotourism, meetings and convention travel are developed as well as ensuring that tourism consumption is streamlined. Without tourism policies, there would be a quagmire in determining the roles of stakeholders involved in the implementation process. This study was therefore prompted by the realization of the

paramount importance of stakeholder participation and inclusivity as is stipulated in the Constitution of Kenya 2010 and the Tourism Act towards implementation of NTP.

1.3 Statement of the Problem

Policy implementation plays a key role in policy making process as it is the link between the expressions of government intentions with the actual outcomes. It is worth noting that implementation of tourism policies is complex due to the diversity of interests and needs of stakeholders involved in tourism development (Dwyer, 2023; Maxim, 2015. Straaten, 2021). Although implementation of policy is of great importance, Vinh, & Van (2024) and Dodds and Butler (2010) argue that research on tourism policy implementation is weak in spite of the fact that long term policy implementation and strategies are indispensable for achieving sustainable an inclusive tourism growth.

In Kenya, the Kenya National Commission of Human rights carried out a survey and established that there was inadequate engagement and involvement of stakeholders in (Ngahu, 2021). He further asserted that allocated funds many times fall short of the targeted amount which results in delayed projects which denies the public the anticipated results. This brings about the role of stakeholders in resource mobilization. Consequently, non-engagement of stakeholders' incomplete projects, failure to implement policies which leads to lack of trust in government institutions by the public which can lead to legal challenges which delays or derail achievement of set objectives.

The spirit of stakeholder participation runs throughout the constitution and seeks to facilitate involvement of potentially affected or interested in a decision (Kaseya & Kihonge, 2016). Stakeholder participation is a democratic process of engaging stakeholders into thinking, deciding, planning and playing an active role in the

development and operations that affect them. Furthermore, Kaseya & Kihonge, (2016) asserts that participation is a process in which stakeholders' influence and share control over development initiatives, decisions and resources that affect them. Therefore, stakeholders who are affected by a decision have a right to participate or be involved in the decision-making process and noninvolvement of stakeholders have dire consequences. Participation or involvement of stakeholders in decision making enhances ownership of policies which can consequently enhance policy implementation. Furthermore, non-participation can have dire consequences on the uptake of policies leading to non-implementation of policies in upcoming tourism destinations.

There are very few studies on stakeholder participation in tourism policy implementation in developing countries despite the significance of stakeholders as hypothesized by (Kwame, 2013; Krutwaysho, 2003; Tuson, 2000; Yuksel & Yuksel, 2014). These studies revealed that infrastructure development, lack of tax incentives and inappropriate regulatory instruments by local government are some of the hindrance to effective policy implementation. Moreover, lack of education on stakeholder participation together with the aforementioned may have dire consequences on implementation of NTP and can lead to reputation damage, breach of trust, legal liability and inconsistency in operations. Non engagement of stakeholders also lead to lack of trust, opposition to changes and legal challenges which delays or derail achievement of set objectives. It can also cause challenges related to human resources in terms of skills, experience and local governance challenges.

Majority of stakeholder participation studies among them Ngahu (2021), Mayaka, Croy & Cox, (2018), Kiumbe *et. al.* (2018) and Kamau, (2017) have focused on other sectors

of the economy such as finance mobilization, farming, and housing projects with very few on the tourism industry. It is also acknowledged that stakeholders should not only be recipients of policy but should be active participants in tourism policy implementation process (Demir, 2021; Kwame, 2013; Yuksel & Yuksel, 2014).

Kaseya & Kihonge (2016) asserts that stakeholder participation is a constitutional obligation that should be embraced by all stakeholders in the tourism industry. Additionally, they assert that there is a gap in civic education on the importance of participation revealing high rates of non-sensitization which can affect stakeholder participation in NTP implementation in Kenya.

Literature further contends the extent to which stakeholder participation can be empowering because it is largely initiated and organized by others which makes it to lose its authenticity and leaves a lot to be desired (Mutalemwa, 2021). Stakeholders in the tourism industry who have not been empowered or sensitized on their obligations in NTP implementation are faced with the daunting task of adhering to regulations while simultaneously grappling with the uncertainty associated with unclear policy guidelines.

Naivasha is an upcoming tourist destination an ideal option for tourists looking for escape from crowded areas such as Nairobi and Mombasa and compliance to NTP and tourism regulations are paramount. However, out of 108 accommodation TRA registered facilities in Naivasha Sub County, only 38% had complied with TRA licensing in 2017. Moreover research findings by Omolo, Ariya, & Makomere (2020) confirmed that stakeholders' compliance to the annual Tourism Regulatory Authority licensing is very low which leads to the question as to whether the stakeholders were sensitized on the benefits of participating or complying with TRA licensing.

Naivasha has been experiencing issues which can be attributed to insecurity a hideout for criminal, tourist safety challenges at Hells Gate National parks and Lake Naivasha despite the stipulated safety guidelines in National Tourism Policy (Chepkoit, 2017; Gitonga, 2018; The Kenyan Camper, 2016; Ndonga, 2012, April 23). This makes Naivasha to be on the negative limelight. Security vulnerabilities not only put tourists at risk but they also jeopardize the long term sustainability of tourism in a destination (Nas &Yuzuncu, 2024). Nas &Yuzuncu, (2024) further argue that safety and security threats targeting tourists and tourism related businesses are factors that can significantly damage the prestige of destination thus the need to evaluate what would deter the prominence of Naivasha a premier tourist destination in relation to NTP implementation.

Therefore, this study was carried out to bridge the contextual, knowledge and theoretical gaps in literature on stakeholder participation influence on NTP implementation in Naivasha Sub County. By examining and evaluating stakeholder participation, the study aimed at providing valuable insights on why stakeholders do not participate to provide fundamental basis for determining the hindrances to stakeholder participation in NTP implementation. The study therefore seeks to fill the gap by evaluating stakeholder participation influence on NTP implementation and propose strategies and recommendations thereby enhancing policy implementation in Naivasha Sub County.

1.3.1 General Objective of the Study

This study aimed at assessing the stakeholder participation and NTP implementation in Naivasha Sub County.

1.3.2 The specific objectives of the study were:

- i. To determine the influence of stakeholder participation in decision making on NTP implementation in Naivasha sub county.
- ii. To examine the influence of stakeholder participation in monitoring on NTP implementation in Naivasha sub county
- iii. To establish the influence of stakeholder participation in evaluation on NTP implementation in Naivasha sub county.
- iv. To determine the influence of stakeholder participation in resource mobilization on NTP implementation in Naivasha sub county.

1.3.3 Hypothesis of study

- Ho₁** Stakeholder participation in decision making has no significant influence on NTP implementation in Naivasha Sub County.
- Ho₂** Stakeholder participation in monitoring has no significant influence on NTP implementation in Naivasha Sub County.
- Ho₃** Stakeholder participation in evaluation has no significant influence on NTP implementation in Naivasha Sub County.
- Ho₄** Stakeholder participation in resource mobilization has no significant influence on NTP implementation in Naivasha Sub County.

1.3.4 Research Questions

- i. How do Stakeholders participation in decision making influence NTP implementation in Naivasha Sub County?
- ii. How do Stakeholders participation in monitoring influence NTP implementation in Naivasha Sub County?
- iii. How do Stakeholders participation in evaluation influence NTP implementation in Naivasha Sub County?

- iv. How do Stakeholders participation in resource mobilization influence NTP implementation in Naivasha Sub County?

1.4 Significance of the Study

Stakeholder participation has become basic requirement in key decision making processes. It may be in the form of public participation enshrined in the Kenyan Constitution, 2010. According to WTTC, (2023) Travel and Tourism in Kenya contribute significantly to the economic wellbeing of the country by offering over 431,616 jobs directly in 2022 (2.3% of total employment) and generated KES280.7bn (2.1% of GDP) in 2022. Therefore, continued growth and appeal of the tourism industry is dependent on stakeholder participation and sound tourism policies.

Stakeholder participation studies have focused on other sectors of the economy like finance, farming and project management with minimal studies in the tourism industry. This study aims at making contribution towards gaps in knowledge, practice and theory in stakeholder participation in policy implementation. The study findings add to existing body of knowledge significance of stakeholder participation in policy implementation which is beneficial to researchers, academia and policy makers. Due to paucity authoritative literature on stakeholder participation in tourism policy implementation, the study contributes to knowledge on stakeholders' participatory role in terms of inclusion, support in decision making, monitoring and evaluation which are precursor to tourism development. Therefore, the findings of this study will enable all tourism stakeholders to have in depth knowledge on the significance of stakeholder participation as a best practice and also as a precursor of public participation requirement in all undertakings according to the Constitution of Kenya 2010.

Collecting qualitative and quantitative data concurrently through embedded questionnaire added knowledge on research to methodology that facilitated in-depth

understanding of the process stakeholders participated in and the challenges faced in implementation of activities which assisted the researcher to have better insights of the findings.

The study findings informs policy makers on the significance of the ladder of participation by contributing to the pool of knowledge on the level at which stakeholder participate which informs them to make policies that are implementable at higher ladders of participation.

1.5 Scope of the Study

The study was anchored on stakeholder participation in the implementation of the Revised National Tourism Policy (2020) specifically section 4.42 and 7.3 on tourism quality and standards on compliance in tourism enterprises and the clarifying roles and responsibilities by stakeholders. The study was confined geographically in Naivasha sub county targeting managers from star and non-star rated Hotel, restaurants, campsites, TRA, and County tourism officials and TRA and TF managers using questionnaire and interview schedule. The study excluded the local community and other stakeholders who did not have a direct participatory role in NTP implementation. The study adopted mixed methods concurrent research methodology and analyzed data using linear and multiple regression.

The study was supported by stakeholder theory and the Arnstein participation theory and was delimited stakeholder participation and respondents from Naivasha sub county and it Regional offices in the County. The research was guided by four objectives namely: stakeholder participation decision making, monitoring, evaluation and resource mobilization influence on NTP implementation in Naivasha Sub County. It is worth noting that the scope of this study was limited to stakeholder participation

influence on NTP implementation within Naivasha Sub County, Kenya and not stakeholder participation in tourism policy planning, making and development. Data was collected between October 2019 and May 2020.

1.6 Assumptions of the Study

The study was carried out with the following assumptions; That respondents were objective in answering the questions in the tool; That stakeholders from the different classification of hotels were expected to comply to NTP and regulatory authorities; That tourists both international and domestic respondents would be accessed from Hell's gate national park entrance; That there would be no missing data in any variable and that if it occurred it would be sorted and cleaned before analysis; That all the variables followed a normal distribution as indicated by the normal Q-Q plot; That there was no first auto-correlation in the data; That there was no violation of the multicollinearity assumption.

The assumptions of regression specifically Linearity was tested using scatter plots, normality using (Q-Q) plots, autocorrelation using Durbin-Watson, homoscedasticity using a fitted value vs Residue plot, while multicollinearity was tested using variance Inflation Factor (VIF). Findings from the study revealed that all the variables followed a normal distribution as indicated by the normal Q-Q plot displayed in Figure 4.9 an indication that data dots stayed alongside the diagonal throughout the distribution. Linearity of variables was confirmed when elliptical or oval scatter plots were produced as shown in Figure 4.6. According to Hair *et al.*, (2013), regression analysis assumes that regression residuals are independent of one another. In retrospect, a Durbin-Watson statistic in the range $1.5 \leq d \leq 2.5$ suggested a lack of autocorrelation (Verbeek, 2024). Results presented in Table 4.26 reveal that the overall Durbin-Watson statistic $d=1.822$ was between the two critical values and hence there was no first auto-

correlation in the data. Homoscedasticity was checked using the standardized residual scatter plot (Figure 4.11) and this assumption was met because the variables produced oval or elliptical scatter plots. Further the study finding revealed that there was no violation of the multicollinearity assumption.

1.7 Limitations of the Study

The limitations of the study are the characteristics or constraints that are experienced by the researcher the study. The study was limited by a number of factors that provide an opportunity for further research that can inform policy. The study was limited to Naivasha Sub County hence may not be representative of the views of stakeholders from other parts of the country thus future studies. The study was limited to hotels star rated and non-star rated, campsites as key Stakeholders in this study because they played a key role with indicators in NTP implementation thus future studies could be carried out incorporate other stakeholders.

Citing prior research studies is paramount in the investigating the research problem. There is paucity of research studies on stakeholder participation in implementation of policies in the tourism industry with most research focusing on other sectors of the economy. Corona virus pandemic limited access to hotels to conduct the research but the researcher observed the Ministry of health guidelines in case of physical interactions.

The local community was excluded as respondents in this study because they had no direct implementation role in NTP implementation. Moreover, this study focused on implementation of NTP not Policy making process of NTP. However, the local community can be incorporated in future studies focusing on all aspects of NTP from policy planning, making, implementation and review.

Another limitation was related to gaining access to hotel managers to administer questionnaires. The researcher exercised a lot of patience to access management due to hotel bureaucracies. However, the drop and pick method assisted to reach out to the respondents. Also accessing tourists in accommodation facilities became a challenge and the researcher mitigated this by reaching to the tourists as they entered Hell's gate community Guides office to get access the park using bicycles and issued them with questionnaires.

Furthermore, some of the stakeholders who were sampled to fill the questionnaire refused to be part of the study. Although 351 questionnaires were issued (85 to key informants 265 to tourists), only 310 out of this were fully completed (73 from key informants and 237 from tourists) and were used in data analysis.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview of the Chapter

This chapter presents literature on stakeholder participation influence on NTP implementation guided by the study objectives. It gives an overview of the history of implementation, public policy implementation models, the concept of stakeholder participation, stakeholder theory and the ladder of participation model. The chapter also provides a review stakeholder participation influence in decision making, monitoring, evaluation, resource mobilization on NTP implementation. Stakeholder theory and ladder of participation which guide the study are also reviewed. The conceptual framework and summary of concept indicators are also presented.

2.2 History of Tourism Policy Implementation

Implementation studies are gaining prominence in the academia and successful implementation is emerging as an important theme (Dodds & Butler, 2024; Waligo, Clarke & Hawkins, 2013). There is a growing interest in ensuring that policies realize their intended purposes thus the significance of implementation studies. Policy implementation studies were rare before 1970 despite the fact that there were policy documents in place. This could have been attributed to prominent public administration theorists engaged in managing effects of the Second World War (Hill & Hupe, 2021). A demand arose for policy analysts trained in application of policy analysis techniques leading to establishment of John F. Kennedy school of Government and was the first to offer a degree in public policy (Hill & Hupe, 2021). Understanding the tourism policy history helps policy makers to make better decisions from previous policies thus can lead to more effective policies that address current challenges. This study reviews the historical policy implementation from 1970 to 2020. This study helps to unmask policy

implementation practices that have been adopted thus helping in understanding how NTP is implemented.

2.2.1 Policy Implementation in the 1970s

Policy Implementation studies is backed with theories and approaches of implementation through the work of Pressman and Wildasky (1973) in public policy implementation whose studies help us to operationalize implementation. Implementation is perceived as the relationship between a policy or laid down official documents because it contains the goals and means of achieving them (Pressman & Wildasky, 1984, Hill & Hope, 2021). Implementation can also be conceptualized as the act or process of executing or fulfilling tourism policy objectives (Grindle, 2017) or the actualization or realization of desired or anticipated policy objectives. Implementation studies were pioneered by Pressman and Wildavsky (1973). Pressman and Wildasky (1984) who questioned why governments didn't learn from past mistakes in implementation and encouraged the use of an evaluation as a tool to better understand what went wrong and what worked. They further argued that effectiveness of action depends upon a number of links in an implementation chain and high degree of cooperation between agencies to reduce the number of small deficits which cumulatively would create a large shortfall (Pressman & Wildasky, 1984). Pressman and Wildasky (1984) introduced the idea of 'implementation deficit' and suggest that implementation may be analyzed mathematically in this way (Hill & Hope, 2021).

Van Meter and Van Vorn (1975) advanced the general approach of Pressman & Wildasky (1973) to offer a model of the implementation process. They postulated six variables that shape the linkage between policy and performance to include policy standards and objectives, policy resources, inter-organizational communication and enforcement activities, characteristics of implementing agencies, economic, social and

political conditions and the disposition of implementers (Demir, 2021; Van Meter & Van Vorn; 1975). Moreover, they consider their theoretical perspective with the consideration of the need to classify policies in terms that shed light on implementation difficulties (Demir, 2021; Hill & Hupe, 2021).

Van Meter and Van Vorn (1975) also hypothesised that ‘implementation will be most successful where only marginal change is required and goal consensus is high’. Furthermore, they see implementation as a process that starts from an initial policy decision, thus policy implementation encompasses those actions by public and private individuals or groups that are directed at achievement of objectives set forth in prior policy decisions (Imperial, 2021). Very little is said about policy implementation in the tourism industry in 1970 in Kenya though policy initiatives were evident with Sessional paper No. 1 1963 and Sessional paper No. 8 of 1969 on tourism development (Buzinde, & Caterina-Knorr, 2023; Ikiara, 2001). The post-independence development plans and policy goals were to tap mass tourists from America and European markets (GoK, 2000a). The enforcement of policies which involves formulation of the policies and ratification of Acts of Parliament was also missed out.

The model (Fig 2.1 below) by Van Meter & Van Vorn (1975) provides an illustration that helps to conceptualize implementation studies (Hill & Hupe, 2021). Van Meter & Van Vorn (1975) argue that implementation phase commences after policy goals, standards and objectives have been established and after legislation has been passed and funds committed (Grindle, 2017). Implementation is conceptualized as a process, an output and outcome (Rizal, 2021; Krutwayshe, 2003). Therefore, implementation occurs after resources, enactment of policy documents and economic, social and political environment which influences the disposition of policy implementers.

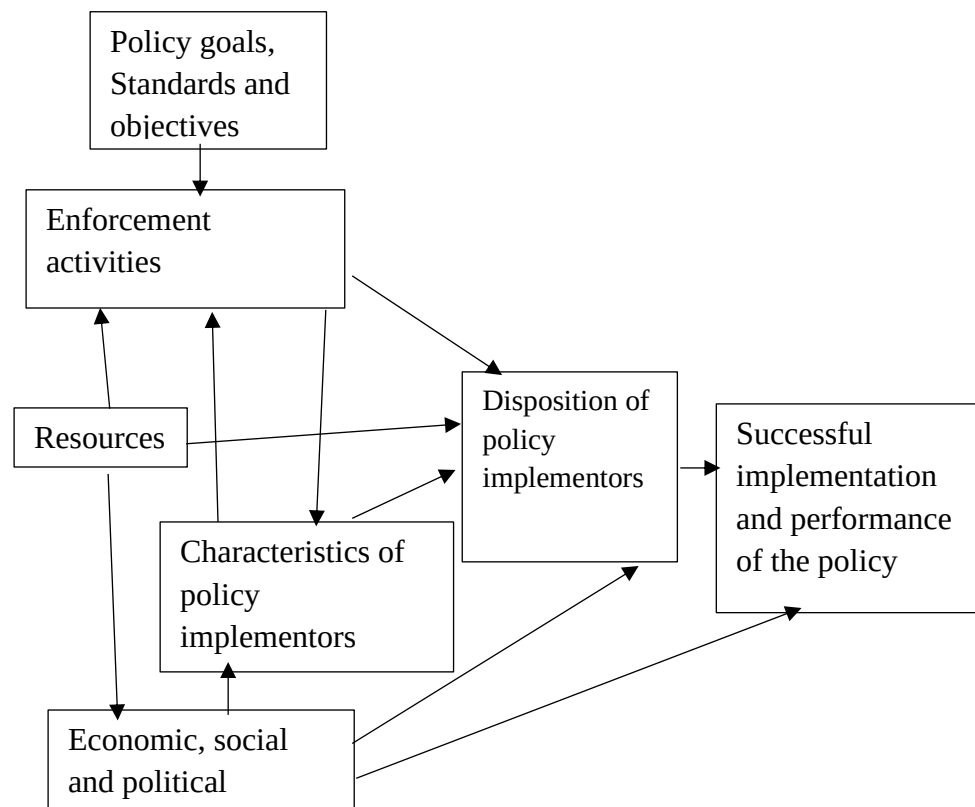


Figure 2.1 Model of tourism policy implementation process

Source: Adapted from Van Meter and Van Horn, 1975

Van Meter and Van Horn (1975) assert that the five main activities which take place in the implementation process include administrative rule/decision making, resources, monitoring, enforcement/evaluation and redesigning of policies. They further state that characteristics of policy implementers are influenced by the economic, social and political conditions which consequently influence the enforcement activities and disposition of implementers leading to successful implementation and performance of the policy.

This model of tourism policy implementation was very relevant in this study because it helped the researcher to establish the starting point of the implementation process which is the enforcement activities. Freeman, Dmytriiev & Phillips (2021) assert that the

standards, objectives, policies and resources must be stipulated on the onset of implementation.

For an effective implementation process, enforcement activities must be undertaken which in this study the enforcing organization is TRA, TF and County government who enforces regulations on stakeholders such as hotels. Resources are very important to facilitate enforcement activities and also influence the disposition of the implementers. The model helped the researcher to understand the characteristics of the implementing agencies and how the economic, political and social conditions influence the characteristics and disposition of implementers thus leading to successful implementation, partial or non-implementation of policies.

Demir, (2021) conceived the concept of ‘perfect implementation’ and asserts that analyzing implementation problems begins by thinking about what ‘perfect administration’ would be like, comparable to the way in which economists employ the model of perfect competition. Perfect administration could be defined as a condition in which ‘external’ elements of resource availability and political acceptability combine with ‘administration’ to produce perfect policy implementation (Demir, 2021). Perfect competition is a situation where buyers and sellers are well numerous and informed with no monopolies and market prices controlled by demand and supply. Consequently, imperfect market conditions have inherent limits to control the complex systems thus may affect policy implementation.

Bardach (1977), the exponent of ‘implementation Game’ which entails use of games metaphor to enable those thinking about implementation to look at the players, what they read as the stakes, their strategies and tactics, their resources for playing, rules of play, the rules of fair play, the nature of communication among players and the degree

of uncertainty surrounding the possible outcome. Additionally, he asserts that implementation processes should be perceived as involving ‘games’, and attention needs to be given to ‘fixing the game’ (Imperial, 2021). On the contrary, the process of implementing a policy reveals policy defects since implementation problems will exaggerate rather than augment basic conceptual problems (Graham, 2005). This is a clear exposition of a view that implementation is a ‘political’ process, and that ‘successful’ implementation must involve full understanding of the rules of the game (Hill & Hupe, 2021) as well as the role of each player. Further games of obstruction and misdirection (Graham, 2005) vicious cycle of delay, increased anxieties, fear of ultimate failure, high salvage costs and withdrawal of previous commitments prevent implementation of intended policy and can cause implementation failure (Hill & Hupe, 2021).

Implementation studies in 1970 focused on public policy implementation and no studies carried out specifically addressing tourism policy implementation. However, implementation studies done in the 70s are very instrumental and act as a foundation and basis of tourism policy implementation. Understanding the implementation deficit (Pressman & Wildasky, 1973) perfect implementation (Demir, 2021) and the implementation game (Bardach, 1977) are very essential to the background that inform tourism policy implementation.

2.2.2 Policy Implementation in 1980 -1990

Policy implementation approaches during this period can be classified into two namely the Top-down approach to implementation and the Bottom-up approach as discussed below.

2.2.2.1 Top down Implementation

Top – down approach suggests that there is a policy hierarchy in which policies are introduced at the ‘top’ by decision makers in central government and then implemented by those at the ‘bottom’ of the hierarchy. Implementation is therefore conceived as the hierarchical executive of centrally defined policy intentions (Buzogány, & Pülzl, 2024; Imperial, 2021). Mazmanian and Sabastier (2013, 1983) were the first theorist offering a strictly ‘top-down’ approach. They define implementation as carrying out of basic policy decisions, usually incorporated in a statute but which can take the form of implementation from executive or court orders thus easy to distinguish between policy and implementation (Hall, 2009). In this case, policy decisions are relayed from the top and implemented at the bottom.

Mazmanian and Sabastier (2013) and Van Meter and Van Horn (1975) see implementation as a ‘top’-level policy decision whereby: the actions of implementing officials and target groups are consistent with policy decision.; were the objectives attained over time and the extent to which the impacts were consistent with the objectives. According to Mazmanian and Sabastier, (2013), the factors impacting upon the implementation process include factors affecting the ‘tractability of the problem’, ‘non-statutory variables affecting implementation’, and the ‘ability of the statute to structure implementation’.

Enserink, Bots & van Daalen (2022) another top-down proponents’ asserts that those who make policy are democratically elected thus those in authority can demand and obtain perfect obedience and site their propositions in the context of attainability of ‘perfect implementation’. The two argues that policy makers should ensure that: circumstances external to the implementing agency do not impose crippling constraints to policy implementation; adequate time and sufficient resources should be made

available; not only are there no constraints in terms of overall resources but also that, at each stage in the implementation process, the required combination of resources is actually available. Further, policy to be implemented should be based upon a valid theory of cause and effect and that the relationship between cause and effect is direct with few, if any, intervening links (Buzogány, & Pülzl, 2024; Imperial, 2021). The two derive the concept of ‘perfect implementation from Demir, (2021), who stipulates that you cannot analyze implementation without considering perfect administration a situation in which resource availability and political acceptability combine to produce perfect policy implementation. On the other hand, Grindle, 2017 argue that there is a political perspective on the implementation process. They argue that the interplay of structure and agency draws considerable attention to allocation of power in policy action process by providing a useful account of inherent complexity of implementation (Hill, 1997; Enserink, Bots & van Daalen, 2022).

Tourism policies in Kenya prior to and after independence adopted a Top bottom approach because the policies were made by the government and also undertook measures towards implementation (Buzogány, & Pülzl, 2024, Ikiara, 2001) and study findings established Top bottom approach is still dominant with very little involvement of stakeholders in policy decisions. The contribution of Mazmanian and Sabastier (1983) and Van Meter and Van Horn (1975), who view implementation as a ‘top’-level policy decision with the actions of implementing officials and target groups impacting on policy objectives are paramount in establishing how decisions towards tourism policy implementation are made. Study findings established that perfect implementation can only occur if sufficient resources are made available so that no constraints in the implementation process occurs.

2.2.2.2 Bottom- up Implementation

The Bottom- up approach stipulates that policy, legislation and regulations developed by those at the top are poorly connected to what actually happens on the ground. This approach emphasizes that implementation consist of everyday problem-solving strategies of street bureaucrats (Meyers & Nielsen, 2012; Pforr, 2021). Imperial, 2021 is regarded as a key figure in Bottom- up approach because of his emphasis on the crucial nature of street bureaucrats as justification of focus on work other than upon policy input. Lipsky (1980) analyses the behavior of front line staff in policy delivery agencies whom he refers to as street level bureaucrats who he asserts have an influence in implementation. He further asserts that street bureaucrats have to come up with strategies to cope with uncertainties and work pressures thus work become the public policies they carry out' (Meyers & Nielsen (2012). Buffat, Hill, & Hupe, (2016) also emphasizes that street level bureaucrats face uncertainty of the resources needed for their job and inadequate time. Implementation of policy is about street level workers with high service ideals exercising discretion under intolerable pressures. Buffat, Hill, & Hupe, (2016) assert that street level bureaucrats develop methods of processing people in a relatively routine and stereotyped way and adjust their work habits to reflect lower expectations of themselves and their clients. Thus, it is essential to establish approaches that influence the accountability of implementers that meet the expectations of the people at local level and citizen whom the policies in question affect in this study as proposed by (Buzogány, & Pülzl, 2024, Imperial, 2021).

Knill, Steinebach, & Zink, (2024) posits that implementation structures are formed from a pool of organizations a through processes of consensual self-selection. Additionally, Imperial, (2021) argue that effective implementation must be organization theory inclined in a way that does not privilege any specific actor or set of

actors thus important to establish if this is the case in this study. Imperial, (2021) argue that there is a tendency in top-down implementation to depoliticize the policy action relationship thus give an alternative view emphasising the continued political processes occurring throughout implementation and policy formulation.

Elmore (1987) looks at implementation from the point of previous practices rather than the rules that control implementation. Elmore (1987) and Dyer, (1999) posits that backward mapping or backward reasoning is ideal because it questions the assumption that explicit policy directives, clear statements of administrative responsibilities and well-defined outcomes will increase the likelihood of policies being implemented. Backward mapping starts with the problem which demands a policy and then work backwards through each implementing level as it assesses the behaviour and reactions of implementers (Elmore, 1987). A critical examination of whether the backward mapping argument by Elmore (1987) is applicable to this study is important. Critiques of bottom-up asserts that the bottom is not always compliant to the top and it may have considerable autonomy in its own right (Barrett & Fudge, 1981). When stakeholders are involved from the lowest / bottom levels, there is ownership of decisions and policies thus higher uptake of policy decisions. The study assessed stakeholder participation influence on NTP implementation and established that some policy decisions are passed adopting both Top bottom and Bottom up approaches.

2.2.3 Implementation between 1990-2000

Goggin *et al.*, (1990), promoted a ‘communication model’ in terms of implementation. Goggins model focuses on acceptance or rejection of messages between layers of government and views implementation as a subsystem full of messages, messengers and channels (Burke *et al.*, 2012, Rizal, 2021). Further, Rizal, (2021), postulates that three clusters of variables affecting implementation include inducement and constraints

from the top, inducement from the bottom and State specific factors defined as decisional outcomes and state capacity. Decisions to act or implement is influenced by perceptions of messages and information flowing from national and local levels (Grindle, 2017). Communication between relevant stakeholders is vital because it influences how the policy information is received, relayed and interpreted. An effective communication model enhances acceptance of the information and consequently how it is implemented.

According to Maitland (2013), successful implementation represents agencies who comply with the managers' request while agencies are held accountable for reaching specific indicators of success and achievement of policy and local goals. Further, the use of available resources, institutional structure and access to implementing arena are substantial for policy outcomes. It is suggested that policies have high or low ambiguity and high or low levels of conflict, resulting in different types of implementations (Grindle, 2017). Stakeholders will have challenges implementing policies that have high ambiguity. Tourism policies that are not clearly defined are difficult to implement because stakeholders may not clearly understand their role in actualising or implementing them. Consequently, this is likely to affect the uptake of NTP by stakeholders.

Successful implementation is the congruence of policy goals and resource provision (Ngahu, 2021). Stakeholders should therefore have a clear understanding of the policy goals and expected inputs towards actualizing and implementing the policies. Stakeholders and relevant actors should avail financial and human resources to avoid delays in implementation of policies. When the necessary resources are not availed on time by the national government to TRA, this is likely to drag TRA operations as well as implementation challenges. It is also likely to affect compliance rates. Compliance

is an important parameter in this study, and the study findings are in agreement with Maitland, (2013) and Ngahu, (2021) propositions concerning significance of resources mobilization effect of NTP implementation.

O'Toole (2000), postulated that complexity of institutional structures in implementing policy in network settings. This school of thought recognises that for policies to be implemented, they have to be accepted into daily activities of those implementing them (O'Toole, 2004; Burke *et al.*, 2012). The above-mentioned factors are very important help us to stakeholder participation in policy implementation as part of their daily activities. Hotels as stakeholders participate in resource provision to the government through taxes and levies. This relates with O'Toole assertions that implementing activities have to be part of the daily activities of those implementing them. This study also established that Maitland's conflict/ambiguity approach and Goggin's communication arguments is in agreement with study findings because there exists conflicting stakeholder participatory role between the county government and the national government in relation to governance of tourism facilities in the county.

2.2.3.1 Implementation between 2000 -2010

The application of public policy to tourism studies evident in this period. O'Toole (2004) argues that efficacy of implementation action in tourism relies theoretical consensus, as well as systematic probing of points in theoretical dispute to sketch out practical implications. He further asserts that the development of a contingency perspective to determine the theoretical stand may be appropriate. This implies that for implementation to be effective, there is need to get a consensus of the policies or NTP being implemented for uniformity purposes which can be referred to as the theoretical consensus. Having established a starting point through the consensus, it important to establish the contentious issues which may refer to unclear roles or activities which is

culminated by development of an implementation plan based on what has been determined as appropriate or working. However, O'Toole (2004) asserts that the development of the contingency perspective of implementation is ultimately the most useful approach for tourism studies.

Effective implementation practices are key in the implementation of tourism policies though emphatically focus on people aspect of implementation in terms of staff selection, training and evaluation (Burke *et al.*, 2012). Wandersman *et al.*, (2008) and Rizal, (2021) identified factors that influence implementation of tourism policies including individual characteristics, leadership, commitment, community capacity, competence and capacity. Hall (2009) and Imperial, (2021) 'top-down and 'bottom – up' models developed in public policy studies have potential implications in implementation of tourism policies. The National Tourism Policy (GoK, 2006), was formulated during this timeline thus setting a background for its implementation. This study established that policy decisions in NTP takes Top -down approach as well as Bottom up approach. Further, stakeholders are called for meetings thus there is consensus in decisions made towards implementation of NTP.

2.2.4 Implementation in 2010 and beyond

This timeline is inclusive of the period when the research was carried out. It gives a rich background of constitutional review, NTP reviews to implementation. The Tourism Act (2011) was enacted, which led to alignment of NTP and legislation with the new constitutional dispensation incorporating the County governments in tourism development. Implementation of NTP in this dispensation was characterized by challenges related to product quality, low standards and quality assurance, inadequate safety and security, funding challenges and multi licensing regimes.

Sustainable tourism has become the buzz word in the 21st century because it is perceived to contribute towards a balance between different interests of stakeholders involved in tourism activities while helping to protect the environment (UNWTO, 2017; Dodds, & Butler, 2024) making tourism policy implementation to be of paramount importance. Meyers *et al.*, (2012) developed a quality implementation framework towards the implementation of tourism policies. The implementation framework focuses on the how-to of implementation or procedures or strategies which are important in implementation (Nilsen, 2015; Demir, 2021). Further, implementation frameworks are also viewed as drivers to promoting implementation.

Maxim (2015) and Demir, (2021) posits that there are drivers of success that contribute to implementation of sustainable tourism policies including stakeholder cooperation and partnership, strategies and plans for tourism development, accessibility, funding and other resources, political will, strong community support, knowledge and understanding and promoting legislation. This is over emphasized in the objectives of NTP on resource mobilization, significance of stakeholder participation and collaborations and government support. NTP clarifies roles and responsibilities of institutions and organizations involved in tourism development and NTP implementation. The combination of these drivers at local level as well as their interaction should be carefully considered (Maxim, 2015) because of their immense contributions towards successful implementation of tourism policies (Demir, 2021).

These timelines indicated in figure 2.2 below help us in understanding the evolution of implementation and tourism policy implementation studies that have been conducted over the years which have not been captured in literature and therefore this added to knowledge and literature gap. The objectives of NTP (2020) is to transform and strengthen the legal framework which can only be achieved if stakeholders actively

participate in sustainable resource mobilization, promote innovation and uptake of modern technology through promotion of collaboration and partnerships. NTP also strives to ensure high quality standards and services in the tourism sector which can only be actualized when stakeholders actively participate.

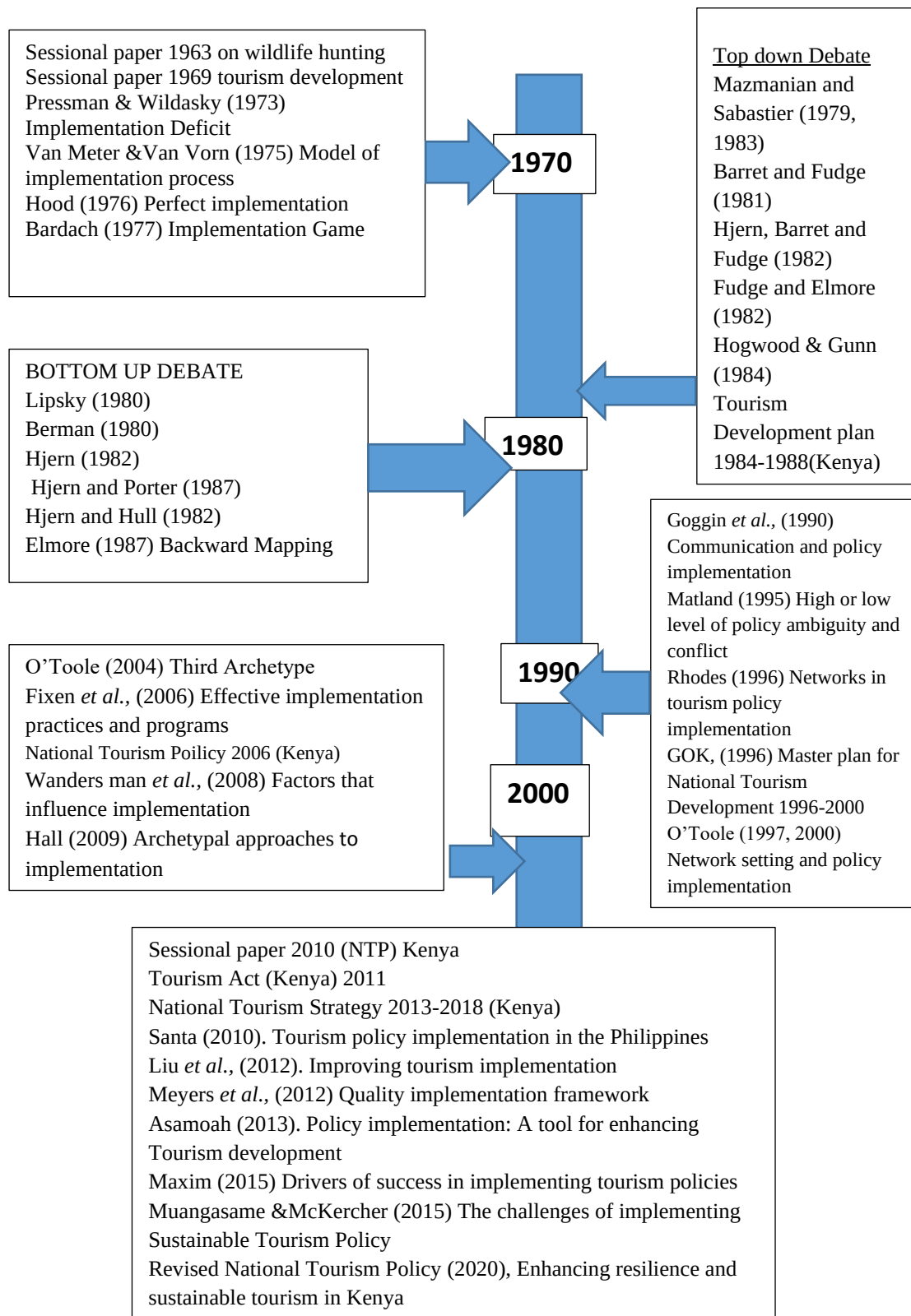


Figure 2.2: Evolution of tourism policy in Kenya in relation tourism policy implementation

Source: Adapted from Burke *et al.*, (2012) and Modified by Researcher, 2024

2.3 National Tourism Policy in Kenya (NTP)

The National Tourism Policy (NTP) is a set of rules, regulations guidelines and strategies that guide tourism development. It also refers to all the rules and regulations enforced by regulating bodies in accordance to the Tourism act of 2011. NTP issues a Tourism Policy Statement that provides the direction to support a competitive, resilient and sustainable tourism industry that gives clear direction to various agencies carrying out their operational programs. NTP highlights the policy instruments namely the Constitution of Kenya, 2010 and the Tourism Act, 2011. It also elaborates on the significance of the National Tourism Blueprint 2030 which aims at redefining and redesigning the development and management of the tourism industry and the Tourism Sector plan geared towards actualizing Vision 2030. This illustrates tremendous growth in relation to NTP with clear Blueprint in the tourism industry compared to what was the case historically where tourism in Kenya developed without a clear blueprint or policy (Mayaka, 2012).

The State Department for Tourism is incharge of policy formulation and implementation of NTP, legislation and strategy. It is also mandated to develop and implement National Tourism Blue print 2030. Further, the State department of Tourism under the Ministry of Tourism and Wildlife provides policy direction and oversees its implementation by various players including the National and County Government, private sector among others.

The first statement of Kenya's National Tourism Policy (NTP) was formulated under Sessional paper No. 8 of 1969 entitled Tourism Development in Kenya which stipulated growth targets for the industry, participation by the government and private sector in tourism development to achieve the desired targets such as subsequent development plans and the economic recovery strategy (GoK, 2006). However, at independent

Kenya started off with a sound tourism vision which stipulated the construction of lodges in National parks as well as roads (Ikiara, 2001). The policy makers aimed at addressing the disadvantages of mass tourism and potential effects of unplanned tourism development on protected areas and local cultures at the time thus demonstrated awareness and importance of sustainability (Dwyer, 2023). Moreover, the government continued to show commitment by putting in place measures and strategies in place like the Bertrand report as a basis for tourism planning in a development plan, feasibility studies carried out on tourist lodge construction, and creation of Kenya tourist development corporation (Dodds, & Butler, 2024).

The NTP has constantly been reviewed due to the changes occurring in the industry to create an enabling and dynamic environment that adopts new strategies geared towards making Kenya a competitive and appealing destination globally. The NTP 2020 is titled “Enhancing Resilience and Sustainable tourism in Kenya, 2020” and emphasizes on making Kenya a preferred destination. NTP is cognizant of the fact that the tourism industry continuously affected by political, technological, pandemics and environmental challenges thus the need to continuously review progress and NTP to align it to the legal instruments that guide tourism in Kenya. The overall goal of NTP is to align tourism sector aspirations to changes in the operating environment to provide a framework to enhance resilience and sustainability (GoK, 2020). It also stipulates that tourism practices should be closely harmonized with key national policies and laws related to wildlife conservation, land ownership and physical planning (GoK, 2013).

The Constitution of Kenya 2010, affected the policy environment in Kenya because when it was promulgated, the NTP that was in place was the Sessional Paper No. 1 of 2010. The Constitution created the County Governments which replace the provinces which required that the National Tourism policy incorporates the devolved units. To

accommodate the legislative disparities occasioned by the Constitution 2010, the Tourism Act 2011 was enacted. The Tourism Act No. 28 of 2011 is the Terms of Reference that provides for development, management, marketing and regulation of sustainable tourism and tourism related activities and services (GoK, 2011). The Tourism Act outlines the tourism institutions specified functions, their management and who they are answerable to. In fulfillment of the Tourism Act, National Tourism Strategy (2013-2018) was formulated to address National issues confronting the tourism sector and focus players toward sustainable tourism (GoK, 2013). Consequently, Stonemeier *et al.*, (2016) have argued that effective practices are more feasible when policy supports implementation but if policy practices are not well aligned, then policy acts as a barrier to achieving the expected outcome.

The goals and objectives of NTP (2020) include provision of a framework for integration of tourism sector aligning the sector with the constitution of Kenya 2010 and Tourism Act, 2011. The framework consists of National and County development plans and decision-making processes (GoK, 2020) an objective that points to decision making a key variable in this study. Another objective was on transformation of the legal and institutional framework for the tourism sector, sustainable tourism development enhancing economic development, environmental sustainability for the benefit of host community. Resource mobilization and management is also another objective in NTP 2020 that correspond with this study variable. Enhancing promotion, collaboration, cooperation, partnerships and participation in the tourism sector is another objective related to this study that explores stakeholder participation influence as stakeholders develop high quality standards and services in the tourism industry.

Further, NTP stipulates that the implementation of tourism policies involves streamlining the tourism policy with wildlife, land use and other cross cutting policies.

The NTP has policies on resource base and sustainable development, community participation, conflict resolution and land use planning, safety and security, product development and diversification, infrastructure, transport and communication, marketing and promotion, pricing, investment and finance, employment training and human resource development, information management and research and regional and international cooperation policies (GoK, 2013, GoK, 2020). In addition, the NTP stipulates the implementation strategy and clarifies the roles of stakeholders involved in tourism development. Below is a diagrammatic illustration Figure 2.3 outlining Kenya's Tourism institutional structure according to the Tourism Act, 2011.

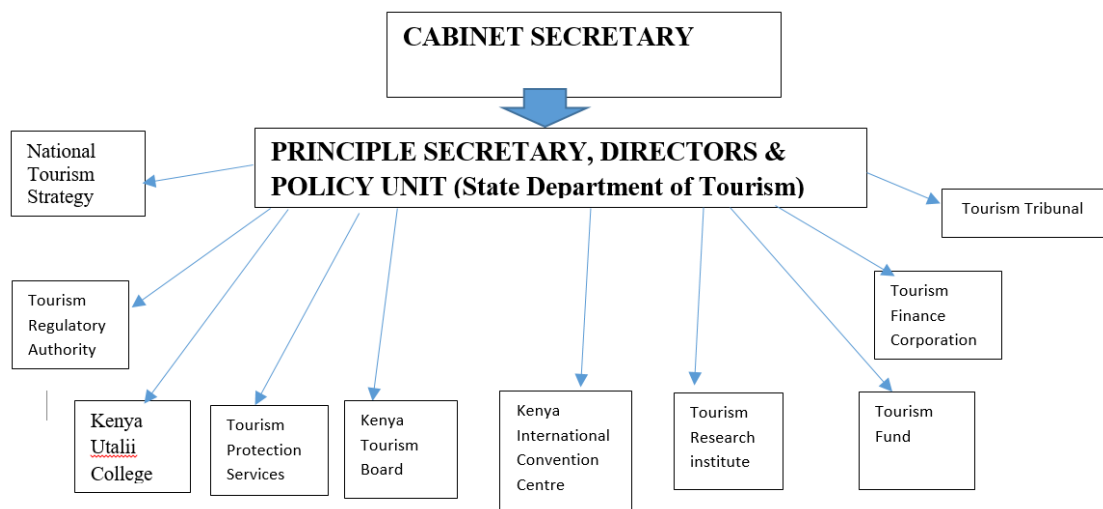


Figure 2.3 Kenya's Tourism institutional structure
(Source: Adapted from the Tourism Act, 2011 by Researcher, 2024)

The above Kenya Tourism institutional structure captures the restructured regulating bodies according to and the Tourism Act (2011) to fit in the Kenyan amended Constitution 2010. It retained a few institutions in the former constitution as well as creating new semi-autonomous government agencies for tourism development, regulation and promotion. The Kenya Tourism institutions include; the Top tier which is the Ministry of Tourism and Wildlife headed by the Cabinet Secretary. The role of the Cabinet secretary is to oversee the development and management of the tourism

industry; policy development and implementation especially enforcement of policies related to the tourism industry, promoting and marketing Kenya as a premier destination, collaborating with stakeholders to promote growth in the tourism industry as well as tracking performance of the Tourism sector. The foreword in the NTP is done by the Cabinet secretary issuing a tourism policy statement that provides direction to support a competitive, resilient and sustainable tourism industry by outlining the operation directives to agencies in the tourism industry.

Under, the Cabinet secretary is the Principle secretary who reports directly to the Cabinet secretary and oversees management and development of the tourism industry as a key decision maker and leader in executing policies and tourism agenda. The PS also provides policy advice to the CS. The CS also coordinates the state department of tourism industry and department therein such as the tourism policy and strategy department, tourism development department, Tourism finance and support department and tourism safety and security department.

The third tier in the Kenya tourism institutional structure consist of nine institutions namely; Tourism Regulatory Authority (TRA), Tourism Fund (TF), Tourism Finance Corporation (TFC), Kenya Utalii College (KUC), Bomas of Kenya (BOK), Kenyatta International Convention Centre (KICC), Kenya Tourism Board (TB), Tourism Protection services and Tourism Tribunal.

The significance of the above diagrammatic representation summarizes the stakeholder's institutional structure of who undertakes roles in the tourism industry as indicated below. As cited on the Ministry of Tourism and Wildlife website, <https://www.tourism.go.ke/services>, the Cabinet secretary is in charge of the State department of ministry which is a delegated role by the president and deputy president.

The key functions of MoTW include formulation of national tourism policies, plans, strategies, guidelines and goals thus the Ministry is the one that develops NTP. It is also in charge with development and promotion of tourism as well as marketing Kenya to local and international tourists a role which the ministry has cascaded to KTB.

The ministry is also in charge of the development of legislation and enforcement of Standards and Quality which is partly done by the ministry as well as TRA. It also deals with provision of incentives to boost businesses especially the hotel industry where subsidies and tax reliefs are given when one imports equipment for use in the tourism sector. Further, the ministry is charged with the responsibility of offering technical assistance to those businesses or communities engaged in tourism product development. It is also in charge of tourism research, analysis, monitoring and evaluation also carried out by different units in the ministry. The ministry also ensures there is a conducive environment for development of tourism in terms of provision and maintenance of physical infrastructure like roads and other related amenities. It is important to note that tourism products and services generally cut across service providers and geographical locations. For instance, a tourist enters the country through an international airport like Jomo Kenyatta international airport and travels by road to a leisure destination of choice like Naivasha a different location which constitutes the tourist's experience. This is why connectivity of road and other transport networks must be done. Moreover, tourism packages are mainly circuit-based whereby major attractions and ecosystems are shared by a number of counties or locations. The ministry thus calls for a considerable degree of coordination and cooperation as envisaged under the constitutional provisions of Article 189 between the different levels of governments and stakeholders to ensure harmonized and sustainable development of tourism in the country <https://www.tourism.go.ke/services>. The Constitution of Kenya,

2010 the fourth schedule distributes various sector functions between the County and National Governments. Tourism policy and regulation is allocated to the National Government whereas the County Governments are responsible for local tourism development.

2.3.1 The National Tourism Strategy

The National Tourism Strategy for Kenya 2021-2025 was developed as Kenya's response to reimagining the future of the tourism sector. The strategy sets out priority for recovery and growth of the tourism sector. The strategy is founded on four strategic points; Kenya becoming an all-year-round tourism destination; creating new and more diverse customer experiences and products; building a refreshed brand image and repositioning Kenya as an upmarket, sustainable destination; and developing enablers including unlocking alternative and innovative sources of funding and optimizing the adoption of digital innovations and new technologies by the sector.

The National Tourism strategy has four components which comprises of, Brand, Marketing, Experiences, and Enablers. Further, it has nine sub components namely brand repositioning, developing new and existing international source markets, scaling the domestic tourism market, developing a new and improved experience in parks and reserves, strengthening coastal beach tourism, creating and promoting niche experiences, and developing enablers for the sector such as digital systems, sustainability standards, and improved sector financing.

2.3.2 Tourism Regulatory Authority (TRA)

Tourism Regulatory Authority (TRA) is one of the regulators in the tourism industry which is a corporate body established under section 4 of the Tourism Act No.28 of

2011. TRA has three departments that deals with Compliance and trade facilitation, Standards and Quality assurance and corporate support services.

Compliance and enforcement department ensures that facilities are licensed. Licensing brings order to the sector, ensures customer satisfaction and helps in enforcing quality standards in the tourism sectors. TRA develops regulations, standards and guidelines that are necessary to ensure quality service delivery in the tourism sector.

As stipulated in the Tourism Act 2011, the regulatory functions of TRA include; To formulate guidelines and prescribe measures for sustainable tourism throughout the country; Regulate tourism activities and services countrywide, in accordance with the national tourism strategy; To register, license and grade all sustainable tourism and tourist- related activities and services including cottages and private residences engaged in guest house services. TRA also was mandated to develop and implement the criteria for standardization and classification of tourism facilities and services; TRA also is mandated to develop and implement a code of practice for the tourism sector.

It was also charged with the responsibility of vetting and recommending expatriates seeking employment in the tourism and hospitality sector. It also monitors tourist activities and services and adherence to sound principles and practices to enhance continuous improvement and sustainability in tourism. It also undertakes audit assessment of tourism activities and services annually and prepares and publish an annual status report in consultation with the minister and relevant lead agencies.

The above stated functions of TRA makes the institution a key respondent for this study because of its mandate in formulating guidelines, registering, licensing and grading of tourism facilities in the tourism industry, monitoring and assessing tourism

activities and services which require that stakeholders participate towards its implementation. TRA developed the Minimum standards as specified by global norms and codes of practice acceptable as basic requirement that enhance safety, health and security of tourists. The TRA standard specifies the product and service delivery process, legal obligations, infrastructural set up, operations of each class of a tourism enterprise. TRA standards formulation process entailed desk reviews, bench marking by technical committees of drawn from private and public sector after which TRA came up with a draft. Thereafter, the drafts standard was presented to stakeholders for public review and comments which aimed at incorporating stakeholders' views. A final draft was presented to stakeholders for validation after which it was approved as TRA Minimum standard by the board of the Authority.

TRA quality assurance is done in four stages namely licensing, accreditation, star rating and sustainability. TRA undertakes a certification and accreditation of tourism enterprises through a process of objective assessment procedures, verification of conformity to the set standards. Every two years, facilities are accredited for quality and awarded three marks of quality namely Gold, Silver, and Bronze. Facilities accredited with gold standard automatically qualify for star rating. TRA as a pursuant to section 7(a) of the Tourism Act and Tourism Regulatory Authority, Regulations, 2014, is charged with the responsibility of classifying and grading Tourism Enterprises throughout the Country using East Africa Community (EAC) Classification System. The EAC classification is used because the East African countries signed a Treaty in 1999 bidding Partner States to cooperate in Tourism and Wildlife Management. Specifically, Articles 115 & 116 of the Treaty, outlined the principles of cooperation in tourism in relation to classification and grading of tourism accommodation and catering facilities and management of wildlife and parks.

The main objective of classification and grading of facilities is to develop and promote the quality of products and services delivery for sustainable and competitive of the region. Therefore, the EAC Classification, is a mandatory system established by laws of each partner states, and has the force of law in Kenya as stipulated in Tourism Regulatory Authority, Regulations, 2014. The Authority implements the EAC classification programs in collaboration with the tourism sector stakeholders as a strategic undertaking while embracing international best practices of stakeholder involvement and participation to enhance credibility, objectivity and transparency in the evaluation and grading processes. This classification grades facilities as 1 star which is the lowest hotel rating to 7 star which is most luxurious, with exclusivity and grandeur. However, TRA periodically carries out a national classification in 5 years' cycle though it continuous classifies and grades new facilities as well as upgrade establishments that have been renovated or expanded whenever need arises based on approved EAC Classification Criteria for each category of establishments.

TRA is also mandate to license tourism facilities which is premised on ensuring customer satisfaction and competitiveness of the country as a tourist destination. The key purpose of licensing tourism facilities is to bring order in the industry through abiding to the stipulated laws and regulations by deterring unscrupulous business owner from penetrating the industry to exploit tourists. TRA informs the facilities of the expected level of professionalism and integrity before they are licensed. This makes the facilities aware of the standards to adhere to that enhances customer satisfaction and why they should engage qualified personnel. Furthermore, licensing of facilities assists in enforcing standards which builds confidence of suppliers both local and international, when they are aware that they are dealing with licensed and members of a recognized trade association by the government. In view of this, the Kenya hotel and

allied workers association makes sure that their members follow a stipulated code of ethics approved by TRA by making sure that all licensed facilities are recorded in a data base to help TRA in planning, marketing of the facilities and also in decision making.

Despite the fact that very few facilities register with TRA for licensing, there are numerous benefits that are accrued by the facilities if they comply with licensing. The operator with TRA licenses benefits from licensing which facilitates promotion and marketing thus improving on the visibility of the facilities in the region. They also have access to government incentives such as custom duty waivers, training and capacity-building programs, have access to government financing as well as endorsement for membership to industry associations.

According to information posted by TRA in their website, the following are the provisions for licensing to include cottages and private residences engaged in guest house services to be licensed by TRA. Moreover, any person carrying out a tourism business or service to get a license from TRA which should be renewed three months before expiry. Section 19(2) stipulates the imposition of a penalty of 10% of the license fee for every month's delay in renewing a license. Further, TRA officers are expected to regularly inspect tourism facilities and services where non-compliance is suspected or for purposes of granting or renewing a license and may impose a fine not exceeding one hundred thousand shillings or imprisonment for a term not exceeding eighteen months, or both for any person contravening or noncompliance to this Act.

The following are the licensing requirements which include a certificate of registration/incorporation, ID copy of the directors, KRA PIN certificate of the tourism enterprise, CV and Professional certificate for manager/person running the business. A

work permit of the directors is also demanded in case of foreign ownership as well as an EIA/audit for beach hotels. The licensing process has been digitized as illustrated in Fig. 2.4 below. However, some facilities continue to register physically with the TRA offices.



Figure 2.4: Tourism facilities licensing process
Source: TRA website- tra.go.ke

The online application is simplified with easy steps to follow with prompts given at every step and after the payment and verification in step three, a license is emailed to the business owner. Previous studies indicate that although tourism enterprises are registered and licensed by TRA, some fail to follow up the processing of the license after payment which can be attributed to technology involved in the process. This study probed stakeholder's participation of TRA and stakeholder who own or manage tourism facility owners on NTP implementation in Naivasha Sub County and results indicated in chapter four of this thesis.

2.3.3 Tourism Fund (TF)

Tourism Fund is mandated to mobilize resources and finances for sustainable tourism development in Kenya. TF is a body corporate established under the Tourism Act, 2011 that was operationalized through a special issue of Kenya Gazette Supplement No. 93 of 24th August, 2012. TF is the legal successor to Catering and Tourism Development

Levy Trustees that was established in 1972 under the umbrella of the Hotel and Restaurant Act, Cap 494, Laws of Kenya that came to effect after the repeal of the Hotel and restaurant Act when the Tourism Act, 2011 came into effect. The eLevy portal allows for registration of establishments and filling of simple, group or multiple service returns (<https://www.tourismfund.co.ke>). This portal is an innovative and diversified resource mobilization option for financing the development of sustainable tourism industry.

Tourism fund is authorized to source, mobilizes funds to finance the development of tourism products and services, marketing, tourism research, tourism intelligence, tourism information management system, training and capacity development activities of KUC and to support tourism-related activities for sustainable tourism development. This mandate qualifies TF as a key respondent for this study for it mobilizes not only finances but also human resources towards NTP implementation. To accomplish the above-mentioned activities, Tourism fund is authorized to collect levy of 2% from registered tourism enterprises according to the 9th schedule of the Tourism Act 2011. All enterprises are expected to make payments every 10th day of the month as a requirement of the Tourism Fund regulations and levy order, 2015. The role played by TF informs objective four on resource mobilization thus the reason why TF is included as a key respondent in this study. TF interacts with stakeholders in the tourism industry who have a participatory role towards resource provision and mobilization.

To enhance public service delivery using ICT, Tourism Fund developed the e Levy in line toward the realization of Vision 2030. This is a web-based system e Levy which enables regulated tourism activities, services and tourism enterprises to pay their levy remittance easy, convenient and in an accountable way. The name ‘e Levy’ is coined from two entities which are ‘e’ to stand for the internet and ‘Levy’ to stand for the 2%

Tourism Levy consequently an online portal which captures data on the facility on accommodation or bed capacity as well as food and drink sales. The levy calculation is derived from gross receipts on accommodation, food, drinks as well as other related services. However, there are penalties for late payment of levy which can be an instant penalty of 5000 shillings for levy paid after the 10th of every month. Furthermore, failure to comply or pay tourism levy, a fine of 20000 shillings is charged or imprisonment six or more months which is quite a punitive measure.

TF is also in charge of the Tourism Training Revolving Fund that was established under Section 69 (1) (g) of the Tourism Act Cap 383 and defined in Tourism Fund Regulations 2015. The purpose of the Revolving Fund is to provide a revolving fund as loans to assist Kenyan students to pursue higher education and support capacity building efforts for the tourism industry. The loan is granted to eligible person to enable them meet the cost of higher education in tourism and hospitality industry. Accordingly, the managers of the revolving fund receive and consider loan applications for eligible persons or students, processes them after which the loans are approve or rejected. The fund also awards bursaries and scholarship to needy cases to meet the cost of higher education in tourism and hospitality industry. Other institutions that are financed by TF include KTB, KUC, Tourism police Unit and MICE secretariat. This study probed stakeholder's participation of TF on NTP implementation and established that TF is fully operational in Naivasha Sub County and that stakeholders comply to TF levy payment as indicated the study findings in chapter four of this thesis.

2.3.4 Kenya Tourism Board (KTB)

Kenya Tourism Board (KTB) was established in 1997 through the legal notice no.14 under the state Corporations Act (Cap 446) of the laws of Kenya and also under section 4 of the Tourism Act No.28 of 2011. Kenya Tourism Board (KTB) is mandated to

market Kenya as a tourist destination (<https://www.ktb.go.ke>). KTB is charged to develop destination marketing strategies locally and internationally. It is also providing strategic leadership and direction to the government and the tourism private sector on best destination marketing practices on the international tourist target markets. Furthermore, it handles public relations issues concerned with destination Kenya image by promoting it as a destination of choice. Additionally, KTB generates and manage tourism industry research, information and market data and necessary statistical information required for planning at both public and private sector levels.

KTB works in partnership with national, regional and international organizations as well as local authorities in the country to improve the tourism environment by monitoring the quality and standards of facilities available to both local and international tourists. This helps it to advice the private and government agencies on how to improve the facilities for various target markets. It also initiates education and awareness programs on tourism locally as well as abroad.

KTB deals with challenges related to negative destination image, geopolitics, travel advisories, experiences at the air or sea ports, travel, or destination experiences that cause dissatisfaction to tourist. The scrutiny processes at the entry points, communication of travel requirements, accessibility to convenient facilities, and other amenities as they travel may portray the destination negatively thereby affecting repeat and referral cases to the destination. Study findings established there is low destination brand visibility, marketing, positioning of the destination by KTB at the Sub County level. This is evidenced by lack of a consolidated tourism events strategy (calendar of tourism events) in the county harmonized to the National tourism activities undertaken in the tourism sector.

The mandate of KTB according to KTB website is to develop, implement and co-ordinate a National Tourism marketing strategy. KTB is also supposed to market Kenya at Local, National, Regional and international levels as a premier tourist destination. It is also charged with the responsibility of identifying tourism market needs and trends and advice tourism stakeholders accordingly as well as performing any other functions that are ancillary to the object and purpose for which the Tourism Board is established. It is important to note that the KTB operates at the national level but its significance must be felt at the local or regional level by stakeholders. Findings from the study established that more needs to be done to make facilities feel KTBs marketing impact at the Local, National, Regional and international levels of Naivasha as a premier tourist destination.

2.3.5 Kenya Utalii College (KUC)

Kenya Utalii College is a renowned world class institution that was established under the old constitution dispensation through the Hotels and Restaurant Act (CAP. 494 Laws of Kenya). KUC was established 49 years ago and has trained thousands of students from the local and international arena who serve in the local and international hospitality and tourism industry. The College opened its doors in 1975 and has been operational and retained its operations after the new constitution promulgated in 2010 giving way to the Tourism Act, 2011 in replacement of the Hotel and Restaurant Act, 1972 and the amendments therein.

Kenya Utalii College (KUC) was mandated to undertake tourism and hospitality training, capacity building for the tourism sector making it the leading African hospitality and tourism training institution. KUC is among the three African EUHOFA (International Association of Hotel Schools) members. EUHOFA International was established in 1955 as a prestigious association of hotel school directors and deans of hospitality colleges and universities who work tirelessly to ensure the highest quality

of education in their institutes and has a membership of over 200 worldwide. The KUC has hosted the international congress twice in 1996 and 2016 respectively. In addition, KUC is also an Affiliate Member of the United Nations World Tourism Organization (UNWTO).

The programs offered by KUC are accredited by the Tourism Education Quality (TEDQUAL) certification body. Further, KUC is also an authorized International Air Travel Agency (IATA) training Center which also is the only institution that offers Japanese Proficiency Language Test (JPLT) as an examination Centre in East and Sub-Saharan Africa. Furthermore, KUC is the Secretariat for Africa's only Association of Hospitality and Tourism Schools (AHTSA) with a membership of over 27 hospitality and tourism schools drawn from over 15 countries and is also the East African Legislative Assembly (EALA) accredited Center of Excellence in Hospitality and Tourism training.

Through the tourism levy paid to the tourism fund, facilities enjoy sponsored capacity building training at KUC where hotel and hospitality workers are randomly selected. The study finding confirmed that some stakeholders have benefited from the training at KUC.

2.3.6 National Convention Bureau (NCB) /Kenyatta International Convention Centre (KICC)

The National Convention Bureau (NCB) was formed to promote Meetings, Incentives Conference and Events (MICE) in Kenya. It is also charged to implement the National Events Strategy. NCB was established to manage Kenyatta International Convention Centre (KICC), BOMAS and Nairobi International Convention and Exhibitions Center (NAICEC) as well as other public convention centers. NCB is mandate to promote

MICE in the local, regional and international market. Kenya is embracing the business of meetings, incentive travel, conventions and exhibitions (MICE) and therefore Kenya is promoted as a MICE destination.

Naivasha is a popular MICE destination and hosts major conference and was ranked 34 in Africa by International Congress and Convention Association (Daily Nation 29th June 2020). Naivasha has continued to show its prowess with many facilities offering conference packages in line with MICE standards.

2.3.7 Tourism Research Institute (TRI)

The tourism industry, further suffers from inadequate data to support evidence-based decision making, lack information sharing mechanism and lack of a standard training certification, registration, accreditation and examination structure. Tourism Research is very important because it helps to uncover missed opportunities, establish gaps in the industry, customer preferences, market trends. Analyzing this data informs decisions, policies and improves on the operations of the tourism business.

It is in line with this that Tourism Research Institute (TRI) was formed and was tasked to undertake and coordinate tourism research and analysis. TRI collects and analysis information from the public and private tourism sectors. TRI also undertake market intelligence to help inform on the strategies and techniques to be used in product and marketing. It also carries out research on sustainable tourism and emerging trends in the industry. It also analyses data on the external environment of the tourism industry and gives information on early warning on disasters which help to come up with mitigating and adoptive strategies.

TRI also organizes symposia, conferences, workshops and other meetings to promote exchange of ideas and views related to the tourism industry. After analyzing the data,

TRI is mandated to publish annual research findings and communicate recommendations to relevant institutions and stakeholders.

2.3.8 Tourism Promotion Fund (TPF)

Tourism Promotion Fund (TPF) was established under the Public Finance Management Act, (2012) followed by the enactment of Tourism Promotion Fund regulations, legal Notice No. 24, 2019. According to TPF website, <https://www.tpf.go.ke> Tourism Promotion Fund (TPF) is mandated to provide funds to support development, promotion and branding of tourism sector in Kenya as well as provision of funds to finance projects/ programs through tourism implementing Ministries, Departments and Agencies.

A tourism implementing agency or government agency shall be eligible to apply for funding from the Fund if they have an annual work programme aligned to the strategic plan of the corporation or agency and the medium-term plan approved by the governing body of the state corporation or agency. The agency makes an application for funding which must be accompanied by minutes from the state corporation stating the resolution to apply for funding. Attached also should be a work program which should align with the strategic plan of the state corporation as well as a medium-term plan approved by the minister. Furthermore, bills of quantities, project designs and bank details must also be included.

2.3.9 Tourism Protection Service

The Tourism Protection or Tourist Police unit was established to support the functions of the Kenya Police Service in accordance with section 24 of the National Police Service Act, 2011. Their key mandate is to protect tourists and their property, provide safety and security to tourists, patrol tourist circuits and protect tourists from

harassment and assist maintain security during cultural festivals. They also coordinate and collaborate with security agencies to enhance tourism safety and security. Moreover, they provide support and guidance to tourist whenever there are national tourism crisis management issues in conjunction with the Tourism Sector Crisis Management Centre.

The Tourism protection service also coordinate tourism safety and security capacity building programs for tourism stakeholders through workshops or conferences. They enlighten stakeholders on measures to be undertaken in ensuring tourists are safe in a destination. They also enhance collaboration between public and private sector tourism safety and security issues as well as monitor and advice both the public and private sector on emerging tourism threats and travel advisories. However, there has been delay in making operational the Tourism Protection Service which has made the level of enforcement of the tourism laws to be weak.

2.3.10 Tourism Finance Corporation

Tourism Finance Corporation (TFC) is a corporate body established in 1965 through an Act of Parliament, Cap 382 of the Laws of Kenya. It continued with its mandate and roles outline in the Tourism Act, 2011. It was established to provide financial assistance to tourism investors and entrepreneurs for development, maintenance or expansion of tourism facilities. It also was to provide for investment opportunities and business advisory services in the tourism industry,

The mission of Tourism Finance Corporation is to provide customer focused financial solutions to investors and entrepreneurs to enhance tourism development and socioeconomic growth. It also aspires to be the leading Development Financial

Institution (DFI) that increases access to affordable credit such as Equity and Debt financing to tourism facilities and enterprises.

2.3.11 Tourism Tribunal

The Tourism Act 2011 established the Tourism Tribunal. The mandate of the Tourism Tribunal was to hear and determine appeals arising from the decisions made, any complains or conflicts arising between agencies established under the Tourism Act, 2011. It also deals with complains related with TRA refusal to issue a license or complains by persons aggrieved by the Tourism Act. The Tribunal on hearing the appeals or complains then awards damages, confirm, vary or set aside decisions appealed against or make an order to maintain status quo. The Tribunal also has power to award the costs of any proceedings before it and to direct that the costs shall be taxed in accordance within such scale as it may prescribe or may on its own motion or upon application by an aggrieved party, review its decisions, awards or orders. The judgment of the Tribunal is usually implemented or imposed in the same way other judgments of a subordinate court are executed.

2.3.12 County Governments

A county is political geographical unit carved off from the national government as a unit of devolved government envisioned by the 2010 constitution of Kenya consisting of several constituencies governed and administered by the county government (GoK, 2012). It is an administrative area of local government consisting of towns within its area (Korir, 2012). The constitution of Kenya, 2010 created decentralized governments which devolved some functions to County governments. Decentralization empowered counties to self-governance, make policies, collect revenue and enhance their participation in decision making. County governments were seen as solutions to

challenges that characterized national government by enhancing inclusiveness, participation as they exercise their power in decision making.

Devolution intentions according to the Kenyan Constitution, 2010 was a means of addressing inequities of the past by presenting opportunities to address the diversity of local needs, marginalization and resource inequalities. County government were therefore better placed than the national centralized government to deliver on local solutions since each county has specific challenges that required an institution that has local knowledge on how to go about providing more realistic solutions having considered all the factors within the locality (Mukabi, 2022; Kyalo, Kimeli & Evans, 2017). Further, it was envisioned that devolution would take governance to the grassroots and enable an enhance citizen participation in decisions making. The county governments are meant oversee county potentials which would potentiality translate to equitable distribution of resources as well as better, reliable and efficient public services to the citizens (Kyalo, Kimeli & Evans, 2017).

Devolution is widely seen as a mechanism to citizen participation in development planning by increasing opportunities for public participation thus enhancing democratic culture and a sense of ownership (Kaseya & Kihonge, 2016; Muchunguzi, 2023). Public participation is a process through which stakeholders are allowed to give views, have control over development initiatives. This can be actualized by involving stakeholders in decision making, resource mobilization and provision over initiatives that affect them. Public participation also seeks and facilitates the involvement of those who are potentially affected by or interested in a decision (Kaseya & Kihonge, 2016) which basically implicates stakeholders as public participants as they are usually affected or interested parties. The principle of public participation holds that those who are

affected by a decision have a right to be involved in decision making process (Mukabi, 2023; Enwereji, & Uwizeyimana, 2020).

The Constitution of Kenya 2010 defines the role of National and county government in regard to tourism. Further, local tourism function as per the schedule four of the Constitution is mandated to the county governments. County governments are charged with the development of local Tourism in their areas of jurisdiction as well as formulate and incorporate development plans and strategies for the development of tourism in the country. County governments are also charged with the collection, compilation and management of local tourism products which sometimes contradicts the role played by national government. However, these roles have not been clear between the two levels of Government and there exists duplication of roles between the two.

The Constitution and the County Governments Act 2012 clearly makes it mandatory for the government to involve citizens through public participation, however there are no adequate mechanisms to enable the citizens to fully participate through public participation in shaping development agenda, furthermore the county government has not put in place mechanisms to disclose information of expenditure (Mwamuye, & Nyamu, 2014, Kyalo, Kimeli & Evans, 2017). Furthermore, despite the fact that the Kenya's devolution system promised 'Kenyan citizens better lives ahead, Kenyans are yet to benefit from devolution five years after the promulgation of the constitution 2010 (Mukabi, 2023, Kyalo, Kimeli & Evans, 2017). Similarly, despite the national government devolving financial resources to the county government, it is not clear how and whether such resources are being used in the interest of the Kenyan citizens (Kyalo, Kimeli & Evans, 2017). It is worth noting that County governments play a crucial role in enhancing stakeholder participation by offering civic education and incentives to participants (Kaseya & Kihonge, 2016).

2.4 The Concept of National Tourism Policy Implementation

A policy is the structure for government actions in attaining certain aims. A tourism policy is a set of rules, regulations, guidelines, directives and development/ promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting long-term tourism development and tourism activities within a destination are taken (Ulfa & Eddyono, 2024; Goeldner & Ritchie, 2011; Maxim, 2014). Tourism development is supported by review and formulation of policies, institutional reform and the necessary legal frameworks (GoK, 2020). NTP aims at ensuring provision of high-quality tourism products and services, the National Government and County Government in collaboration with other stakeholders' endeavor to diversify, develop and implement tourism products that enhance economic growth, environmental sustainability and preserve heritage. It also aims at developing authentic innovative tourism products, services and experiences and ensuring there are high quality standards of tourism products and services (GoK, 2020).

Tourism policy implementation is described as the process of interaction between setting of goals and activities or actions that follow towards achieving tourism goals (Yalo *et al.*, 2017; Vinh, & Van, 2024). Policy implementation reflects a complex change process where government decisions are transformed into programs, procedures, regulations or practices aimed at a social betterment (DeGroff & Cargo, 2009). Implementation occurs when the policy decisions are reached and put into effect as specified in a policy document. Tourism policy implementation comprises of activities such as applying rules and putting into effect appropriate laws for the purpose of making tourism products and services available to the tourists in an effective and efficient way (Vinh, & Van, 2024).

According to Younis (2010) and Dwyer, (2023) tourism policy-making and implementation is important due to the multi-faceted nature of tourism and the complexity in inter-organizational relations and collaborative policy-making. Pforr, (2021), noted that implementation has to do with execution of government policies which involves use of resources. This is why implementation is regarded as undertaking a task to achieve some targeted goals making tourism policy implementation vital for many developing countries espousing tourism as a tool for regional and national development (Rizal, 2021; Paudel, 2009; Yalo *et al.*, 2017). Policy effectiveness is contingent on the process of policy implementation (Grindle, 2017; Hjern & Porter 2011).

Implementation is viewed as a stage immediately after the passing of a law and it broadly means administration of the law which demands diverse factors to work together in order to adopt policies into effect so as to attain policy goals (Krutwaysho, 2003). Krutwaysho (2003) further asserts that the main functions of implementation can be summarized as state enabling laws, administrative rule making, resource mobilization, monitoring and enforcement of policies. Implementation can therefore be viewed as an input and also as an output because of the essential characteristics of the implementation process requiring performance of tasks related to carrying out the intent of the law and policy. Implementers use a number of techniques for policy implementation. The first approach involves use of mechanisms that are coercive such as inspection and imposition of sanctions on violators (Krutwaysho, 2003) which is commonly used in tax credits, levies, subsidies and penalties. Other two approaches are Top down and Bottom Up. It is acknowledged in literature that most policies are formulated from the Top and implemented at the bottom (Hill, 1993, Leister & Steward, 2000) which brings about the justification that if policy is implemented at the bottom,

stakeholders at the bottom or on the receiving end should participate in its formulation too.

Tourism policy implementation can therefore be regarded as the accomplishment of policy objectives so that agreed upon outcomes and desired impacts are achieved in line with the stipulations of the tourism policy. Tourism policies are created as a mechanism of managing the development of the tourism industry (Krutwaysho & Bramwell, 2010). According to Hall and Jenkins (2005), policy studies help in understanding the causes and consequences of policy decisions and of the policy itself. It also helps in ensuring that the right goals will be achieved. Tourism policies are very vital especially in heavily visited destinations or countries, particularly in developing countries, for managing the disruptive impacts of tourism. The achievement of tourism policies also requires components such as qualified personnel, financial resources, local involvement and authorities in charge (Jenkins, 2006). Additionally, the aim of the tourism policy is to give stakeholders a broad statement of the programme for orderly and sustainable tourism development.

The main objective of governments is to formulate tourism policies to act as a guide to all tourism development, operations and management (Stevenson, Airey & Miller, 2008). These policies are geared towards sustainability in line with the best practices thus facilitating competitiveness for national tourism development. However, governments face obstacles in tourism policy implementation that hinders development of the tourism industry. The major obstacle in implementation of tourism policies is caused by policies that are developed by centralized administration (Tuson & Timothy, 2001) of the national government overlooking other private and public stakeholders. This makes the tourism policy uptake by stakeholders to be low. Another obstacle that hinders tourism policy implementation is lack of clarity of roles by stakeholders

involved in the implementation process. Local or County governments should be given authority to deal with local tourism development failure to which can lead to lack of commitment in policy implementation thereby causing failure in policy implementation.

The priorities associated with NTP in Kenya is to ensure among others that tourism retains its position as a leading export, job creation and poverty reduction while enhancing quality, sustainability and retains its competitiveness (GoK,2013). Competitiveness of a tourism destination heavily relies on the availability and quality of infrastructure which can only be achieved if all stakeholders participated effectively in tourism policy implementation and if the implementation of the NTP is done as stipulated. According to Scott (2011), NTP implementers require the power to make and enforce decisions which are binding upon their members.

This study established that the contribution of stakeholders in decision making in NTP implementation was very significant and that a unit change in implementation lead to a change in NTP implementation. In actual fact, implementation of policies plays a major role in reducing negative impacts of tourism in a destination (Krutwaysho, 2003; GoK, 2013).

Stakeholder participation means taking part or being involved in decision making, monitoring, evaluation and mobilizing resources (Oakley, 1995). It is the ability of individuals to have a say, undertake a role, be involved, act or make decisions in an organization. Stakeholder participation in policy implementation contributes to tourism product development and diversification, saves on time, personnel and provides funding which enhances implementation of tourism policies.

Stakeholder participation makes stakeholders informed and educated about tourism policy issues making public values and opinions to be incorporated in the decision making process (Byrd & Lamm, 2024). Without genuine empowerment, participation can become a token exercise or even a means of maintaining power which is non-participation which can make empowerment to be empty. Participation also helps in improving the quality and legitimacy of decisions and in generation of ideas (Pettit, Balogun & Bennet, 2023; Byrd & Lamm, 2024). Participation leads to enhancement of trust between all stakeholder groups thus reducing conflicts, law suits and promotion of shared resources and responsibility.

Fredman and Tyrväinen (2024) looks at different interests at stake in various forms of primary and secondary participation while White (1996) classifies participation according to the form of participation as Norminal, Instrumental, Representative and Transformative. These typologies highlight what participation means to the policy implementing agency as well as to the recipients and shows how people make use of participation as a useful tool for identifying conflicting ideas (Chen & Liaw, 2012). In view of the forgoing, the broad purpose of the tourism policy in Kenya can only be achieved if the policy is closely harmonized with other key national policies and laws pertaining to wildlife conservation, land ownership and physical planning (Hjern & Porter 2011). The tourism policy acts as a guide for the development of the industry to enable it maximize development opportunities for both existing and new enterprises and to extend tourism to previously neglected regions and communities (Jenkins, 2010). The policy also specifies how the programme shall be accomplished as well as the roles of the different stakeholders in implementing the programme. It is widely recognized that the achievement of tourism policies requires many components such as qualified personnel, financial resources, local involvement and authorities in charge (Airey &

Chong 2010). Additionally, policies and regulations may be less strictly enforced in remote areas resulting from their long distance from centers of policy-making (Hjern & Porter 2011).

Studies carried out by Ongwae *et al.*, (2013) on selected tourism policies in Lake Nakuru indicated that there is a positive and significant relationship between the selected policies and tourism growth. Furthermore, the study further recommended there should be increased efforts in implementing community participation policy, marketing and promotion policy and product development and diversification policy. The consequences of policies such as marketing and promotion, community participation, product development and diversification, governance and government support not being well implemented can lead to its collapse (Mazmanian & Sabatier 2013). It is therefore evident that there is a gap in implementing policies and regulations particularly in developing countries like Kenya which could be attributed to poverty, administration and corruption (Lewis & Wallace, 2014).

2.5 Concept of Stakeholder Participation

According to Freeman (1984) a stakeholder is any group or individual who can affect or is affected by the achievement of the organization's success. Johnson and Scholes (2012) define a Stakeholder as an individual or group of people who depend on an organization to fulfill their own goals and on whom in turn the organization depends on while Phillips (2013) defines a stakeholder as all parties who will be affected by or will affect the organization's strategy. This study operationalizes the term stakeholder using Philips definition (Philip, 2013). On the other hand, participation is a process through which stakeholders' influence and share control over development initiatives decisions and resources which affect them (Abraham, 2022). Participation seeks collaboration or partnerships and the commitment necessary to ensure sustainability of

tourism policy implementation and development initiatives. The outcomes of participation are usually a reflection of a certain level of involvement of relevant stakeholders in the decision-making process which in turn enables people to make informed commitments to a tourism policy and a particular project (Mahrizi & Khalfan, 2021).

Stakeholder participation is the ability of individuals / groups to have a say, undertake a role, be involved, act and make decisions in an organization (Mahrizi & Khalfan, 2021). Stakeholder implementation on the other hand means involving stakeholders in the execution of a policy or strategy which ensures that those affected or interested in the initiative have a say in how it is carried out. Tourism stakeholders consist of many different types of groups depending on how they are geographically based or distributed in different parts of an area and range from national government, local government, tourism enterprises or private sector, tourism associations, institutions financing tourism, tourism employees and tourists (Dwyer, 2023). However, these stakeholders have different roles and interests in NTP implementation (Davila, 2024). Moreover, some stakeholders are perceived to be more important than others in determining the success of activities. Quick & Bryson, (2022) stipulates that stakeholder participation is an essential for the development, successful operation, and long-term tourism policy implementation. Likewise, through the participation process actual negative impacts as well as negative perceptions of tourism can be lessened and the overall quality of life, perceived and actual, of all stakeholders can be increased (Byrd *et al.*, 2009; Buzinde, & Caterina-Knorr, 2023).

Stakeholders can be classified into two primary and secondary stakeholders. Primary stakeholders are those persons or groups that have a legal contractual relationship with the industry (Cosmus, 2021). They include project owners, suppliers, investors and

government institutions that provide infrastructure and markets. Secondary stakeholders are those who influence or affect or are influenced by the industry. They include special interest groups, private citizens and institutions. Freeman, Dmytriiev, & Phillips (2021) and Tkaczynski (2009) uses a similar classification indicating that primary stakeholders are those whose participation is core to an organization and cannot survive without them while secondary stakeholders influence or affect, or are influenced of affected by the organization, but are not essential for its survival.

Aas *et al.*, (2005) and Imperial, (2021) assert that tourism stakeholders include any individuals or groups involved, interested in, or are affected either positively or negatively by tourism. Further, Cheema, (2022) identified stakeholders in tourism as tourism professionals, public authorities, the press and other media in addition to other interest groups and individuals and in particular local residents and indigenous groups, who need proper recognition as stakeholders in their own right. To deal with the challenges inherent in tourism policy, there is need to create effective governance systems and processes to define strategies and improve them to enhance competitiveness and sustainable tourism (Damian, Navarro-Jurado, & Ruiz, 2023).

Arnstein (2020) developed the ladder of participation which has been largely used and adopted by scholars (Cornwall, 2008; Arnstein, 2020). Arnstein came up with an eight citizen power illustration arranged in a ladder pattern with each rung corresponding to the extent of citizen power in determining the end product. The bottom ladder is manipulation and therapy which are typically levels of Non participation. The third rung is informing and consultation that allows those who do not have to have a voice or say. This implies that citizens need to be heard. Rung 5 and 6 is placation and partnership which enhances negotiation with the power holders. The top of the ladder consist of delegated power and citizen control where citizen engage in decision making

and there is citizen participation. This ladder juster poses powerless citizens with the powerful to highlight the division between them (Arnstein, 2020).

Arnstein (2020) further asserts that non-participation refers to initiatives that on the surface seem to be a form of public participation used to explain the decisions of stakeholders have no input. Degrees of Tokenism are forms of participation in which stakeholders are allowed to voice their interests but have no power to influence the decisions that are made. Degrees of Citizen Power is where stakeholders have the power and willingness to participate. Involvement of this type of participation gives stakeholders the ability not only to voice their interests but also to influence directly decisions being made (Arnstein, 2020). Non-participation may also be as a result of apathy and poor communication, which may be related to problems encountered in coordinating tourism organizations (Maiden, 2008). Additionally, coordination mechanisms and communication channels sometimes break down and this may result in participants not given adequate notice of a meeting, nor adequate time to respond to a consultation document.

Cornwall (2008) states that the ladder of participation looks at participation from the perspective of those on the receiving end. Under this typology, participation is divided into three categories namely Non-participation, Degrees of Tokenism, and Degrees of Citizen Power. Cornwall (2008) contends that the first two clusters are forms of manipulation compared to the second two clusters. However, Cornwall emphasized that, the first cluster of the second category only becomes effective and free from manipulation and co-option risk when people have themselves chosen to be part of it. If this condition is not met the institutions that claims to open the windows of opportunity for the poor to “take participation space” becomes a barrier than a driving force for genuine participation. Cornwall (2008) typologies of participation are

important in stakeholder participation and implementation of tourism policies since there are various forms of participation that may take place for a whole range of reasons. It is important to see participation as a dynamic process, and to understand that its own form and function can become a focus for tourism implementation policies. This includes manipulative participation, passive participation, participation by consultation, participation by material where people participate by contributing resources, functional participation, interactive participation and self-mobilization.

Pretty's (1995) typology of participation describes the characteristics of stakeholders as well as the degree of participation. Pretty's typology (1995) uses Arnstein's level of participation but improves on it by stipulating the characteristics of the Stakeholder participants. Pretty (1995) identified seven steps of participation categorized as minimum participation, non-participation and maximum or Full Participation with institutions created by the state, or by actors assuming some of the functions of the state. The second category consists of institutions which hold one-off meetings, events of exercises aimed at opening up deliberations over policies or service delivery priorities, rather than making decisions but they may give rise to more lasting institutionalized structures in which there is regularized, repeated use of participatory processes. The third category consist of relatively durable, institutionalized spaces from which citizens engage in governance either by seeking to influence public policy through advocacy and the mobilization of dissent, indirectly by modeling alternatives, or through providing for the needs of other citizens as an alternative to statutory provision. The last category is constituted outside the interface between people and authorities. It provides a way of generating critical mass and potentially important route to citizen's involvement in governance.

Both Arnstein's and Pretty's typologies describe a spectrum defined by a shift from control by authorities to control by people or citizens yet the end-points are rather different because citizen control goes much further than self-mobilization. Pretty (1995) posits that self-initiated mobilization may or may not challenge existing distributions of wealth and power whereas Arnstein argues that participation is ultimately about power and control. Local self-mobilization may be actively promoted by the state and international agencies as part of efficiency goals that are entirely consistent with a neoliberal approach to development (Muchunguzi, 2023).

Whilst Pretty's (1994) seven-step participation ladder views participation as minimum and maximum participation, Cornwall (2008) contends that the first two clusters are forms of manipulation compared to the second two clusters. However, Cornwall emphasized that, the first cluster of the second category only becomes effective and free from manipulation and co-option risk when people have themselves chosen to be part of it. If this condition is not met the institutions that claims to open the windows of opportunity for the poor to "take participation space" becomes a barrier than a driving force for genuine participation.

Källström & Smith (2023) views participation as important in implementation of tourism policies since there are various forms of participation that may take place for a whole range of reasons. Further, they construe participation as a dynamic process, with its own form and function can become a focus for tourism implementation policies. This includes manipulative participation, passive participation, participation by consultation, participation by material where people participate by contributing resources, functional participation, interactive participation and self-mobilization. This participation types are used in successful implementation of tourism policies.

Cornwall (2008) and Abraham, (2022) notes that there are limits of normative approaches, and suggests that it is vital to pay closer attention to those participating, in what and for whose benefit. In any destination, the best indicators are those which respond to the key risks and concerns regarding sustainability of tourism, and also provide information which can help clarify issues and measure responses. Lastly, through participation in policy implementation, monitoring, evaluation and decision-making stakeholders are empowered to be actors and decision makers thus will immensely contribute to the policy cycle of review, formulation and implementation processes thus reduce costs of exclusion (Maiden, 2008; Mahrizi, & Khalfan, 2021).

In Kenya, KWS has put in measures to co-opt the support and participation of land owners in management of wildlife, involving sensitization, mobilization and education of stakeholders and capacity building successfully in Ii Ngwesi and Lewa Downs Conservancy and local community (KIPPRA, 2002). Studies by Charles & Sunday (2014) and Yalo *et al.*, (2015) indicated that stakeholder's participation in education related issues has a great impact in educational policy implementation towards attaining quality education. This is because stakeholders play the role of ensuring accountability in education, as well as promoting effectiveness and efficiency of procedures for quality improvement (Rizal, 2021; Yalo *et al.*, 2017). The study findings revealed elements of non-participation or manipulative participation to enforce compliance by stakeholders.

Stakeholder theory focuses on all people who are or may be affected by the results or decisions of the entity. However, the view is majorly criticized, with the management focusing lower on the entity's shareholders. Stakeholder theory is criticized since the entity cannot fulfill everyone's interests. You cannot provide a higher quality product by not increasing the prices. You cannot suffer to meet the hunger of various non-

financial stakeholders. If there is a lower demand for the products, you cannot just pile up your inventory to please the suppliers. With an increase in your employees' pay, you cannot satisfy the finance providers concerned with the cash flows retained by the entity.

2.5.1 Stakeholder Participation in Decision Making and its influence on NTP Implementation

It is widely acknowledged in literature that stakeholders can participate in decision making process (Marzuki *et al.*, 2012; Mensah & Adofo, 2013; Zhao & Ritch, 2007). Decision making is a process of defining problems and selecting a course of action from the generated alternative decisions (Alexander, 2012). Engaging stakeholders in decision making makes implementation process to be more effective, equitable and legitimate since those who participate are representatives of the whole community. Further, Adebayo & Butcher, (2021) posits that participation in decision making by stakeholders on the tourism policy and specifically the implementation, is perhaps the area where the impact on the future of communities is most crucial. Understanding the decision-making process provides the most important potential tool in the sustainable management of tourism development whose approaches need to be effectively implemented.

Bramwell and Sharman (2009) and Byrd (2011) asserts that in a group, decision making is one of the most important but complex processes which makes stakeholders informed and educated about the Tourism policy issues, which makes public values and opinions to be incorporated in the decision-making process. It helps improve quality and legitimacy of the decisions and generation of new ideas (Adebayo & Butcher, 2021). Stakeholder decision-making is advantageous because stakeholders provide more information, knowledge, and a greater acceptance and legitimacy of the decision via

the interaction process as defined in interaction theory (Matarrita-Cascante, 2010). Conversely, group decisions take a longer time period in decision-making and there is risk of group thinking. Furthermore, decision-making in a group is normally based on the authority rule, where the leader decides most of the times; Minority rule, where two or three people are able to dominate the group into making a mutually agreeable decision; majority rule, where formal voting may take place or members may be polled to find the majority viewpoint; Consensus or unanimity, where discussion leads to one alternative being favoured by all members (unanimity) or most members (König & Wenzelburger, 2021). According to Nodder *et al.*, (2003) local governments represent the third tier of public sector tourism management, which is often the scale at which most interaction with business occurs and decisions regarding policy and tourism development are made. Furthermore, decision-making systems in developing countries may be more top-down than in the west and may be less sympathetic to western notions of democracy (Mahrizi & Khalfan, 2021).

The difference between individual and group-decision making is the immediate interaction between participants in group decision-making. This interaction is usually very complex because participants have different motivations, perceptions, experiences, interests, knowledge and power. Stakeholders are widely acknowledged as powerful influencers over, and able to direct, company decisions and performance (König & Wenzelburger, 2021). The tourism policy that fails to address the need of participation in tourism development, which is one of the key factors of a sustainability tourism policy implementation, cannot achieve its objectives. It is evident that stakeholder participation in decision making is a critical component towards success of any tourism policy implementation (Dodds, 2007).

A review of literature revealed that stakeholder participation can be examined specifically from the perspectives of decision-making process or in the sharing of tourism benefits (Marzuki *et al.*, 2012; Nault & Stapleton, 2011). This implies that if benefits and involvement in decision making is uniform to both active and passive stakeholders, the active stakeholders would be demoralised. Further, Demirkesen & Reinhardt (2021) argue that stakeholder participation involves redistribution of power that enables the haves and have nots to be deliberately included in decision making process. Consequently, if they are not included in decision making, stakeholder participation can be withheld because lack of connection between benefits and participation may itself be a logical disincentive to participate. Therefore, stakeholder participation in the decision-making process is a crucial determinant to ensure that the benefits of all and especially local communities get from tourism are partly guaranteed, and their lifestyles and values are respected (Chok & Macbeth, 2007). Therefore, stakeholder power is the ability to influence decision-making and the role of each stakeholder is determined by the extent of power that each stakeholder has in influencing decisions (Mahrizi, & Khalfan 2021).

Proponents of pro-poor tourism asserts that local communities “must participate in tourism decision making if their livelihood priorities are to be reflected in the way tourism is developed (Chok & Macbeth, 2007). Additionally, OECD, (2015), asserts that participation contributes to increased correlation between the views of the participating public and the content of the decision. There are various ways through which stakeholders can participate in the decision-making process, ranging from passive to active, participating to non-participation, and from being represented to all-inclusiveness.

Frost *et al.*, 2014 hypothesis that, participation can range from the passive (that is, people being told what has been decided or has already happened) to interactive (that is, the public equally sharing in local decisions and determining how available resources are used). Stakeholders can also participate by developing contacts with external institutions for resources and technical advice they need as well as in resource use (Frost *et al.*, 2014). It is however important to note that the difference between each level of participation is determined by the varying degree of inclusion in the decision-making process (Suhaimi, 2021; Timothy, 1999; Tosun, 1999). Participation can also be achieved through engaging a committee elected by communities or through joint decision-making by both appointed and elected local government agencies or by consultation with the stakeholders, who could in addition hold a referendum (Demirkesen & Reinhardt, 2021). Indeed, it is contended that “successful tourism” requires good communication, cooperation and coordination between management at all levels as well as with all stakeholders (Suhaimi, 2021; Santa, 2010).

Safety in destination is a crucial decision-making factor that stakeholders have to participate for example by reducing tourists’ uncertainty and risk perception of a destination (Martens *et al.*, 2016; Raina *et al.*, 2010). The stakeholders in a destination must be involved in making decisions towards enhancing safety through implementing NTP safety policy. Studies carried out in the UK on women participation in the tourism industry revealed that women make up 55% of tourism industry labour force worldwide (Equality in Tourism, 2013). However, stakeholder participation in decision making is seen as naïve, unnecessary and time consuming and an idealism dream (Suhaimi, 2021). Others argue that stakeholders are not well equipped, don’t have equal power and influence over the decision-making process thus may cause apathy towards participation (König & Wenzelburger, 2021). Therefore, understanding the policy

environment in which decisions making occurs is crucial to understanding of the implementation of tourism policy process (Mahrizi & Khalfan, 2021; Hall, 1995) as well as in understanding the nature of participation.

From the foregoing reviewed literature, it is apparent that areas of stakeholder participation in decision making in the tourism sector remain understudied both globally and in Kenya. It is also worth noting that organizations and government systems (and their agencies) have the most important influence or power in decision making (Mahrizi, & Khalfan 2021).

The above studies extensively expound on stakeholder participation in decision making, benefits of engaging stakeholders, ways of engaging stakeholders, nature of participation and the challenges of not engaging stakeholders. However, they do not establish the relationship between stakeholder participation in decision making and policy implementation. This study therefore seeks to determine the extent to which stakeholders participate in NTP implementation in Naivasha Sub County.

2.5.2 Stakeholder participation in Monitoring influence on NTP implementation

Policy monitoring is a process by which stakeholders follow and assess policies to ensure they are developed, endorsed, enacted and implemented as expected (Straaten, 2021; Vinh & Van, 2024). Monitoring is the systematic collection of data on specified indicators to identify the changes taking place in a system, destination, sector, activity or in a firm, during a certain period of time that matches that of the implementation of a project, program or policy (Cheema, 2022; Demir, 2021; Goeldner *et al.*, 2011, Fletcher, Fyall, Gilbert & Wanhill, 2017). Monitoring can also be defined as the ongoing process by which stakeholders obtain regular feedback on progress being made towards achieving policy goals and objectives (Cheema, 2022).

Policy monitoring involves appraising the policy environment, gauging the level and quality of stakeholder engagement and participation, documenting progress, putting policy into practice through financing and implementation planning and evaluating outcomes of implementation (Straaten, 2021; Judice *et al.*, 2013). Policy monitoring requires stakeholders to understand how policies move through the process from development to implementation and the barriers to progress (Bhuyan *et al.*, 2010; Demir, 2021). Specifically, monitoring of policies requires stakeholders to have an awareness and understanding of the policy environment as well as the ability to mobilize other stakeholders to participate in policy process through well-coordinated efforts.

According to Bohunovsky *et al.*, (2010) and Schoon, Chapman, Loos, Ifejika Speranza, Carr Kelman, Aburto & Whittaker (2021), participatory monitoring is one of the effective monitoring types that can be used for two main purposes. The first purpose aims for a greater understanding of the system which creates awareness about possible future direction. This type of participatory monitoring is closely related to the concept of participatory integrated assessment. The second purpose focuses on the promotion of stakeholder empowerment. It is worth noting that monitoring of policy aims at identifying progress towards expected results, precipitates decisions that would increase the likelihood of achieving result thus enhances accountability and performance of the policy (Schoon, *et. al.*, 2021).

Policy monitoring provides opportunities at regular predetermined points to validate the logic of a programme, its activities, and their implementation so as to make adjustment as needed (Cheema, 2023; Kiumbe, *et. al.*, 2018). The early warning indicators exposed by monitoring system are most useful to tourism managers because they provide the ability to anticipate serious negative effects on the destination,

or on the overall visitor experience (Schoon, *et. al.*, 2021; Straaten, 2021). Progress towards mitigating such negative challenges needs to be monitored. No amount of good monitoring alone will correct poor policies and information from monitoring needs to be used to encourage improvement of policies or reinforce them (Demir, 2021). In the Kenyan NTP setup, TRA is mandated to monitor and assess tourism activities to enhance continuous improvement and adherence to sound principles and practices (GoK, 2020).

Although there is extensive literature on the benefits of policy monitoring, there is scanty literature on stakeholder participation monitoring influence on policy implementation. This study aims at providing an understanding on the stakeholder participation monitoring activities towards NTP implementation, whether stakeholders participate in monitoring activities efficiently and effectively as planned. It will help to answer the question “what actions are stakeholders taking towards adherence to deadlines?” and “are stakeholders tracking progress? “Are stakeholders rating progress on what should be achieve?” The study also seek to make a contribution on the nature of stakeholder participation in monitoring NTP implementation.

2.5.3 Stakeholder participation in Evaluation and its influence on NTP implementation

Implementation and evaluation are considered as two sides of the same coin with “implementation providing the experience that evaluation interrogates and evaluation providing the intelligence to make sense out of what is happening” (Dodds, & Butler, 2024; Youssef, 2021). Evaluation is the systematic and objective assessment of the effectiveness, efficiency and equity of a program or policy in a given system, destination, sector, activity or a firm (Youssef, 2021). Evaluation is the rigorous and independent assessment of either completed or ongoing activities to determine the

extent to which policy objectives are being achieved and contributing to decision making (Dodds, & Butler, 2024). Evaluation is informed by annual assessment, audits and status reports that can be undertaken by ministry officials (GoK, 2013). Evaluation attempts to measure the economic impact of the project to determine the relevance and fulfillment of its objectives and should provide credible and useful information, enabling the incorporation of lessons learned into the decision-making process (Youssef, 2021; Goeldner, *et al.*, 2010). Adhering to an evaluation road map can help a country to improve the implementation process and the benefits of good quality evaluation will be greatest when evaluation is conducted within a clear and coherent National framework.

It is hypothesised that national and regional governments can only succeed by increasing participation in evaluation so as to have a deep understanding of the policy in relation to economic and social environment (Youssef, 2021; Dodds and Butler, 2024). Evaluation of tourism policy is rare and recommendations to change or augment systems to make policies work and become accountable are even rarer. Evaluation plays a vital role in providing policymakers and implementers with evidence required to ensure that future policies target the greatest areas of return in terms of meeting strategic objectives (Damian, Navarro-Jurado, & Ruiz, 2023). Evaluation helps to stimulate debate among tourism stakeholders as well as to improve the design and implementation of programmes on how they should adapt to changing conditions and what could be done in future (Damian, *et al.*, 2023).

Literature reviewed revealed that evaluation of public participation programs typically falls into two types (Rahnema, 2020; Amran *et al.*, 2013; Goeldner, *et al.*, 2010). The first type of evaluation assesses the quality of the participatory process rather than its outcomes and is measured by whether; participants are representatives of the wider

community, membership is balanced, participation comes early in the decision-making process, face to face discussion between the public and agency representatives occur and whether the agency is committed to the participatory process and responsive to public input (Rahnema, 2020; Amran *et al.*, 2013). The second common types of evaluations are those that are interest-oriented (Amran *et al.*, 2013). It is important to understand the category into which the stakeholders fall because the differences with regard to the propensity of stakeholders to participate explains the tension that exists between individual and collective interests of stakeholders.

Schoon *et al.*, (2021), asserts that evaluation can be used to enhance greater understanding of the regional system which focuses on the integration of different types of variables and aims to create more awareness about possible future trajectories which leads to participatory assessment. Evaluation assists in augmenting performance management analysing the effects of expenditure and investment by Stakeholders (Rahnema, 2020). Evaluation also provide evidence for review of processes and can be used to lobby for additional funds, time and personnel which in turn enhances implementation of the tourism policy (Schoon *et al.*, (2021). Evaluation helps to expose issues of concern the natural resources and environment of a destination, relating to economic sustainability, issues relating to cultural assets and social values, and more broadly to organization and management issues, both within the tourism sector and the broader destination (Bohunovsky *et al.*, 2010).

The Studies reviewed above reveals the significance of evaluation in augmenting performance of stakeholders. However, it was also revealed that evaluation of policies is rare. While monitoring provides real time information required by management, assessment of opinions, adherence to regulations and review of progress has not been

embraced. There is scanty information on stakeholder participation evaluation influence on policy implementation which this study aims at making a contribution.

2.5.4 Stakeholder participation in Resource Mobilization and its influence on NTP implementation

Resources can be defined as anything that is perceived as valuable including tangible assets such as money, material supplies or manpower or intangible resources such as knowledge, skills, reputation, image, authority as well as individual attributes such as competence and innovativeness (Tiew, *et al.*, 2015). Resources includes not only money but also people, goods and services while goods and services include attractions, vehicles, office space, tourist facilities and superstructure as well as related services considering that tourism is a service industry (Nyongesa, 2013). Human resource refers to people with skills to design, implement and follow-up or carry out specific tasks. Financial resources denote money from government, county governments, private sector, NGOs and grants. The process of resource mobilization is generally governed by legal agreements at various levels (Ngahu, 2022). This implies that strategies and processes used for resource mobilization may be constrained by the rules established by the funding party at the inception of an activity. For the successful mobilization of local financial resources, it is necessary therefore to actively involve all the stakeholders in decision making (Cherogony, 2013).

Availability of resources is very crucial for any meaningful tourism activity to take place and stakeholder participation is no doubt influenced by income or capital. It has been widely acknowledged that economic benefits arising from tourism industry such as foreign exchange earnings, employment and income generation can overcome many resource problems as well as create opportunities and improve quality of life of the local communities (Freeman, Dmytriiev & Phillips (2021). From the stakeholder

theory perspective, a very important viewpoint on tourism is the functional approach in which tourism is observed as a proactive force which, if developed appropriately, seeks to maximize positive returns to a community's overall growth while minimizing the costs to the environment and culture thus local communities' participation in tourism related businesses is because they expect to earn more money (Freeman *et al.*, 2021; Guijt, 2008).

It is worth noting that SWOT analysis done by GoK (2013) indicate that resource both human and capital is a major hindrance for effective policy enforcement. Resource mobilization is the means through which a group of people develop strategies for soliciting for funds and resources for use by an organization. Resource mobilisation is a management process that involves identifying people who share same values as the organization and taking steps to manage the relationship (Freeman *et al.*, 2021; Nyongesa, 2013). Stakeholders interested in or affected by this business within a particular market or community should collectively manage resources in the tourism system and should also have a key role in resource provision and mobilization (Cosmus, 2021). The government is a resource partner occasionally plagued by administrative regulations and procedures that can hamper the flow of resources (Nyongesa, 2013). Despite this, it is difficult for the government to take sole responsibility of allocating resources to tourism policy implementation considering the fact that tourism has diverse stakeholders.

The mandate of stakeholders is to protect wildlife while improving the welfare of the local communities. This requires policies that gives people in communal lands the right to manage and benefit from natural resources (Cosmus, 2021). However, sustainable tourism strategies impose a challenge for the implementation and acceptance among stakeholders with already fragile common interests and collaboration mechanisms.

Moreover, the issues that hamper the implementation of sustainable tourism are often stakeholder-related and are associated with priorities, organization and resources (Waligo, *et al.*, 2013).

Studies carried out by Ongwae *et al.*, (2013) on effect of selected tourism policies in L. Nakuru indicated that inadequate resource is a major factor that hinders policy implementation. Additional, Kwame (2013), posits that a robust tourism policy for tourism enhancement is of utmost relevance as well as the entrepreneurial function of stakeholders in provision of basic resources and infrastructures. Conversely, unavailability of and access to tangible and intangible resources such as human, financial, material and technological have been a major hindrance in implementation of tourism policy objectives (Kwame, 2013).

Important players in implementing policies are local government officials and local natural resource managers who deal with day-to-day problems of resource allocation and capacity gaps (Santa, 2014). Muchunguzi (2023), proclaims that local government is involved in strategic planning, implementation of tourism strategies and provision of resources for tourism. In Kenya, the constitution proposes a devolved approach to management of resources and specifically mandated regional governments to have control over tourism within their jurisdictions (GoK, 2020; Mayaka, 2012). When resources are scarce, there will be disparity between organizations goals, preferences and strategies resulting to conflict between stakeholders (Yuksel & Yuksel, 2014). However, mere possession of resources does not make one powerful but it is the ability to regulate, control access, possession allocation and proper use of resources that form the basis of power, thus a stakeholder in control or essential and critical resources possesses a power advantage relative to other stakeholders (Tiew, *et al.*, 2015).

Availability of resources is very important in actualizing the implementation of tourism development, related regulations and policies which entails mobilizing resources for facilities, man power and expertise. Previous studies revealed that resource mobilization is crucial in making better use of existing resources and maximizing new and existing resources by stakeholders. It was revealed that there is a gap in stakeholder empowerment, training programs, capital allocation which can hinder stakeholders' participation in resource mobilization strategies (Ngahu, 2021). Further, there is scanty literature on stakeholder participation influence on resource mobilization towards the implementation policies. This study therefore will make knowledge contribution on the Stakeholder nature of participation and resource mobilization in NTP implementation in Naivasha Sub County.

2.6 Theoretical Framework

In order to understand stakeholder participation, the study was guided by the Stakeholder theory advanced by Freeman (1984) and the ladder of Participation by Arnstein (2020). An exposition of the theories are given below and where one theory was found deficient, the other theory complemented it.

2.6.1 Stakeholder Theory

The study was guided by the Stakeholder Theory advanced by Freeman who conceptualised stakeholders “as any group or individual who can affect or is affected by the achievement of the organization objectives (Freeman, 2010).” The term “stakeholder” was popularized by Freeman (1984) who used it to mean that only those who cannot affect (due to an incapacity to do so) and those who are not affected by the actions of an organization (due to the absence of any form of relationship) are excluded from this definition. It should also be noted that a stakeholder can be affected by the corporation without being able to affect it in turn (and vice-versa). Potentially, and

alternatively, it can contribute to or threaten the organization. “Stakeholder” is closely associated with the private sector and the corporate world, it is also revealing in terms of the relationship between the business world and public life: it illustrates the difficulty of dissociating various interests, since the environment within which corporations act is not only economic and legal, but also social, political, cultural and ecological.

Table 2.1: Stakeholder Definition

Source	Stakeholder
Rhenman (1964)	“Stakeholders depend on the firm in order to achieve their personal goals and on whom the firm is depending for its existence”
Freeman and Reed (1983)	“Stakeholder can affect the achievement of an organization’s objectives or who is affected by the achievement of an organization’s objectives”/ “on which the organization is dependent for its continued survival”
Freeman (1984)	Stakeholder can affect or is affected by the achievement of the organization’s objectives”
Freeman and Gilbert (1987: 397)	“Stakeholder can affect or is affected by a business”
Carroll (1989: 57)	Stakeholder asserts to have one or more of these kinds of stakes” / “ranging from an interest to a right (legal or moral) to ownership or legal title to the company’s assets or property”
Savage <i>et al.</i> (1991 : 61)	“Stakeholder have an interest in the actions of an organization and have the ability to influence it”
Clarkson (1995: 5)	“Stakeholder bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm” or “are placed at risk as a result of a firm’s activities”

Source: Mitchell *et al.*, (2015)

Stakeholder theory is a theory of organization management and ethics because it addresses standards and values explicitly as central to managing organizations (Philips, 2013). Stakeholder theory points out that people who own stock or stake are not the only ones who gain or lose something when business makes decisions (Freeman, 2010). It further asserts that all stakeholders are affected in one way or another by losing money, employment, poor sales, customers may be exposed to harm, the economic

wellbeing of the local community is affected. Organizations that effectively manage their stakeholders have a higher degree of strategic flexibility and reliable information upon which to hinge their decisions (Ondunga, 2021).

The central idea in stakeholder theory is that an organization's success in its initiatives is dependent on how well an organization manages the relationships with key stakeholder groups such as customers, employees, suppliers, communities, financiers, and others that can affect the realization of its purpose. Additionally, stakeholders have a multidisciplinary character thus sociological, economical and psychological issues have to be tackled and maintained. Stakeholder theory is applicable to the tourism industry stakeholders comprising of tourists, suppliers, local community, private investors, government and other stakeholders who have a stake or interest in the tourism industry and contribute to the success and sustainability of the tourism industry (Perić *et al.*, 2014).

Stakeholder theory as a type in management theory aids managers to allocate time, energy and other scarce resources to different stakeholder groups (Philips, 2013; Susniene, 2011). Robson and Robson (1996) assert that one of the key principles of the stakeholder theory is that an organization is granted license to operate by virtue of its social contract with stakeholders. According to Freeman (1984), in order to implement the stakeholder theory, the organization needs to have a full appreciation of all the persons or groups who have interests in planning, processes, delivery or outcomes of the product or service. This theory maintains that corporations should consider the effect of their actions upon the customers, suppliers, general public, employees, shareholders and others who have a stake or interest in the corporation who consist of primary and secondary stakeholders and they contribute to sustainability of firms (Lee, 2008).

There are three main aspects of the stakeholder theory namely the descriptive, the instrumental, and the normative (Donaldson & Preston, 1995). Donaldson and Preston (1995) explicitly acknowledge that the descriptive aspect of stakeholder theory makes factual claims of what managers or companies actually do, instrumental that probes on the outcome of specific managerial behavior and the normative which deals with what managers and practitioners should do as well as their needs. Specifically, these aspects are used to examine and explain the past, present, and future state of affairs of an organization and its stakeholders (Donaldson & Preston, 1995). Moreover, stakeholder theory reappraises the corporate environment by introducing a series of sometimes converging, but often conflicting, interests; it deepens the notion of the strategic environment by extending the postulate according to which doing business is more than just making money (Bonnafeous-Boucher, & Rendtorff, 2016).

The Stakeholder theory is concerned with how managers and stakeholders actually behave and how they view their actions and roles (Susniene, 2011). The Normative aspect of the theory is the central core because it is explicitly moral while the first two involves matters of facts thus play a subordinate role (Donaldson & Preston, 1995; Susniene, 2011). Jones and Wicks (1999) critics this claim and asserts that there are important connections among the three aspects of the theory and the differences are not as sharp and categorical as (Donald & Preston, 1995) suggests. Freeman (1999) also rejects the idea the three aspects of stakeholder theory can sharply be distinguished. He argues that all these forms of inquiry are forms of storytelling and all the three aspects have elements embedded within them. Further, he postulates there is no value free language nor an epistemological privilege for science inquiry. Bonnafeous-Boucher, & Rendtorff, (2016) asserts that Stakeholder theory is concerned with the representation of decision- making mechanisms and power relations within such organizations by

offering a way of reappraising the models of governance of the multinational and, consequently, the possibility of redistributing the wealth it creates taking into account the parties which interact with it directly or exert an influence over it indirectly.

The Stakeholder theory provides a reasoned perspective for how organizations should manage relationships with stakeholders to facilitate resource mobilization and practical motivation for firms to act responsibly in regard to benefit sharing to attain sustained success. The roles and actions of stakeholders include and are not limited to decision making, monitoring, evaluation and resource mobilization. It is important to establish if the organization is managed in such a way that it benefits its stakeholders in order to ensure their rights and the participation in decision making and ensure the survival of the organization to safeguard the long-term stakes of each group.

The wide-ranging intuitive appeal of stakeholder theory has led a number of scholars to stretch the theory beyond its proper scope making it susceptible to criticism and distortions (Philip, 2013). Some of the critics assert that stakeholder theory is an excuse for managerial opportunism and stakeholder theory cannot provide sufficiently specific objective function for the corporation (Freeman *et al.*, 2021). Despite its success in expanding the role of the firm in the society, the theory has two main limitations (Narbel & Muff, 2017). Stakeholder theory assumes that the society and its needs can be addressed by a firm and also that firms act in compliance with the law (Crane, 2014; Susniene, 2011).

Stakeholder theory has been criticized by scholars of its methodology in that it does not identify stakeholders precisely by defining their corporate governance role. Further, it is asserted that it takes everyone and everything as stakeholders making the theory porous or ambiguous (Phillips *et al.* 2003) making the theory to loses its credibility.

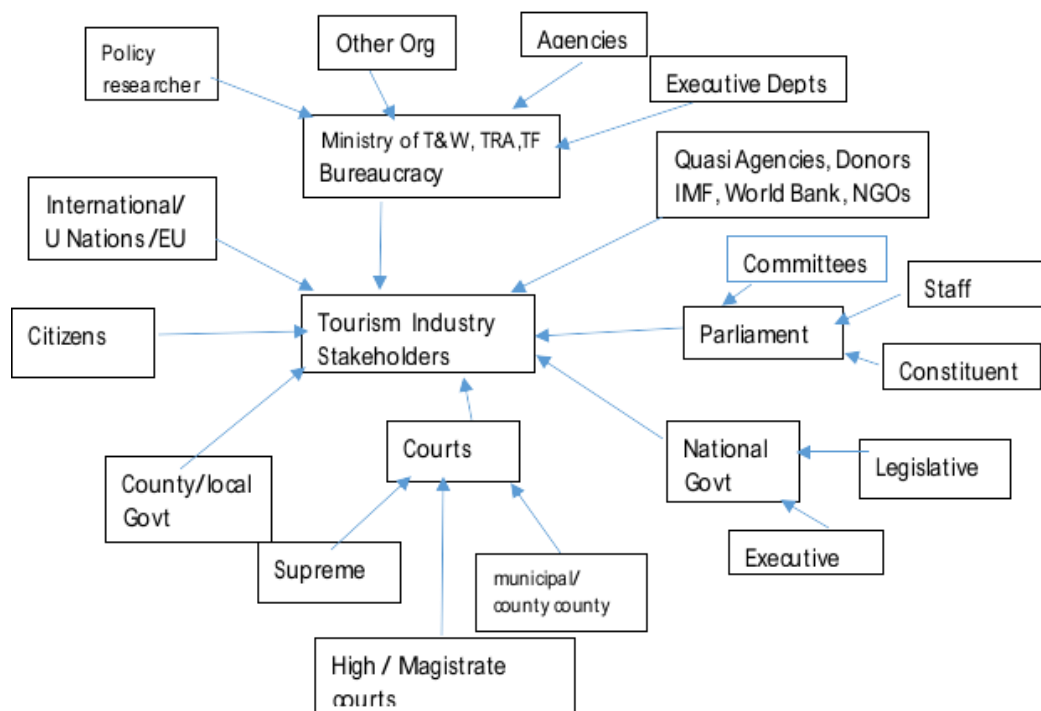
Phillips *et al.* (2003) also questions stakeholder theory on the question of style of governance where the focus of stakeholders enables managers enable their personal interests. According to this perspective, the theory offers an excuse for managers not to promote the interests of the corporation's shareholders and owners. However, if the expectations of stakeholders are taken into account, the business is no longer profitable thus it becomes impossible to manage by applying an approach based on economic rationality thus stakeholder theory serves the cause of the maximization of corporate profit.

Stakeholder theory is also viewed as providing a fragmented relationship between stakeholders and the organization. Further, the relationship is generally seen from a single perspective in terms of the relationship of the business verses its stakeholders which is an instrumental approach or of the stakeholders verses the business which is a normative approach. By comparing a number of critiques, we have obtained a clearer image of stakeholder theory, which displays a certain degree of porosity in regard to fields which are generally kept separate: the market and politics; philosophical theories of action, on the one hand, and theories of management, on the other; various fields of knowledge.

Table 2.2: The limits of stakeholder theory. What the theory isn't

Critical distortions	Friendly misinterpretations
Stakeholder theory is an excuse for managerial opportunism (Jensen 2001; Marcoux 2000; Sternberg 2000)	Stakeholder theory requires changes to current law (Hendry 2001a, b; Van Buren 2001)
Stakeholder theory cannot provide a sufficiently specific objective function for the corporation (Jensen 2001)	Stakeholder theory is socialism and refers to the entire economy (Barnett 1997; Hutton 1995; Rustin 1997)
Stakeholder theory is primarily concerned with distribution of financial outputs (Marcoux 2000)	Stakeholder theory is a comprehensive moral doctrine (Orts and Studler 2002)
All stakeholders must be treated equally (Gioia 1999; Marcoux 2000; Sternberg 2000)	Stakeholder theory applies only to corporations (Donaldson and Preston 1995)

However, Freeman (2010) proposition of stakeholder theory still stands a good approximation of reality (Fassin, 2012). Stakeholder theory also augments resource-based theory by addressing two criticisms regarding how firms should manage resources to achieve their objectives and the other on how economic benefits are distributed once they are created (Parmar, *et al.*, 2010). It is worth noting that all stakeholders have a role to play in the success of the industry. There are policy constraints, regulation economics and policy regulation economics which all impact implementation of policies.



Adapted from (R. E. Freeman, Strategic Management, A Stakeholder Approach (1984)

Modified by the researcher (Wanjiku, 2024)

The diagram above illustrates the complexity of interactions by stakeholders in a corporation which can also represent the tourism industry. All stakeholders have a role to play in the success of the industry. There are policy constraints, regulation economics and policy regulation economics which all impact implementation of policies. The Stakeholder theory is relevant to this study on evaluating the contribution of stakeholder

participation in tourism policy implementation because NTP policy was developed through a consultative process involving all stakeholders thus their involvement in implementation is key. This study will probe the three aspects of the stakeholder theory to establish how they impact on policy implementation. From a pragmatic view, the study will try to establish if this theory is helpful to managers in creating value for stakeholders to enable them to take up their roles in tourism policy implementation.

From the foregoing exposition of the theory, it is hypothesized that stakeholders in Naivasha Sub-County have some knowledge about the tourism policy and its implementation process and are involved in decision making, monitoring and evaluation and resource provision and mobilization. Stakeholder theory foregrounds how managers across firms differently interpret the role of the same institutions and thus create different roles for them.

2.6.2 Arnstein ladder of participation theory

Arnstein (2020) developed the ladder of participation which has been largely used and adopted by scholars (Cornwall, 2008). Cornwall (2008) states that the ladder of participation looks at participation from the perspective of those on the receiving end. Under this typology, participation is divided into three categories namely Non-participation, Degrees of Tokenism, and Degrees of Citizen Power (Figure 2.4).

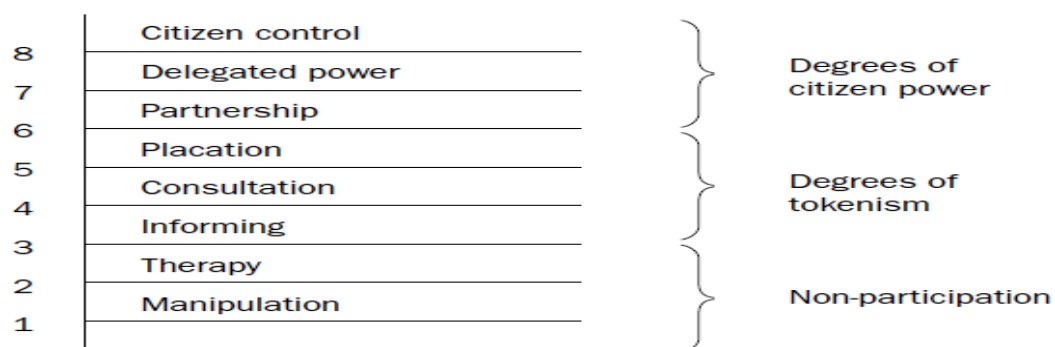


Figure 2.5 The Ladder of participation
Source: Arnstein (2020)

Arnstein (1969) further asserts that non-participation refers to initiatives that on the surface seem to be a form of public participation used to explain the decisions of stakeholders have no input. Degrees of Tokenism are forms of participation in which stakeholders are allowed to voice their interests but have no power to influence the decisions that are made. Degrees of Citizen Power is where stakeholders have the power and willingness to participate. Involvement of this type of participation gives stakeholders the ability not only to voice their interests but also to influence directly decisions being made (Arnstein, 1969). Non-participation may also be as a result of apathy and poor communication, which may be related to problems encountered in coordinating tourism organizations (Maiden, 2008). Additionally, coordination mechanisms and communication channels sometimes break down and this may result in participants not given adequate notice of a meeting, nor adequate time to respond to a consultation document. Effective participation requires transparent processes that directly lead to decision-making (Pita et al. 2010). Crane and Ruebottom (2011) contend that although the concept of stakeholder participation has been refined and applied over two decades to multiple disciplines, stakeholders are still defined by the generic economic value or power they bring to the situation. The large number of actors that need to take part in stakeholder participation reduces the roles each stakeholder group can have in the process and therefore their power (Mahrizi, & Khalfan 2021).

Cornwall (2008) typologies of participation are important in stakeholder participation and implementation of tourism policies since there are various forms of participation that may take place for a whole range of reasons. It is important to see participation as a dynamic process, and to understand that its own form and function can become a focus for tourism implementation policies. This includes manipulative participation, passive participation, participation by consultation, participation by material where

people participate by contributing resources, functional participation, interactive participation and self-mobilization. Therefore, stakeholder power is the ability to influence decision-making and the role of each stakeholder is determined by the extent of power that each stakeholder has in influencing decisions. In any organized community, government systems (and their agencies) have the most important influence or power in decision making (Mahrizi, & Khalfan 2021). This participation types are used in successful implementation of tourism policies.

Table 2.3 Theories informing the study

Theory / model	Focus of theory/ model
Stakeholder theory	Identifies stakeholders
Ladder of participation	Identifies stakeholders' participatory levels

The exposition of these theories, hypothesize that stakeholders in Naivasha Sub-County are aware policy issues can only be addressed and goals fulfilled when all stakeholders jointly agree to collaborate in decision making, monitoring and evaluation and resource mobilization.

2.7 Conceptual Framework

The conceptual framework (figure 2.6) shows the relationship between the independent and dependent variables. In this study, there were four independent variable stakeholder participation conceptualized as decision making, evaluation, resource mobilization and compliance and one dependent variable conceptualized as NTP implementation. This conceptual framework was supported by stakeholder theory which maintains that corporations should consider the effects of their actions upon stakeholders who have a stake or interest in the corporation. The conceptual framework shows that effective stakeholder participation is made possible by having effective decision making, evaluation, resource mobilization and stakeholder compliance. Further, it is postulated

that when there is engagement in decision making, monitoring, evaluation, and resource provision and mobilization and high performance by stakeholders, this will result into successful tourism policy implementation

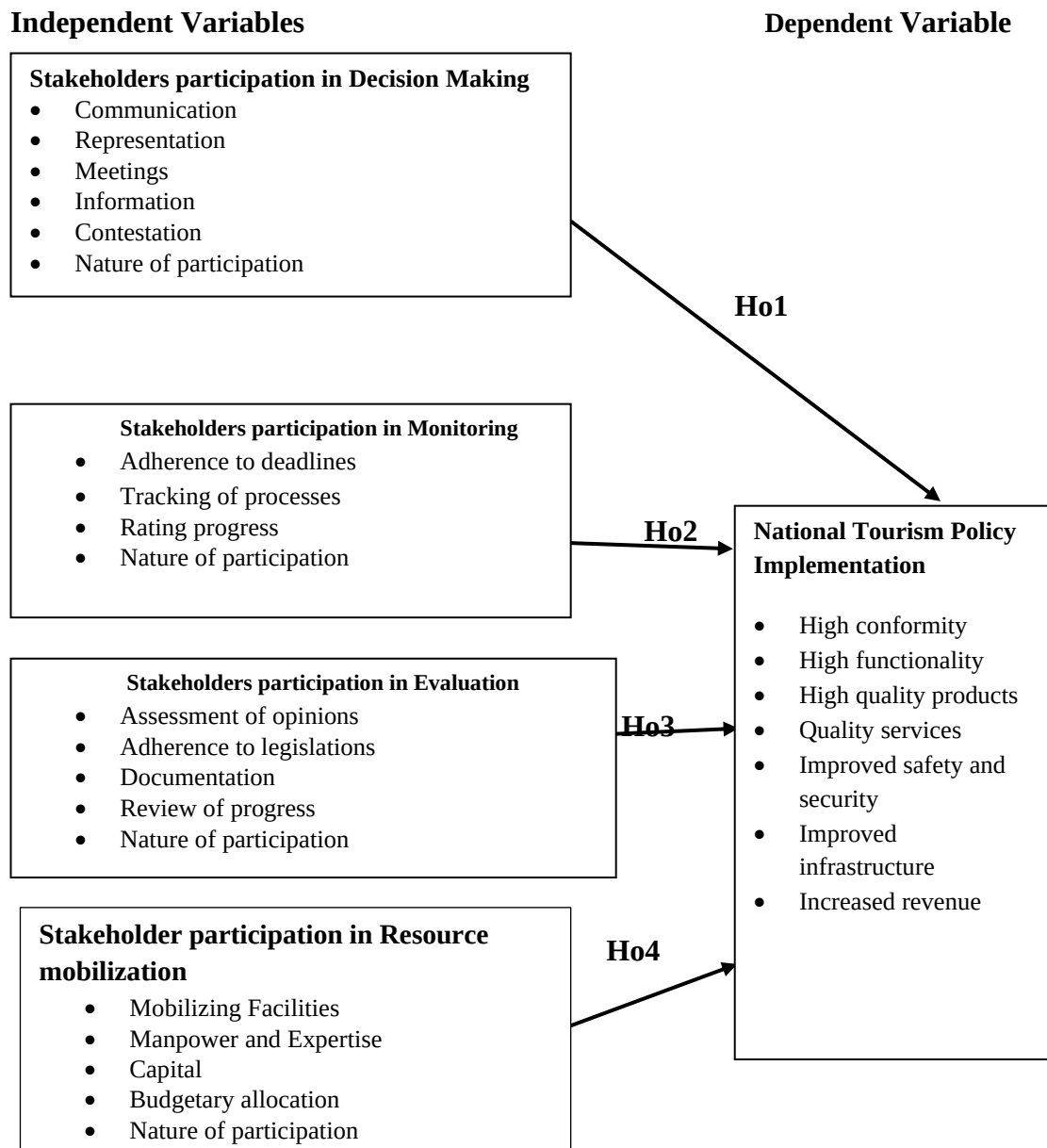


Figure 2.6 Conceptual Framework
Source: Researcher, (2024)

Figure 2.6 shows indicators that illustrate the relationship between the independent and dependent variables. The independent variable consist of stakeholder participation in decision making, monitoring, evaluation and resource mobilization. The dependent

variable is NTP implementation. This study sought to establish relationships between the four independent variables on the dependent variable which is represented by the process of NTP implementation. As Indicated Fig 2.6 above, the independent variable decision making indicators included stakeholder communication, representation, meetings, information, consensus and nature of participation in decision making. Monitoring indicators include adherence to deadline, tracking of processes, rating process and nature of participation in monitoring. Stakeholder participation in Evaluation indicators include assessment of opinions, adherence to legislation, documentation, review of progress and nature of participation in evaluation. The study conceptualized resource mobilization in terms of monitoring facilities, manpower and expertise, capital, budgetary allocation and nature of participation in resource mobilization.

The dependent variable was NTP implementation and was conceptualized as high conformity rates, high functionality rates, high quality products, quality services increased revenue, improved safety and security, improved infrastructure and increased revenue.

The independent variables were conceptualized follows. Stakeholder participation in decision making was conceptualized as communication of policy issues and decisions, representation in decision making, number of meetings held, flow of information, contesting of decisions and the nature of participation in decision making.

Monitoring also plays a critical role in tourism implementation policy. Stakeholder participation in monitoring contributes to the success of the tourism policy. Indicators of monitoring included assessment of opinions, adherence to deadlines, response costs,

tracking processes, rating processes and nature of participation in monitoring of NTP implementation.

Evaluation assesses opinions, processes and negative impacts. Stakeholder participation in evaluation provides managers and stakeholders with an objective assessment of whether they are on track or not. Evaluation also provides information that help in providing information that assist in decision making. This informs the extent and quality of progress towards achievement of objectives which are useful parameters in the implementation of the tourism policy. Indicators of evaluation included assessment of opinions, adherence to regulations, documentation, review of processes and the nature of participation in evaluation of NTP implementation.

Resource mobilization plays a critical role in the implementation of the tourism policy. Inadequate resource is a major factor that could affect tourism policy implementation due to the fact that tourism is a complex phenomenon and powerful economic force. Man power and expertise, mobilizing of physical resources and equipment, capital, budget allocation and nature of participation in resource mobilization were key indicator that are very vital in NTP implementation.

For successful implementation to take place, the implementation environment must be conducive. It is therefore important to establish the challenges faced by stakeholders in the implementation of tourism policy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview of the Chapter

This chapter focuses on the study area, research paradigm, the research methodology and design. The procedure used by the researcher to collect and analyse data is also given. It also discussed the target population, sampling methods, sample size selection, data collections methods, data collection instruments, validity and reliability of research instruments, data analysis and presentation and ethical considerations for the study.

3.2 Study Area

3.2.1 Geographical location

Naivasha Sub- County is situated in Nakuru County which is the fourth largest in Kenya after Nairobi, Kakamega, and Kiambu at 2000 m above sea level. Naivasha Sub – County is found 0°43' south of the equator along the Gregory Great Rift Valley in Nakuru County, Kenya (NCIDP, 2013) and is located along the Nairobi – Eldoret Highway 76 km north-west of Nairobi and 60 km from Nakuru town and is a popular tourism destination. Naivasha town is the gateway to major tourist attractions such as Lake Naivasha, Hell's Gate and Longonot National Parks. The Sub County occupies an area of 1,960.2 km² and a population of 224,141 in Nakuru County (GoK, 2009). Post-election violence led to high influx of people in 2007-2008 making the sub county population to be much higher.

3.2.2 Climate

Naivasha Sub County has tropical climate with average annual of temperatures of 17⁰c to 28⁰c with the daily temperatures ranging from 5⁰c to 25⁰ c (WWF, 2010). The area receives rainfall of about 677 mm in two maxima between March-May and September-October (NCIDP, 2013). The Naivasha Sub County receives very low rainfall as

indicated in the Map in Appendices 1. This area is situated in the rain shadow thus is much warmer and drier with dominant vegetation being scattered acacias, Euphorbia and cactus trees. Lake Naivasha has two tributaries river Malewa which drains the Aberdare into the lake and Gilgil stream drains into the lake from the North (NCIDP, 2013).

3.2.3 Economic Activities

There are many economic activities in Naivasha Sub County such as trading, beef farming, dairy farming, horticulture, floriculture, green house agriculture, fishing, service and light industries. A combination of factors such as altitude, climate, reliable supply of fresh water, low rainfall, fertile soils and proximity to an international airport makes Naivasha one of the world's producer of flowers and vegetables. Apart from large scale farms, there are also small holder farmers that support the commercial vegetable and flower industry (WWF, 2010). Naivasha's proximity to Nairobi, has led to an increase in property development and real estate making Naivasha a dormitory town to Nairobi. Lake Naivasha is very rich in fish managed by the fisheries department which is harnessed by fishmongers creating other related opportunities like boat operations (Yongo *et al.*, 2013) and has an established association Lake Naivasha Boat Owners Association (LNBOA).

Naivasha is also a popular tourist destination with tourists visiting experience nature on Mt Longonot, Hells Gate and Lake Naivasha to view birds, hippopotamus and other wildlife. With the approval of the Standard Gauge Railway (SGR) and the inland container deport is spurring business and investment in land acquisition.

3.2.4 Tourist Attractions and Facilities

Naivasha sub- county has been selected for this study because it is one of the preferred destinations for conference tourism, World Safari Rally in Kenya, and also consists of a diversity of tourism attractions, facilities, infrastructures, superstructures and service industries. It is thus ideal for establishing whether the necessary policy framework is in place. Diverse stakeholders found in a tourist destination exist in this area. As indicated on Appendices 2: Plate 3.1, Naivasha sub -county has fascinating features such as Lake Naivasha which has fresh water of Rift valley lakes, two National parks namely Hell's Gate National Park and Mt. Longonot National Park, 10 private ranches, mountains, the Great Rift Valley, escarpments, geysers, education institutions and local communities with diverse cultures (NCIDP, 2013). Lake Naivasha has a very rich ecosystem consisting of birds, papyrus fringes hosting hippos, riparian grasslands, wildlife such as waterbuck, giraffes, zebras and antelopes (Brecht, Odada & Huggins, 2010).

Hell's gate national park is the only park in Kenya that allows cycling within the park. With savanna grass land, the park is home to many herbivores like antelopes, zebras, monkeys as well as many species of bird. The key sites include Fischer's tower, Njorowa gorges and Central tower where tourists are encouraged to do hiking, rock climbing or cycling. Apart from the natural attractions, Naivasha is renowned for conference tourism and has hosted many local and international conferences such as IGAD international Livestock trade meeting (May, 2018) the fourth devolution conference (August, 2017), UNEP Consultative meeting (August 2015), Forum for peace and security (Nov 2009) chosen due to its capacity in over 46 hotels to accommodate delegates and tourists as well as its proximity to Nairobi.

By 2021, Naivasha had over one hundred TRA registered facilities among them, one five-star hotel, three four-star hotels, one three star and one two Star hotel. The non-star rated accommodation facilities are over one hundred and comprise of camps, resorts, guest houses and lodges. Some of the hotels are found at the shores of Lake Naivasha as indicated in the plate Appendices 2.

3.3 Research Paradigm, Method and Design

3.3.1 Research Paradigm

A Research Paradigm is a set of beliefs or assumptions that guide the study or research (Saunders *et. al.*, 2009; Waziri & Kyari, 2023; Dawadi, Shrestha & Giri, 2021). This study was based on pragmatic research paradigm which is used in mixed methods studies (Morgan, 2007) which views the truth as constructed and what works regarding research questions being investigated. The concept of pragmatism assumes that quantitative and qualitative methods are compatible (Korir, 2012). The pragmatic paradigm places “the research problem” as central and applies all approaches to understanding the problem (Creswell, 2021) by emphasizing on the research questions, data collection and analysis methods that provide insights with no philosophical loyalty to any alternative paradigm (Tashakkori, & Teddlie, 2010). Pragmatic research allows the researcher “to eschew methodological orthodoxy in favor of methodological appropriateness as the primary criterion for judging methodological quality, recognizing that different methods are appropriate for different situations” (Dawadi, *et al.*, 2021).

Pragmatism is not new to the social sciences, and there are several good reviews of pragmatism, both as a general belief system for the social sciences (Waziri & Kyari, 2023) and as a specific justification for combining qualitative and quantitative methods

(Johnson & Onwuegbuzie, 2006). Making the connection between paradigms as worldviews and issues surrounding the combining of qualitative and quantitative methods points to the many factors that go into decisions about what to study and how to do such a study (Dubey & Kothari, 2022). Creswell, (2022) argued that it is possible to combine qualitative and quantitative methods. This study used pragmatic paradigm that emphasizes on research questions and data collection methods that provides insight on the implementation of tourism policy in Naivasha. According to Creswell (2022) and Dubey & Kothari (2022) pragmatic research provides a philosophical basis for research.

3.3.2 Research Methodology

Mixed methods involves collection, analysis of data and drawing inferences using quantitative and qualitative approach. Mixed methodology blends or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study (Dubey & Kothari, 2022; Waziri & Kyari, 2023). Philosophically, the mixed method research makes use of the pragmatic method and system of philosophy. Its logic of inquiry includes use of induction (or discovery of patterns), deduction (testing of theories and hypotheses), and abduction (uncovering and relying on the best of a set of explanations for understanding one's results).

This study used QUAN + QUAL implying that the quantitative component was for hypothesis testing while the qualitative component assisted in understanding the research problem. The Mixed methods helped to legitimize the use of multiple approaches in answering research hypothesis and questions by collecting evidence or opinions from multiple sources. The study used a structured questionnaire as a quantitative tool with a likert scale as well as qualitative tool because of the embedded

open-ended questions that clarified the quantitative responses. An interview schedule which is a qualitative tool was also administered to managers of TRA and TF. Therefore, using mixed methods in this study allowed the researcher to collection data both quantitative data and qualitative data that answered the research questions effectively by providing a more comprehensive understanding about NTP implementation when using one type of data alone.

This methodology was appropriate because of its inclusiveness, pluralistic, and complementary, and allowed the researchers have the true picture how stakeholders participated in NTP implementation through collecting multiple data using different strategies. The resulting combination of data resulted in complementing the strengths and weaknesses of using either quantitative or qualitative thus a major source of justification of the collected data making it superior compared to the use of a single method. Therefore, Mixed Method was ideal for this study because it assisted in understanding nature of stakeholder participation which is qualitative as well as hypothesis testing on the influence of stakeholder participation on NTP implementation which was quantitative.

3.3.3 Research Design

A research design is the plan and structure of investigation conceived so as to obtain answers to the research question or problems. It is the blueprint that enables the study to come up with solutions to these problems also guides the researcher in various stages of research (Sang, 2012). This study used concurrent embedded design. According to Creswell (2022) this design uses diverse methods to confirm and cross validate thus provides enriched data thus making this design appropriate for this study. Concurrent embedded design was appropriate for this study because it incorporated both qualitative

and quantitative data. It was concerned with describing the context and processes of activities so as to draw conclusions from the facts discovered compared to descriptive survey.

Concurrent embedded research design is an empirical form of inquiry used to facilitate description, context and processes of a phenomenon through complementarity and triangulation which allows the researcher to gain full understanding and meaning of research problem (Biber, 2010). It is also postulated that a single data set is not sufficient to address research problem, and that different questions requires different types of data (Creswell, 2022). Therefore, this study embedded several open-ended items to explain closed ended questions in which participants explained their ratings and the qualitative data obtained assisted the researcher make better sense of the numerical findings.

3.4 Target Population

The study targeted all stakeholders in the tourism industry in Naivasha Sub-County. The target population was based on the number 240 hotels and camp sites found in Naivasha Sub County and 8500 tourists visiting Hells gate National Park using bikes to tour the park. The target population totaling to 8749 consisted of stakeholders comprising of TRA, TF, County officer and managers of star and non-star rated hotels, campsites and tourists as indicated in Table 3.1. The stakeholders were intentionally chosen according to their stipulated roles in NTP and those directly involved in implementation of NTP. According to the TRA data base (TRA, 2018), there are 6 star rated hotels in Naivasha Sub County (Appendices 2). The subjects for this research therefore targeted respondents from TRA, TF, County and Star rated and non-Star rated hotels and Camp sites.

3.4.1 Sampling techniques and Sample Size

A sample is a subset or small group obtained from a population (Mugenda & Mugenda, 2013). Considering the accessible population of all stakeholders in tourism was large covering the whole Sub County, the sample size selected acted as a representative of the whole. Probability and nonprobability sampling techniques were used with purposive and simple random sampling technique was used for different respondents included in the study.

The sampling size for the hotel managers in non- star rated hotels was determined using the formula proposed by (Sekaran and Bougie, 2013). This formula assisted to give a more representative sample size for medium population taking into consideration the population size, confidence level and marginal error. Sekaran and Bougie (2013) contends that the 30 percent is a representative sample and is viable for small sample sizes in social sciences studies thus this formula is deemed as credible in research methodology as recognized by previous studies (Akanmu, 2020; Gall and Borg, 2010) who further argue that similarity of characteristics of respondents permits the researcher to select a study sample of not more than 30% of the accessible population. Further, William *et al.*, (2011), asserts that a sample size of 30 percent of a population is adequate for any purpose thus ideally, 30% is legitimately and within the 30% quota. This formula was used to establish the sample for the non-star rated hotels.

$$n = \frac{30 \times 230}{100} = 69$$

Probability sampling was used for tourists and Krejcie & Morgan (1970) formula was used to calculate the required sample size. This formula is used to calculate the appropriate sample size of a research study based on the population size through use of

a table that shows the required sample size for a given population, assuming a standard level of confidence and marginal error of (0.05) commonly used in social sciences.

$$n = \frac{Z^2 x (p) x (1 - p)}{ME^2} = \frac{0.96025}{0.025}$$

Where:

Z = Z value (e.g. 0.540 for 95% confidence level)

p = the proportion of the target population estimated to have variable being measured in the study expressed as decimal

ME = Desired Margin of Error that measures the level of precision of the study. It usually stated as confidence interval, expressed as plus-or-minus figure.

n = the required sample size

In this study:

Z = 0.540

p = 50 % of the visitors to Hells Gate national Park

ME = 5% (This is the Margin of Error that can be tolerated in this study at 95% confidence level). The general rule relative to acceptable margins of error in educational and social research is as follows: For categorical data, 5% margin of error is acceptable, and, for continuous data, 3% margin of error is acceptable. (Krejcie & Morgan, 1970).

$$n = \frac{(0.540 \times 0.540) \times 0.5 \times 0.5}{(0.05 \times 0.05)} = \frac{(0.2916) \times 0.25}{0.025} = \frac{0.96025}{0.025} = 291.6$$

n = 265 tourists

The study sampling frame and size is indicated in Table 3.1 below.

Table 3.1 Target population, Sample Size and Sampling Techniques

Stakeholders		Target Population	Formula Used	Sample size	Sampling technique
MANAGER TRA		1	-	1	Non Probability Purposive
MANAGER	Tourism	1	-	1	Non Probability Purposive
Fund					
TRA officers		6		6	Non Probability Purposive
County	Tourism	1	-	1	Non Probability Purposive
Official,					
STAR	RATED	6	-	6	Non Probability Purposive
HOTELS					
Campsites		4		4	Non Probability Purposive
Non-Star Rated Hotels		230	Sekaran and Bougie (2013) (Krejcie & Morgan, 1970).	69	Probability Simple Random
Tourists		8500		265	Probability Simple Random
Total		8749		353	

3.4.2 Sampling Procedures and Techniques

According to Orodho (2003), sampling refers to the process of selecting units such as people and organizations from a population of interest so that by studying the sample the results are fairly generalized back to the population from which the sample was drawn. Mixed methods research design varies not only in terms of their purpose but also in the sampling logic employed. Sampling is determined by the pragmatic as well as theoretic considerations (Creswell, *et. al.*, 2007). The sampling has to be meaningful to enable the answering of research questions within a particular conceptual framework and to allow meaningful inferences to be made.

3.4.3 Sampling Methods

Two sampling methods were used purposive sampling and probability sampling. Purposive was used select star rated, camp sites, TRA and TF managers from the target population for the interviews through census due to the number of managers in the hotels and organizations while probability sampling methods was used to select non-star rated hotel managers and tourists using simple random sampling.

3.5 Data Collection Methods

3.5.1 Primary data

Primary data was collected through interviews and questionnaires. Interviews were used to collect data from senior managers of TRA and TF who are the regulators of the industry. The stakeholder questionnaire was used to generate information from managers of hotels, campsites, county officer and TRA officers. The tourist questionnaire was to generate NTP implementation status of tourism and tourism facilities in Naivasha Sub County. Concurrent embedded design involving collection of qualitative and quantitative data concurrently in one phase through closed and open-ended questions was used. This design also allowed the researcher to probe respondents to get additional information about policy implementation. For tourists, the questionnaires were issued at the entrance of the community guide office at Hells gate national park. The tourists filled the questionnaires and gave them back to the research assistant. For hotels and campsite managers, instant filling by respondent or drop and pick method was used by the researcher depending on the respondent's preference.

The in-depth interview was administered to the manager TRA and TF to collate data on their interactive role with stakeholders in the implementation of NTP.

3.5.2 Secondary data

The Secondary data was obtained from published and unpublished sources like reports with data of tourism facilities such as Hotels and camp site and their registration status at TRA offices in Nakuru County. Other documents that were reviewed include the Constitution of Kenya (2010), National tourism policies, Tourism Act 2011, books, journal papers and Thesis. Also were sources literature review related to this study. This

information was used to establish registered facilities, stakeholders involved in tourism, identify knowledge gaps and complemented the primary data.

3.6 Research Instruments

3.6.1 Collection of Data

Primary data that was collected using questionnaires with both closed and open-ended questions based on a Likert scale to represent different aspects on stakeholder participation (Brace, 2004) to collect data (Appendices 1) as indicated in table 3. 2 below. Questionnaires serve as an array of items to which respondents provide written responses (Dubey & Kothari, 2022).

There were two sets of questionnaires one for stakeholders and the other for tourists. The first questionnaire for stakeholders was divided into various sections. Section A consisted of personal data of the respondents, Section B, C, D and E comprised of closed ended questions related to the objectives of the study as well as open ended questions for further clarification and insight which enabled that researcher to systematically explore issues across the sample thus enhancing reliability and credibility of the study findings. This questionnaire was administered to 6 star rated, 68 non star rated hotels and 4 campsites managers as well as 1 County and 6 TRA officers with a total of 85 questionnaires being administered.

The other questionnaire was administered to tourists and it was divided into two sections. Section one was tourist demographic characteristics while the other had questions which probed the tourists on confirmatory evidence on the state of tourism and tourism facilities in relation to NTP with a total of 265 questionnaires administered to tourists.

Further, the researcher conducted two interviews to the manager TRA and TF who were purposefully selected and all interviewed thus census method used. The interviews were conducted to get additional information and data from the regulation authorities aligned to the research questions and objectives. The researcher captured not only verbal but also observed nonverbal which enhanced in-depth understanding of the study variables.

Table 3.2 Data collection tools used for various stakeholders

	Stakeholder	Sample size	Questionnaire	Interview	Stakeholder label
1	Tourism Revenue Authority Manager	1		1	Tr 1
2	Tourism Fund manager	1		1	Tf 1
3	TRA officers	6	6		Tr 2-7
4	County Minister Officers	1	1		Co 1
5	Star rated Hotels	6	6		S*1-6
6	Campsite Managers	4	4		C 1-4
7	Non star rated Hotels	68	68		1-68
8	Tourists	265	265		T1-265
	Total	352	350	2	
	Grand Total		352		

3.7 Study Variables

A total of four variables was investigated in this study. Stakeholder participation consisting of Decision making, Monitoring, Evaluation and Resource mobilization as independent variables and NTP implementation was conceptualized as the dependent variable.

3.8 Validity and Reliability of Research Instruments

Validity and reliability are important confidence measures in research because the researcher's goal is to reduce measurement errors.

3.8.1 Pretesting of the instruments

To ensure that the research questions are valid, pretesting of research tools was done in Uasin Gishu County, North Rift region. This was done to establish if the research questions were relevant, researchable, and adequately covered the research topic and problem.

3.8.2 Validity of the instruments

Validity is the accuracy and meaningfulness of inferences based on the research results. Validity refers to the extent to which research instruments measure what its intended to measure (Zikmund *et al.*, 2010). Taole (2008) contends that an instrument is valid if it measures what it was intended to measure and covers all research issues in terms of content and detail. The test must produce information that is not only relevant but free from systematic errors and the instruments used must measure what they are intended to measure. The goal of the pretesting was to validate the instruments through content validity, face validity, criterion validity and construct validity (Zikmund *et al.*, 2010). Various strategies were employed to enhance validity such as prolonged engagement, persistent observation and clarifying bias from the onset of the study as recommended by (Creswell, 2013).

3.8.3 Reliability of the instruments

Reliability evaluates accuracy of the measures through assessing internal stability and consistency of items in each variable (Hair *et al.*, 2010). Reliability refers to a data collection test as having the ability to consistently yield the same results when repeated measurements are taken of the same individuals under the same conditions (Craig, 2000). The study applied Cronbach Alpha coefficient to test the reliability of the constructs. Reliability alludes to the level of which the measuring instruments gives a reliable outcome (Dubey & Kothari; 2022, Kothari, 2010).

The consistency of the questions was examined using Cronbach Alpha. The pretest results revealed a reliability coefficient of above 0.6 for all the variables. According to Serem *et al.*, (2008) and Smith (2015) and Ursachi, Horodnic & Zait (2015) for a research instrument to be reliable a coefficient value of 0.6 and above was deemed as acceptable for the study.

Smith (2015) pointed out that in general 0.60 value and above is recommended as the minimum acceptable value for Cronbach's Alpha reliability. Cronbach's alpha results from the study indicated that the data collection instrument had consistency because all values are above threshold value of 0.6. These results confirm that the instrument was reliable and showed that the scales for all the independent and dependent variable were reliable.

Trustworthiness is used in qualitative research as a measure of the quality of research. It refers to the extent to which data and data analysis are credible and trustworthy. Trustworthiness can be established by using four strategies which are credibility, transferability, dependability and conformability.

In this research, reliability was maintained by pretesting the research instruments and also getting perspectives of different stakeholders to get diverse views. Triangulation which involved incorporating multiple data sources and investigators to increase confidence in the research findings was done.

The interviews assisted the researcher to determine whether to add some questions depending on the respondents where necessary (Saunders *et al.*, 2007) to get more insights from the respondents. The structured questions helped to minimize research bias and to promote reliability (repeatability) and validity (correctness) of the results (Holstein & Gubrium, 1995, Dubey & Kothari, 2022).

In this study, Cronbach's Alpha, which is a reliability coefficient, was applied to indicate how well the items in the set were correlated with each other. The Cronbach's alpha was used in this study to measure the internal consistency of the variables and summary of reliability test results is shown in Table 3.3. Cronbach's alpha coefficient was used to assess the internal consistency among the questionnaire items. The highest Cronbach's alpha was observed in monitoring coefficient of 0.846 and the lowest coefficient was resource mobilization (0.605) which is moderate and is deemed as acceptable. Decision making had a Cronbach's alpha coefficient of 0.818; evaluation 0.828 and policy implementation had a coefficient of 0.786. The study variables depicted an overall Cronbach's Alpha coefficient of 0.909 from 36 statements used.

Table 3.3: Reliability of study variables

	Cronbach's Alpha	N of Items
Decision making	.818	7
Monitoring	.846	7
Evaluation	.828	4
Resource mobilization	.605	6
Policy implementation	.786	12
Overall	.909	36

Smith (2015) and Ursachi, Horodnic & Zait (2015) pointed out that in general 0.60 value is recommended as the minimum acceptable value for Cronbach's Alpha reliability. Cronbach's alpha results indicate that the data collection instrument had consistency because all values are above threshold value of 0.6. These results confirm that the instrument was reliable and showed that the scales for all the independent and dependent variable were reliable.

3.9 Data Analysis and Presentation

Data analysis refers to the computation of data collected as well as searching for patterns of relationships by use of descriptive and inferential statistics (Tanui, 2016; Peck, Short, & Olsen 2020).

Collected data was taken through an accuracy check to ensure all data entries were captured while isolating incomplete questionnaires. Data was coded and processed using Statistical Package for Social Sciences (SPSS Version 22.0) program while qualitative data collected through open ended questions and interview was grouped into categories to help come up with themes. After assigning themes, the results were thematically documented.

Quantitative data was analyzed using descriptive and inferential statistics. Descriptive statistics involved the use of frequencies, percentages and means to provide an overview of the demographic characteristic of the sample.

Multiple Regression analysis was done to establish relationships between selected independent and dependent variables. Multiple regression analysis is a good statistical method for a research approach that has several independent variables and one dependent variable (Gliner *et al.*, 2009). Regression analysis helped to understand how the value of the dependent variable changes when one of the independent variables is changed to establish the probability distribution as well as to establish the forms of relationships. Simple regression was first done to establish the relationship between independent and dependent variable for hypothesis testing per objective after which multiple regression was done to establish the of the variables had greater significant relationship and the extent to which each variable influenced the dependent variable.

The Multiple Regression Analysis Model used to analyze data in this study was as follows;

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y- The dependent variable

α_0 - The constant

$\beta_1, \beta_2, \beta_3, \beta_4$ - Are regression coefficient

X₁- Decision Making

X₂- Monitoring

X₃- Evaluation

X₄- Resource mobilization

ε – Error term

3.9.1 Underlying Assumptions of the Multiple Linear Regression Model

All regression models have assumptions and violation of these assumptions can result in parameter estimates that are biased, inconsistent and inefficient. A regression is a mathematical representation of what and how exogenous variables are related to the endogenous variables (Baron & Kenny 1986). The following are the assumptions that the data must meet in order to conduct a linear regression analysis.

- i. **Multivariate Normality:** It is assumed that the residuals of variables are normally distributed. This is the errors in the prediction of value Y (the dependent variable) are distributed in a way that approaches the normal curve. Histograms or normal probability plots can be used to inspect the distribution of variables and their residual values.
- ii. **No Multicollinearity:** It is assumed independent are not highly correlated with each other. This will be tested using Variance Inflation Factor (VIF) values. The relationship between the Independent and dependent variables is linear. Scatter plots of the variables can help make this determination.
- iii. **Homoscedasticity:** At each level of the predictor variables(s), the variance of error terms is similar across the values of independent variables. This means

that the residuals at each level of the predictor(s) should have the same variance (homoscedasticity). When the variances are very unequal, it is said to be heteroscedasticity. It is assumed that the variance around the regression line is the same for all values of the independent variables. A plot of standard residue versus predicted values will be used to show whether the points are equally distributed across all values of independent variables.

- iv. Independence: It is assumed that the errors in the prediction of the value of Y are all independent of one another i.e. not correlated.
- v. No perfect multicollinearity: there should be any perfect linear relationship between two or more of the predictors. So, the predictor variables should not correlate too highly
- vi. Non-zero variance: The predictors should have some variation in value (i.e. they do not have variances of 0).

3.10 Ethical considerations for Research

The goal of ethics is to ensure that no one is harmed or suffer adverse consequences from research activities (Otundo, 2016). Ethics also guards the integrity of the researcher by guarding against improper conduct or behavior that impact on the research and the university. This study considered ethical considerations as stipulated by (Neuman, 2011) in research requirements such as appropriate treatment of respondents, anonymity, privacy, deception, confidentiality and accuracy. The researcher obtained clearance and an introductory letter to carry out research from Moi University School of Tourism, Hospitality and Events Management (STHEM). A research permit from the National council of science and technology body (NACOSTI) as well research authorization from Ministry of Education Uasin Gishu .and Nakuru

was obtained. The researcher was assisted by 2 research assistants who were trained on courteous ways of approaching respondents. They were also instructed on how to explain the purpose of the study before administering the questionnaires respondents and they competently assisted in data collection in the study area.

The researcher also ensured that gender inclusion is taken into consideration in selection of respondents. All respondents were informed prior to taking part in the interview about the purpose of the research, estimated time the interview was likely to take, that they were to be tape recorded and had the right to refuse to answer some questions or be recorded if they were uncomfortable about it. The information received by the researcher was treated as confidential and purely for academic purposes and respondents assured of confidentiality and anonymity.

CHAPTER FOUR

RESULTS

4.1 Overview of the Chapter

This chapter presents the results of the study on stakeholder participation on NTP implementation in Naivasha Sub County according to the research objectives. After collecting the data from the field, it was cleaned and entered into SPSS tool for analysis. The chapter is subdivided into five parts based on the study objectives. The first part focusses on the response rate (4.1.1), background information of respondent's; types of stakeholders, characteristics of stakeholders (4.1.2), awareness of stakeholders on policy documents (4.1.3), and use of policy documents by stakeholders. The next part focuses on stakeholder participation in decision making (4.2). Part 4.3 describes stakeholder participation in monitoring, section 4.4 stakeholder participation in evaluation, section 4.5 stakeholder participation in resource mobilization while section 4.6 discusses the challenges faced by stakeholders in tourism policy implementation.

4.1.1 Response Rate

There were two set of questionnaires. This study distributed a total of 265 questionnaires to respondents (tourists) out of which 237 questionnaires were returned, 11 were not returned and 17 questionnaires were unusable due to incomplete responses. This translated to a response rate of 89.6%. From the second set of questionnaires, 85 questionnaires were issued to respondents (hotels and other tourist facilities) out of which 73 were duly filled and returned 5 were not returned and 7 were unusable due to incomplete responses. This translated to a response rate 86% which was deemed appropriate for data analysis. Table 4.1 illustrates the response rate of this study.

Table 4.1: Response Rate

	Tourists		Other Stakeholders	
	Total	Percentage	Total	Percentage
Returned questionnaire	237	89.6%	73	86%
Unreturned questionnaire	11	4%	5	5.8%
Spoiled questionnaire	17	6.4%	7	8.2
Issued Questionnaires	265	100%	85	100%

The response rate recorded in the study was above 70%. This agrees with Cooper and Schindler (2012) that a response rate of 50%-60% is deemed suitable for quantitative surveys, while a response above 70% is acceptable for statistical analysis. Adobor (2019) concurs, saying that a response rate of 70% or greater is excellent. Hence the responses rate of 89.6% for tourists and 86% were adequate for this research implying that the results were reliable and valid and the questionnaires were suitable for data analysis from the quality of responses provided.

4.1.2 Data Preparation and Screening

Data preparation is a process of checking through the collected data, cleaning and consolidating data to ensure that it meets the requirements for analysis. The questionnaire were checked to ensure those that qualified for analysis were complete with no skipped questions. After sorting the questionnaires, they were keyed into the SPSS. After sorting, the following spoiled questionnaires were omitted 7 cases 8.2% from stakeholders and 17 cases 6.4% from the tourists.

4.2 Demographic Characteristics of the Respondents

This study sought to determine the demographic characteristics of the participants to understand and establish their composition and individual characteristics. The demographic characteristics included in the study included age, education, marital status and income. These demographics were selected because they are most commonly used attributes in determining leadership attributes. The attributes also helped to

understand the characteristics of the stakeholders in management positions in terms of age, education and income.

4.2.1 Demographic characteristics of stakeholders involved in tourism policy implementation

This section presents the demographic data of the respondents who took part in the study. Data on the respondents' gender, ages, greatest levels of education, marital status, income levels were analyzed and interpreted.

4.2.2 Gender of Respondents

This study sought to find out the gender composition of the study sample. Results showed that there were more female 52.1% of stakeholders compared with 47.9 % male stakeholders working in hotels. This indicates that there are more women working in top positions in the tourism industry.

Conversely, there were more male tourists 55.7% compared to 44.3% female tourists as shown in Table 4.2.

Table 4.2 Gender of Respondents

	Stakeholders		Tourists	
	Frequency	Percent	Frequency	Percent
Male	35	47.9	132	55.7
Female	38	52.1	105	44.3
Total	73	100.0	237	100.0

Therefore, women continue to dominate employment positions in the tourism and hospitality industry. This is in agreement with International Labour Organization, (2018) that the global labour force contribution rate is that there are more female than male in the hotel and tourism sector (International Labour Organization, 2020). This

also indicate there is gender inclusiveness because both genders take leadership positions in the industry.

There were more male tourists (55.7%) than women tourists who were (44.3%). This implies that men have a higher propensity to travel due to the fact that they can make decisions to travel easily while women may be more constrained to travel.

4.2.3 Age of respondents

The study results showed that majority of the respondents from tourism facilities 50.7% were aged between 31 and 40 years as illustrated in Table 4.3. As shown, most of the respondents were aged between 18 and 50 years, which agrees with International Labour Organization (2020) which identifies the prime working-age to be between 25 – 54 years. Majority of the managers 50% were between 31 and 40 years an indication that the industry is embracing the young in management positions to bring new, innovative and technology advancement to the industry.

Table 4.3 Age of respondents

	Stakeholders		Tourists	
	Frequency	Percent	Frequency	Percent
18 -30 years	18	24.7	99	41.8
31-40 years	37	50.7	90	38.0
41-50 years	15	20.5	35	14.8
>50 years	3	4.1	13	5.5
Total	73	100.0	237	100.0

From the tourist respondents, majority were young 79% some who indicated that their purpose of visit was education. It is also worth noting that there were a substantial number of tourists from the senior citizen category about 5.5% an indication that Naivasha as a tourist destination is attractive and ideal for tourists from all age sets due to the diversity of attractions and touristic activities that one can engage in.

4.2.4 Education Level of Respondents

The respondents were requested to indicate their highest education level as shown in the Table 4.4. Findings indicate that 41.1% of the stakeholders and 49.4% of the tourist had university degree, 38.4% of the stakeholders and 23.2% of the tourist had diplomas, with 12.3% of the stakeholders and 20.3% tourist having postgraduate and 8.2% stakeholder and 7.2% tourists had certificate. This implies that most of the tourist and stakeholders were literate enough to interpret and respond to the objectives of the study conclusively. Further, the respondents in this study were mainly managers and senior officials in their facilities thus having (53.4%) with degree and post graduate education points to understanding of management roles in NTP implementation. However, some stakeholders (8.2%) had certificate education which could be attributed to involvement of hotel owners in management from qualitative results.

Table 4.4: Education Level

	Stakeholders		Tourists	
	Frequency	Percent	Frequency	Percent
Certificate	6	8.2	17	7.2
Diploma	28	38.4	55	23.2
Degree	30	41.1	117	49.4
Post-Graduate	9	12.3	48	20.3
Total	73	100.0	237	100.0

The study reveals that management positions attract individuals with various academic qualifications which is an indication of career growth and progression. It also reveals the competitiveness of the tourism industry moving away from traditional operations to professionalism in running business. More over from the tourist category, tourists with different level of education visited Naivasha.

4.2.5 Marital Status of Respondents

Regarding marital status 50 (68.5%) of the stakeholders and 125 (52.7%) of the tourists were married as shown in the Table 4.5. However, 20 (27.4%) and 101 (42.6%) were single respectively. This finding indicated that majority of stakeholders managers working in tourism facilities were married. This indicates that management positions consider marital status as an added advantage because they are likely to be more stable in terms of job retention compared to the young who keep changing jobs. Further, the 52% of tourists who were married are also likely to have taken a vacation as a family with Naivasha offering diversity of attractions even for honey mooners.

Table 4.5 Marital Status

	Stakeholders		Tourism representatives	
	Frequency	Percent	Frequency	Percent
Single	20	27.4	101	42.6
Married	50	68.5	125	52.7
Divorced	3	4.1	11	4.6
Total	73	100.0	237	100.0

4.2.6 Income level of Respondents

The findings revealed that 20 (27.4%) of the stakeholders earned between Kenya shillings 50001 and 70,000, as well as 53 (22.4%) of the tourists as shown in the Table 4.6. At least 9(12.3%) of the stakeholders and 40(16.9%) of the tourists. This indicated that majority of the stakeholders in tourism sector earned above Kenya shillings 30,001. The study established that the managers are well remunerated even though the tourism industry had not fully recovered from the repercussions of Covid -19 pandemic. Remuneration enhances job attraction and retention especially in the tourism industry where job turnovers are usually very high. Further it enhances productivity and job satisfaction. A well remunerated worker is a satisfied worker which is in agreement

with Ismail (2020) who asserted that the performance itself cannot be achieved optimally if the remuneration is not given proportionally.

Table 4.6 Income level of Respondents

	Stakeholders		Tourists	
	Frequency	Percent	Frequency	Percent
<10000	4	5.5	0	0.0
10000-30000	16	21.9	19	8.0
30001-50000	21	28.8	26	11.0
50001-70000	20	27.4	53	22.4
70001-90000	1	1.4	36	15.2
90001-110,000	9	12.3	40	16.9
110001-130000	1	1.4	28	11.8
130001-150000	1	1.4	26	11.0
>150000			9	3.8
Total	73	100.0	237	100.0

Therefore, remuneration is a tool to realize the vision and mission of an organization with the aim of attracting competent and experienced employees, maintaining qualified employees and motivating employees to work effectively while lack of effective remuneration systems leads to low basic pay and wages which leads to low employees productivity, increased staff turnover rates and declined employees morale which negatively affects the overall performance of many public sector organizations (Ologunde, Asaolu and Elumilad, 2011).

4.3 Stakeholders and Tourist Characteristics

In this section, the stakeholders and types of tourists was presented. Data on the respondents' type of tourists, number of days for the vacation in the destination, purpose of visit, star rating of hotel accommodated, ownership of organization and awareness on national policy and legal documents.

4.3.1 Types of Stakeholders in the tourism industry in Naivasha Sub County

A stakeholder is an individual or organization with the interest in a business or an industry. The study revealed that there are many types of within Naivasha Sub County. These stakeholders are drawn from Public, Private and other government and non-governmental institutions as listed below.

Among the stakeholders that were mentioned by respondents of this study included Hotels, restaurants, guest houses, Campsites, domestic tourists, international tourists, Tourism Regulatory Authority TRA, Tour operators, Tour guides, KWS, Travel Agents, Schools, Colleges and other education institutes, County government, NEMA, tour operators' association, Kenya association of hotel keepers, Tourism fund, flower farms, business owners, NGOs and Kenya Utalii college. These stakeholders mentioned above are in agreement with those mentioned by Marina (2021) that national and local government, private sector, tourists are some of the stakeholders in the tourism industry.

Swarbrooke's (2010) classification of tourism stakeholders includes the government, host communities, tourism business, tourists, and other groups. The main stakeholder groups that were included in this study were the private and government (National and County) sector tourism businesses, and tourists. Tourists as a stakeholder group were included in the study to confirm on the state of tourism facilities and services in Naivasha Subcounty and by extension the implementation of NTP.

4.3.2 Type of tourist

From the findings, (Figure 4.1) majority 150(63%) of the tourist, were international tourists and 87(37%) were domestic tourists. This is an indication that Naivasha as a tourist destination is attracts both domestic and international tourists. International

tourists were mainly from Europe, USA and UK while majority of domestic tourist were from Nairobi, Kisumu, Nakuru and Eldoret.

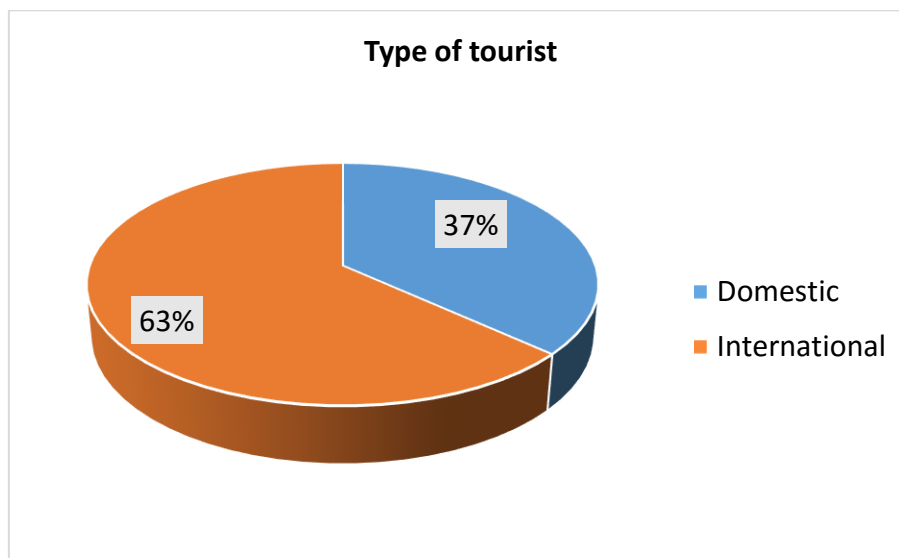


Figure 4.1: Type of Tourists

Study findings revealed that international tourists were from countries such as Europe (24.1%), USA (16.0%), India (4.2%), UK (3.8%), Australia (3.4%) as summarized in Figure 4.2a. However, the domestic tourists come from Kisumu (3%), Mombasa (4.2%), Nairobi (9.3%), Nakuru (11.4%) and Uasin Gishu (2.1%) Figure 4.2b. Naivasha is a popular tourist destination and is frequented by both international and domestic tourists. Majority of the tourists were international tourists (63%) compared to domestic tourists who were 37%. Moreover, majority of these international tourists were from Europe and USA traditional international tourism markets. Domestic tourists were from major town like Nakuru which recorded the highest number of tourists followed by Nairobi, Mombasa and Kisumu.

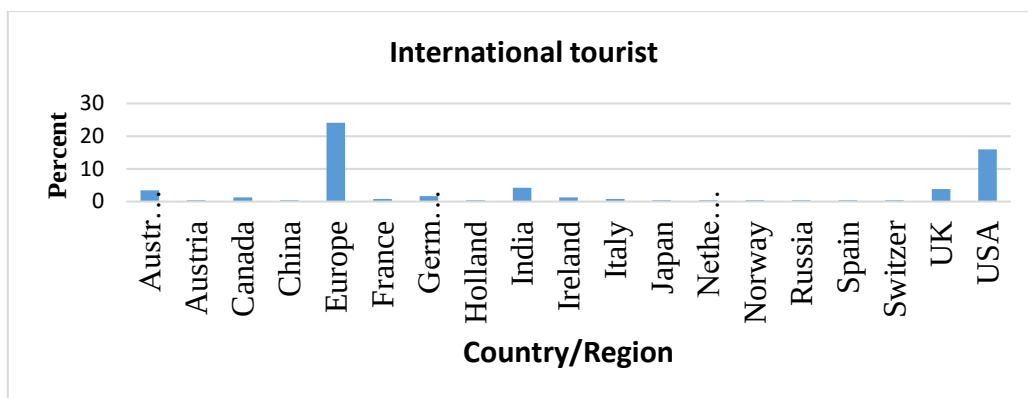


Figure 4.2a: International tourist

It is prudent to acknowledge that tourists were from different parts of the world ranging from Australia, China, Canada, India, Italy, Netherlands to name but a few as indicated in Fig 4.2a above.

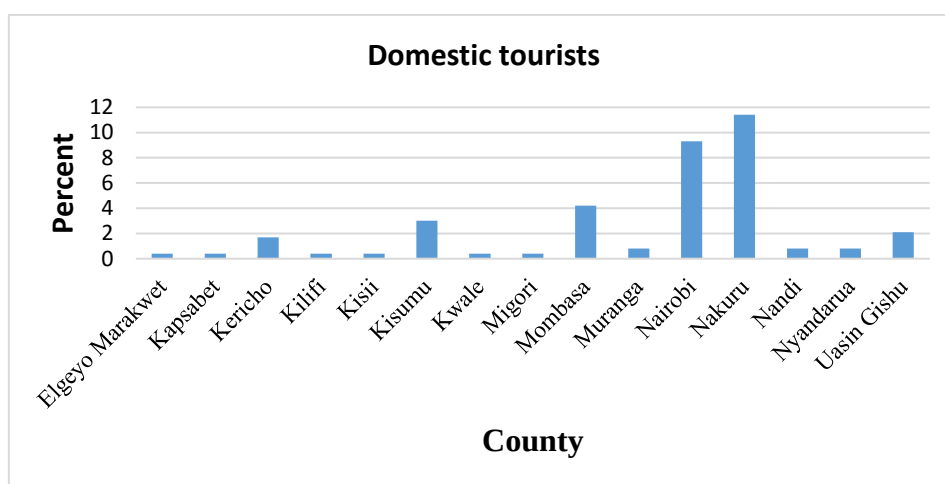


Figure 4.2b: Domestic tourists

On the other hand, domestic tourists that visited Naivasha were also from different parts of the country such as Kilifi, Kwale, Nandi, Migori, Kapsabet to name but a few as indicated in Fig 4.2b above. This implies that Naivasha is gaining popularity as a tourist destination attractiveness stemming from natural and manmade features as asserted by Kresic, (2008).

4.3.3 Number of days for the vacation in the destination

The length of stay is related to destination attractiveness (Wanhill, 2022). From the findings, 30.8% had above 13 days for the vacation in the destination, with 27% of them for 6 to 9 days, 16.5% for between 4 and 6 days and the least 8.9% for less than 3 days (Figure 4.3). This implies that majority of tourist had been for the vacation in the destination for more than four days. The number of days spent in a destination is implies that the components of a successful tourist destination are available in Naivasha Sub County in terms of natural beauty of attractions, efficient accessibility, amenities such as shops, quality services, and other touristic activities. This makes tourists to spend time in a destination and the longer the time in a destination, the higher the likelihood of consuming more tourism products in the destination.

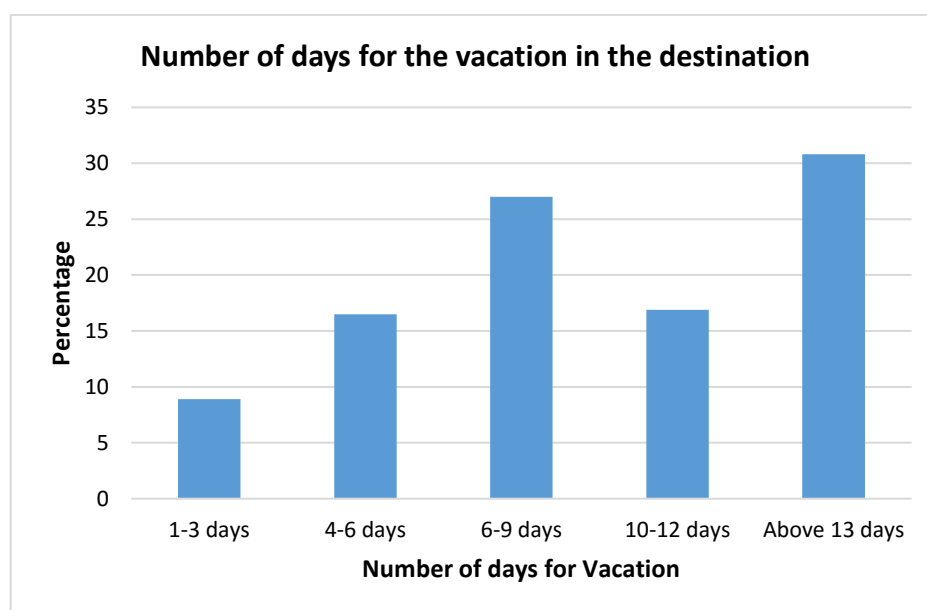


Figure 4.3 Number of days in the destination

4.3.4 Purpose of visit

Study findings indicate that majority 148 (62.4%) of the tourist purpose of the visit was to tour Naivasha as a destination. This may imply that the tourists had an itinerary of activities to engage in the destination thus taking more time to explore and enjoy the

attractions therein. Other tourists visited the destination (26.2%) for vacation implying that they had come to relax thus suggesting that the environment in Naivasha is ideal for relaxing. It was established that 5.9% of the tourist visited Naivasha for conference. Majority of the hotels have excellent conference facilities, there are tourists 3.4% whose purpose of visit was to Visit friends and relatives (VFR) after which they decided to visit attractions in Naivasha. A small percentage of the tourists 1.3% came to Naivasha to engage in charity work in area while 0.8% visited Naivasha for business as well as in touristic activities as illustrated in (Figure 4.4). This implies that majority of tourist had the purpose of the visit being touring purposes either educational, leisure or pleasure as well as vacation in Naivasha which is well known vibrant tourist destination known for natural serene environment, volcanic mountains, Gorges at Hells gate. Hot springs, geysers, Lake Naivasha popular for Hippos as well as a bird paradise.

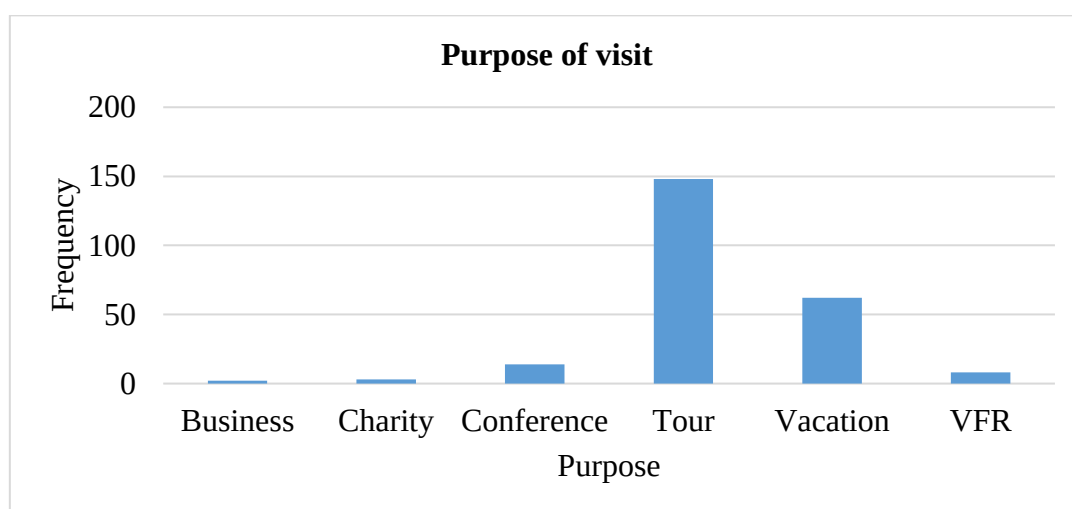


Figure 4.4 Purpose of visit

This implies that Naivasha is favorable destination choice for tourists with touristic and vacation interests. Its proximity to the two cities Nairobi and Nakuru makes it also a popular conference destination.

4.3.5 Accommodation

The study revealed that 64(27%) of the tourists were accommodated in to be 3 star rated hotel, while 40 (16.9%) were accommodated in 5-star as well as 4-star rated hotels, while 16% accommodated in 2star and 13.5% visited the area for camping (Figure 4.5). Whereas majority of the tourists cited that they were accommodated in Star rated facilities, it was revealed that majority of the facilities are of very high quality thus tourists rated them according to the services they received. There are only six star rated facilities and the hotels and some of the hotels mentioned by tourist were not rated. This implies that majority of tourist were over satisfied with the accommodation facilities during their tour and vacation. However, tourists may not have been aware of TRA star rated hotels thus may have rated hotels depending on their expectations as well as online rating. Majority of the hotels in Naivasha Sub County offer very high-quality services therefore end up being rated highly. It was also established that AirBnB are gaining popularity as accommodation facilities.

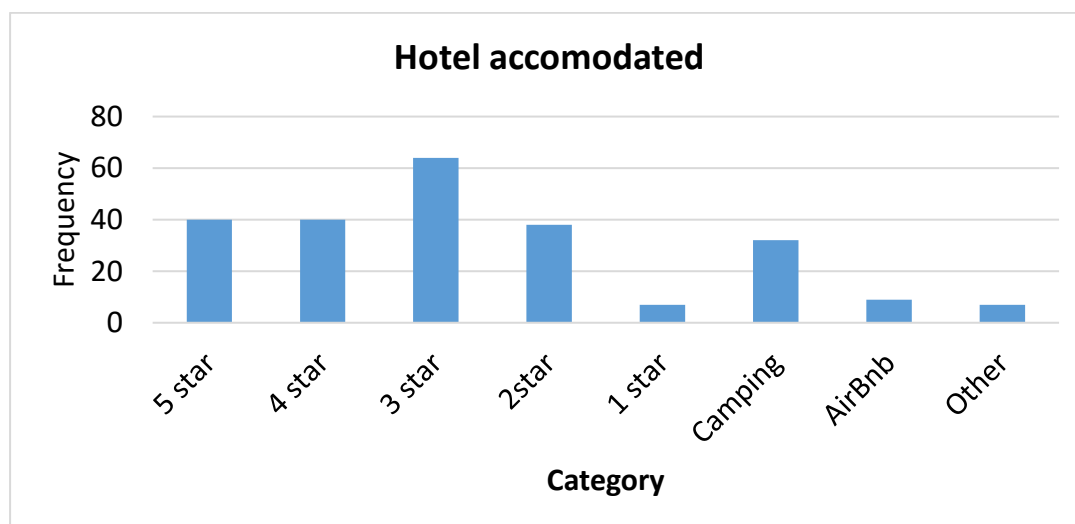


Figure 4.5 Hotel accommodated

Study findings indicate that majority of the tourists were accommodated in star- rated facilities but further probing by the researcher established that tourist rated facilities according to online reviews which can refer to a facility as Star yet it is not. Other

accommodation facilities may include accommodation by family members as well as home stays.

4.3.6 Aware and use National Tourism Policy

Study findings revealed that majority of the stakeholders had high level of education with over half of the stakeholder having attained degree level of education. Moreover, findings as indicated in Figure 4.7 revealed that majority 52(72%) of the stakeholders, were aware of the existence and use of National Tourism Policy. This implies that majority of stakeholders were aware and utilize the National Tourism Policy and other legal documents to regulate the activities in the Kenyan tourism industry.

Education level coupled up with TRA organizing training workshops and open days to educate stakeholders on NTP and other regulations affecting stakeholders in the tourism industry contributed to high level of NTP awareness and use. It was further revealed that Stakeholders were also called for public participation meetings when policies were being drafted or launched. This further raised the awareness and use of NTP. Further, there were rules and legislation attached to NTP for implementation by stakeholders. The promulgation of the constitution 2010 and the Tourism Act are examples of what contributed to the review of the constitution.

Of the 29% of stakeholders who were not aware of NTP may be among the new entrants to the industry of the senior citizen managers and business owners who rely on third parties to access information and therefore not differentiate between NTP and the constitution.

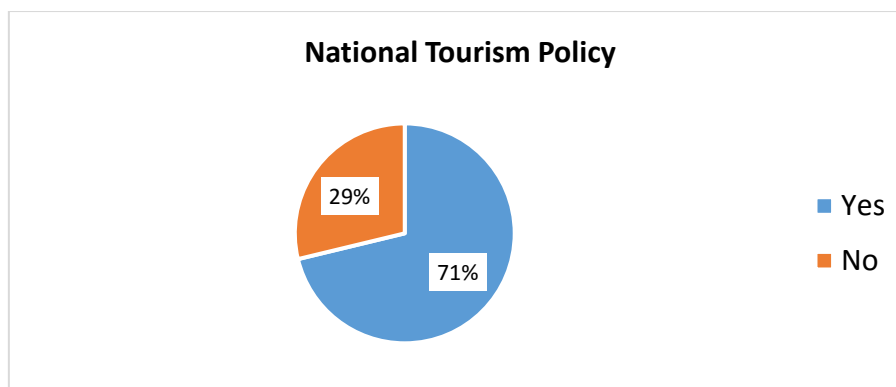


Figure 4.6 Aware and use National Tourism Policy

4.3.7 Aware and use Tourism Act No 28 of 2011

The study established that majority 53(73%) of the stakeholders, were aware of the existence and use of Tourism Act No 28 of 2011 as indicated in figure 4.8. However, 20(27%) were not aware on policy and legal documents that regulates activities in the Kenyan tourism industry. It was also established that stakeholders were informed of policy changes or reviews by being invited to attend stakeholders' forums organised by the Ministry and government agencies. This clarifies why majority of stakeholders were aware and utilize the Tourism Act No 28 of 2011 policy and legal documents to regulate the activities in the Kenyan tourism industry. The TF manager revealed that his role was to ensure that stakeholders comply with the requirements of the Tourism Act, Cap 383 Laws of Kenya on Tourism levy issues.

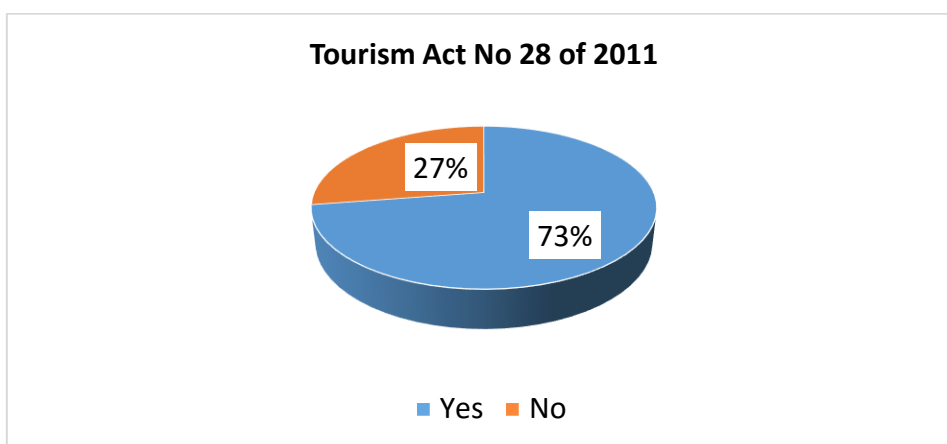


Figure 4.7 Aware and use Tourism Act No 28 of 2011

4.4 Descriptive Analysis

This section presents descriptive analysis findings on the independent (stakeholder participation in decision making, monitoring, evaluation and resource mobilization) and dependent variables (implementation of National Tourism Policy) of the study. Descriptive statistics were used to give meaningful description of the quantitative data collected from the questionnaires. Responses were elicited on a 5-point likert scale of 1-5 where: 1–strongly disagree; 2–disagree; 3-neutral; 4-agree; 5-strongly agree. Analysis of the response mean scores was conducted on the continuous scale and data was analyzed by calculating the mean of each construct and interpreted as follows: <1.4 represents strongly disagree; with 1.5-2.4 disagree; while 2.5-3.4 given neutral; with 3.5- 4.4 being agree and finally >4.5 represented strongly agree.

4.4.1 Descriptive statistics for Stakeholder participation in Decision Making

Decision making is a critical component towards the success of any tourism policy implementation (Dodds, 2007). Before examining the relationship between variables, a quantitative analysis of questionnaire responses was conducted to identify respondents' views on stakeholder participation in decision making. To assess stakeholder participation influence on NTP implementation, the study analyzed various aspects using 5 point Likert scale where a total of 7 statements were used to determine the stakeholder participation in decision making and responses elicited as shown in Table 4.7. Higher mean scores indicated higher stakeholder participation.

The findings indicated that stakeholder participation on NTP implementation was moderate in relation to what was expected because (mean=3.71, SD=0.83).

Table 4.7 Stakeholder participation in Decision Making

	Strongly disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Stakeholders are called for meetings on policy issues	2	2.7	7	9.6	2	2.7	32	43.8	30	41.1	4.11	1.03
Stakeholders are well represented in meetings NTP implementation	2	2.7	20	27.4	2	2.7	27	37.0	22	30.1	3.64	1.25
Stakeholders are informed of decisions made towards the implementation of tourism policy	2	2.7	9	12.3	8	11.0	30	41.1	24	32.9	3.89	1.09
Stakeholder are involved in decision making concerning tourism policy implementation	3	4.1	20	27.4	13	17.8	15	20.5	22	30.1	3.45	1.29
Stakeholders contest decisions towards implementation of NTP	3	4.1	21	28.8	8	11.0	19	26.0	22	30.1	3.49	1.30
Government opinions influence decision making			5	6.8	3	4.1	26	35.6	39	53.4	4.36	0.86
All Stakeholders opinions are considered in decision making	15	20.5	18	24.7	8	11.0	14	19.2	18	24.7	3.03	1.51
Mean											3.71	0.83

Comparatively, stakeholders reported they were called for meetings (84.9%) of the stakeholders agreed that they were called for meetings on policy issues with a high mean and Standard deviation ($M=4.11$; $SD=1.03$). There was high rate of stakeholders being called for meetings. The study further revealed that TRA calls for frequent, periodic stake holder meetings with stakeholders which confirms that assertion by stakeholders about being called for meetings. However, stakeholders expressed that

they are called for meetings to rubber stamp decisions or to pass the government agenda.

Study findings indicated that (67.1%) agreed that stakeholders are well represented in meetings with ($M=3.64$; $SD=1.25$) implying moderate stakeholder representation in meetings. Further, it was revealed that (74%) of the stakeholders were informed of decisions made towards the implementation of tourism policy ($M=3.89$; $SD=1.09$) implying that there was moderate relay of information to stakeholders a role that was performed by TRA, TF and other government agencies according to the study findings. Study findings further established that (50.6%) of the stakeholders were involved in decision making concerning tourism policy implementation ($M=3.45$; $SD=1.29$) which showed a moderate involvement of stakeholders in decision making. Majority of the decisions in which stakeholder participate relate to activities help in the destination like Safari rally hosted in Naivasha. However stakeholders are not involved in NTP implementation issues by the State department of Tourism.

Further, the study revealed that (56.1%) of the stakeholders contest decisions towards implementation of NTP ($M=3.49$; $SD=1.30$) thus contesting by stakeholders on decisions was moderate. Government opinions influence decisions as revealed by study findings with (89%) of the stakeholders asserting that government opinions influence decision making ($M=4.36$; $SD=0.86$). It can be inferred that there was high government influence on decision making.

Additionally, (45.2%) of the stakeholders insinuated that their opinions were considered in decision making, with ($M=3.03$; $SD=1.51$). This revealed that there was moderate consideration of stakeholders' opinions in decision making.

From the findings of the study, it was evident that responses to the 7 statements used to explain stakeholder participation in decision making had an influence on decision making. Overall, stakeholder participation in decision making had mean of 3.71 and a standard deviation of 0.83 indicating a moderate level of stakeholder participation on NTP implementation in Naivasha Sub County. These findings reveal that there is room for improvement in various aspects of stakeholder participation in decision making such as reducing government dictatorial tendencies to influence decision making. Implementing strategies that will integrate the opinions of both government and stakeholders is of paramount significance. In relation to the levels of participation according to Arnstein ladder of participation (1969) study findings established different levels of participation such as manipulative participation, passive participation, participation by consultation, participation by material where people participate by contributing resources, functional participation, interactive participation and self-mobilization which is in agreement with the exposition (Cornwall, 2008).

Whereas stakeholders participated in decision making, stakeholders asserted that they were called for meetings but it can be insinuated that the meeting was called to pass government agenda or to rubber stamp already preconceived decisions with such participation falling in low ladder of participation that is manipulative (Arnstein, 2020). The objective of this form of participation is to pretend that stakeholders are informed or educated but the stakeholders do not actually participate in decision making.

The contribution of stakeholders in decision making in NTP implementation is paramount with a positive significant relationship on NTP implementation. In relation to the ladder of participation, stakeholders participated in the three categories namely in degrees of citizen power, (84.9%) of the stakeholders agreed that they were called for meetings on policy issues thus participated in decision making where stakeholders

representatives organized by the MoTW and TRA. The moderate stakeholder participation in decision making can be interpreted as level or degree of tokenism in the ladder of participation given that (74%) of the stakeholders agreed that they were informed of decisions made towards the implementation of tourism policy thus participated in consultation and information giving. Moderate stakeholder participation in decision making can also be interpreted as elements of non-participation in the ladder of participation because (45.2%) of the stakeholders asserted that all their opinions were considered in decision making and therefore over half of the stakeholders were not considered thus were manipulated to agree with decisions made. Stakeholder participation in decision making enhances generation of new innovative and diverse ideas leading to improved service delivery and strengthens governance towards implementation of sustainable tourism practices.

4.4.1.1 Qualitative analysis for Stakeholder participation in Decision Making

Stakeholder participation can be viewed as the process of interaction between organizations with the aim of making acceptable and better decision. Stakeholder participate can be through informing, listening, dialogue and analysis of information. In the process of analysis and presentation of data collected using questionnaires, each stakeholder was assigned a number from 1-54, S*1-6, Co1, C1-4 and T1-265 for hotels and camp sites and for TRA and TF manager *Tr1-6* & *Tf2* respectively for the interview schedules.

To answer the research question: How do Stakeholders participation in decision making influence NTP implementation in Naivasha Sub County? The following responses were given.

*Involvement of stakeholders in decision making is crucial and they should fully participate (03, 55, S*1, C3).*

Stakeholder participation means involvement of those affected by decisions in decision making processes. Therefore, the above view by stakeholders in decision making is paramount because these stakeholders are directly affected by decisions made. The TRA which is the regulator of the industry and foresees implementation of policies proclaimed that:

It is in charge of management of meetings in the South Rift Region. TRA holds monthly meetings with staff to discuss issues raised by the Head office which is the Ministry Headquarters (Tr1, Tr3, Tr5). TRA organizes stakeholder meetings to discuss / enlighten on issues such as classification criteria of hotels, bars, restaurants, tour operators tour guides small scale tourism business operator and other stakeholders (S 3, C2, 08, 46, Tr3).*

Stakeholders are involved in decision making through consultative meetings and assessment meetings in forums organized by the national and county government (Tr1, Tr4, Co1).

As a confirmation of this stakeholder from a star-rated hotel and non-star rated hotel concurred with TRA assertion of involvement in meetings and said that:

*Stakeholders are invited for meetings or forums to give views on issues related to policy. They attend meetings where they give their views (S*2&6, 16, 34, 21, 61).*

Stakeholder participation in government decision making is fundamental to the functioning of a democratic system of governance. When stakeholders are invited for meetings and forums for face-to-face engagement, they are exercising their democratic right of being actively involved and participate as specified in Chapter one of the Constitution of Kenya, 2010. The above views by stakeholders' confirmation that stakeholders comply with the constitution by organizing and attending forums and meetings.

It was also established that TRA and County governments organizes exhibitions and seminars for stakeholders as suggested by a manager from star rated facilities. County

governments are administrative units which coordinates governance at local level tourism development. Stakeholders therefore had the following views;

Stakeholders participate by being invited to Tourism exhibitions and sensitization seminars which are organized annually as well as in stakeholders' forums which assist in understanding policy issues (Tr1, T3, S 5, C4, 57,28,61).*

However, some stakeholders assert that:

Decisions made in stakeholder forums are highly manipulated to fit interested parties/ some decisions are manipulated (C1&4, S6, 19, 20, 32).

Further, it was proclaimed that:

The government comes up with the policy, validation workshops are held and then ask the stakeholders to comply. After that stakeholder educative meetings are held and are used to get consensus. Further, TRA visit the facilities and briefs them on the requirements (Tr1, Tr3, Tf 1)

Other stakeholders lamented that:

Stakeholders are sometimes only informed of the decisions like on online payment of levies imposed on stakeholders/ Government or county pushes most of the agenda or decisions/ Government opinions mainly influence decisions made for example directives and guidelines set by the ministry (16, 20, 24, 32, 38, 41).

Other responses expressed that:

Stakeholder opinions sometimes are ignored in decision making. We are not involved in policy making decisions but we feel like we are only called to rubber stamp the decisions (31, 49, 52).

From the National and County government stakeholders' point of view:

Directives and guidelines set by the ministry of tourism and wildlife management or by the county government are dictated upon by the government and are non-negotiable. Policy decisions are just received and implemented as they are thus cannot be contested (Tr5, Tr1 and Tf2).

Some non-star rated hotels said that:

We feel sidelined and left out in stakeholder representation. There is no full representation of stakeholders. Sometimes policy information rarely reaches the stakeholders and they may only learn of it when they are asked to comply (06, 09, 14, 49, 58, 62).

The above sentiments concur with Mahrizi, & Khalfan (2021) who proclaims that even when stakeholders are involved in discussions, final decisions are based on the whims of officials rather than on the recommendations arising from these discussions. Additionally, a main criticism of stakeholder participation in tourism is that it fails to identify stakeholders whose input and involvement are required for effective decision making as asserted by (Moscardo, 2011). Despite the underlying intentions revealed by stakeholders in this study, such participation relates to Arnstein (1969) ladder of participation and are located on the bottom half of the ladder of participation characterized by non-participation and degree of tokenism. It is evident that decisions are effectively made by government authorities and then dispersed among stakeholders to validate the process as asserted by Ruhanen (2009). He further asserts that stakeholders do not have any real decision-making authority and therefore decisions mainly reflect the aspirations of the government and those of regulating authorities such as TRA though Cheema (2023) contradicts this assertion on stakeholders not having decision making power by arguing that many stakeholders have the perception that the government only seeks validation for decisions made and therefore do not give their input. Ommen (2016) confirms this by emphasizing on the need to have clear, honest and open communication by stakeholders for a more successful stakeholder participation.

4.4.2 Descriptive statistics for Stakeholder participation in Monitoring

Monitoring increases stakeholders understanding of programs and processes by establishing what works and what does not work. This study focused on establishing stakeholder monitoring influence on NTP implementation in Naivasha Sub County and explored stakeholder monitoring indicators. A quantitative analysis of questionnaire responses was conducted to assess respondents' views on stakeholder participation in

monitoring. A total of 7 statements were used to determine the stakeholder participation in monitoring and responses elicited on a 5-point likert scale as shown in Table 4.8. Further, qualitative analysis on interviews and open-ended questions was also done and conveyed.

Table 4.8 Stakeholder participation in Monitoring

	Strongly disagree		<i>Disagree</i>		Undecided		Agree		Strongly Agree		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Stakeholders adhere to the stipulated deadlines towards the implementation of the tourism policy			11	15.1	12	16.4	26	35.6	24	32.9	3.86	1.05
Stakeholders work within the stipulated timelines in NTP implementation			14	19.2	7	9.6	28	38.4	24	32.9	3.85	1.09
There is tracking of implementation activities	1	1.4	16	21.9	7	9.6	29	39.7	20	27.4	3.70	1.14
Stakeholders are rated towards the implementation of tourism policy	3	4.1	18	24.7	10	13.7	24	32.9	18	24.7	3.49	1.23
Stakeholders ensure they have the required safety/ security equipment and skills	4	5.5	15	20.5	8	11.0	24	32.9	22	30.1	3.62	1.27
Stakeholders monitor tourists to ensure they are safe	4	5.5	10	13.7	12	16.4	26	35.6	21	28.8	3.68	1.19
Stakeholders collect complain / complement information from tourists to ascertain their wellbeing	2	2.7	10	13.7	7	9.6	33	45.2	21	28.8	3.84	1.08
	Mean										3.72	0.83

The study established that monitoring entails regular inspection done by TRA and the MoTW which are done at least four times in a year. Study findings revealed that (68.5%) of the stakeholders adhere to the stipulated deadlines towards the implementation of the tourism policy, with ($M=3.86$; $SD=1.05$). This suggests that stakeholders are aware of their obligations and regulations stipulated by the tourism industry. To confirm this assertion by stakeholders, the study findings also revealed that 80% of stakeholders who pay levy to TF remit by the 10th day as stipulated in Act concurring with TRA also concurred with TF that majority of stakeholder pay on time. Similarly, it was revealed that stakeholders (71.3%) work within the stipulated timelines in NTP implementation, with ($M=3.85$; $SD=1.09$). There are stakeholders moderately work within the stipulated deadlines.

It was also established by (67.1%) of the stakeholders that there was tracking of implementation activities with ($M=3.70$; $SD=1.14$) which is also moderate tracking of NTP implementing activities. Moreover, it was also revealed that TRA have monitoring units which carries out inspection that tracks performance of the stakeholders continuously after which they make monthly, quarterly, Bi-annual and annual reports. This helps to keep stakeholders alert to complying with the regulations.

Further, (57.6%) stakeholders are rated towards the implementation of tourism policy, with ($M=3.49$; $SD=1.23$) thus we can conclude that there was moderate stakeholder participation in rating. The study revealed that monitoring was carried out by the monitoring department on facilities to establish conformity rates to the set standards after which stakeholders are informed of areas of non-conformity. Once non-conformities are established stakeholders are informed of the weakness and advised to rectify.

Likewise (46%) of the stakeholders have the required safety/ security equipment and skills, ($M=3.62$; $SD=1.27$) which implies stakeholders on average have the required security equipment and skills. Equally (64.4%) of the stakeholders monitor tourists to ensure they are safe ($M=3.68$; $SD=1.19$) implying that stakeholder monitoring participation is average. It was established that safety audits are carried out which entailed audits of firefighting preparedness and equipment maintenance done twice in a year. Other safety related audits are on food handling and handlers' certificates, security screening procedures, CCTV cameras.

It was further revealed that (74%) of the stakeholders collect complain / complement information from tourists ($M=3.84$; $SD=1.08$) inferring moderate participation in collection of information. The information from tourists on suggestions, complain and complements help to establish what is pleasant, what is commendable and what needs to be improved on.

Findings of the study revealed that responses to the 7 statements used to explain stakeholder participation in monitoring had an overall mean of 3.72 and a standard deviation of 0.83 implying moderate stakeholder participation in monitoring. The respondents agreed with the statements used to measure stakeholder participation in monitoring and it was evident that monitoring activities take place in tourism facilities in Naivasha Sub County. Further, it was established that the Government and TRA which is in charge of the region organizes monitoring activities after which they report periodically.

TRA is also in charge of maintaining standards by stakeholders and therefore enforces them to stakeholders and appraises them at the end of the year. TRA monitoring unit also ensures that the star rated facilities maintain the stipulated standards according to

the star standards and gives a self-assessment checklist (Appendices 7) for facilities requiring star rating, upgrading or renovation.

4.4.2.1 Qualitative analyses for Stakeholder participation in Monitoring

According to Kugonza and Mukobi (2011) stakeholder participation is affected by access to information which enables them to articulate their voice so as to effectively monitor and hold stakeholders accountable to enter into informed dialogue about decisions. Therefore, monitoring helps to hold stakeholders accountable for their actions.

The study finding revealed the following responses from stakeholders’:

The Ministry of Tourism and Wildlife organizes random surveys for stakeholder hotels every year to ensure they meet the expected standards. This monitors the regions facilities by TRA monitoring and Audit department (Tr1, Tr4).

TRA has an internal and external monitoring unit that monitors stakeholders’ registration, licensing and grading. TRA is in charge of monitoring and evaluation of hotels and other facilities to ensure they follow the regulations and guidelines set in the industry with the National office carrying out surveys annually. TRA does quarterly inspection which are four inspections in a year subject to availability of funds. These inspections focus on tourism facilities basically to monitor their conformity to TRA regulations. An annual report is done at the end of the financial year (Tr1, Tr4)

Monitoring entails checking the facilities adherence to expected standards. TRA follow up on payment registration fee (57, 61). Stakeholders are monitored to meet deadlines and to conform to expected standards to give quality services (23, 47, 51). Monitoring also involves getting feedback information from stakeholders. TRA faced the challenge of enforcing registration fee by hotels because some hotels were registered in Nairobi. TRA uses quality inspection forms for different categories of facilities (Tr1, Tr5).

TF asserted that there is a conducive environment for monitoring progress of stakeholder facilities. It has an internal as well as regional monitoring unit. It undertakes field inspection programs which help in monitoring levy collection in tourism facilities. Verification forms are used as a monitoring tool which when signed become a legal document between TF and its clients (Tf2).

Monitoring of facilities by TRA is very crucial in NTP implementation because it monitors quality of facilities and services. It is worth noting that constant monitoring helps to establish strengths that need to be maintained, weaknesses that need to be rectified, threats that need to be worked on and the opportunities that needs to be embraced.

The County Government retaliated that:

We approve construction plans for facilities to be constructed and monitor the construction process to ensure it is done as per the plan. The County has a monitoring department that continuously follow up compliance to all rules and regulations, licensing and business permits to stakeholders (Co 1).

County governments are committed to streamline and provide direction for tourism development in their respective counties through a legal and regulatory framework related to infrastructural development. It aims at protecting the stakeholders carrying out business in the tourism products so as to incorporate them in tourism development strategies in the county. It is worth noting that County governments work with TRA to ensure that stakeholders adhere to the stipulated standards.

Star rated facilities echoed that:

TRA warns us when we fail to meet standards or pay levies on time (15, 12, 16, 23). We have internal security monitoring measures to ensure that we operate within the stipulated standards. These are internal monitoring of systems within our facilities meant to identify faults and system weaknesses. Internal monitoring measures includes daily security screening at the entrance, use of CCTV cameras to monitors activities in the facilities (S 1, S* 3). Safety audits are done periodically on food handling, fire safety. Follow up audits are done to determine compliance to expected standards (S* 2, S* 4, 21, 28, 57, 61)*

Majority of the Star rated facilities are aware of the minimum standards for their enterprises as specified by the global norms and codes of practice acceptable as basic requirements featuring safety, health and security of tourists. TRA monitors how the

Star rated facilities conform to the standard according to the specific characteristics of products and services delivery process of each category of each facility.

Non- star rated facilities expressed their views that:

We use suggestion boxes, complain, complement forms to get feedback on the services we offer which facilitates improvement of facilities. Guest relation officers also get feedback from guests. However, Monitoring is not well coordinated and deadlines are imposed by TRA and TF (44, 48, 66, 67, 73).

It can therefore be deduced that non-star rated facilities lack quality control departments thus their monitoring activities are not well coordinated thus may not adequately prepare for external monitoring activities. It is imperative to assert that monitoring helps to get feedback from stakeholders and enhances compliance to the set rules and that TRA is charged with the responsibility of continuously monitoring all activities in the region and Sub County to ensure all stakeholders adhere to the rules, regulations and timelines.

4.4.3 Descriptive statistic for Stakeholder participation in evaluation

Evaluation is a rigorous assessment of the completed or ongoing activities to determine the extent to which policy objectives are being achieved. Evaluation is informed by assessment and audits undertaken by relevant authorities (GoK, 2020). This study focused on stakeholder evaluation influence on NTP implementation in Naivasha Sub County by exploring stakeholder evaluation indicators. A quantitative analysis of questionnaire responses was conducted to assess respondents' views on stakeholder participation in evaluation. A total of 4 statements were used to determine the stakeholder participation in evaluation and responses elicited on a 5-point likert scale as shown in Table 4.9. Qualitative analysis on interview and open-ended questions was also done to establish stakeholders' views on evaluation.

Table 4.9 Stakeholder participation in Evaluation

	Strongly disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
There is assessment of opinions in the implementation of tourism policy	6	8.2	8	11.0	7	9.6	28	38.4	24	32.9	3.77	1.25
Stakeholders adhere to the stipulated legislations in the implementation of the tourism policy	2	2.7	9	12.3	14	19.2	27	37.0	21	28.8	3.77	1.09
Stakeholders analyze NTP data frequently to improve performance	4	5.5	11	15.1	16	21.9	22	30.1	20	27.4	3.59	1.20
Stakeholders review progress and audit reports in the implementation of tourism policy	5	6.8	11	15.1	9	12.3	20	27.4	28	38.4	3.75	1.30
	Mean										3.72	0.99

The extent of stakeholder participation in evaluation depends on stakeholder knowledge of requirements of the policies to be implemented and well as the activities they are complying to. Study findings established that (71.3%) there is assessment of opinions in the implementation of tourism policy ($M=3.77$; $SD=1.25$ indication that there is moderate assessment of opinions in Naivasha Sub County. Additionally, (65.8%) stakeholders adhere to the stipulated legislation in the implementation of the tourism policy ($M=3.77$; $SD=1.09$) implying that there is moderate stakeholders' adherence to the stipulated legislation. It was further revealed that TRA and TF uses monthly reports to evaluate progress and compliance by stakeholders.

Study findings revealed that (57.5%) stakeholders analyze NTP data frequently to improve performance ($M=3.59$; $SD=1.20$) implying that there is moderate analysis of data by stakeholders. Similarly, it was established that (65.8%) of the stakeholders review progress and audit reports in the implementation of tourism policy ($M=3.75$; $SD=1.30$) thus moderate review of progress by stakeholders.

From the findings of the study, it was evident that responses to the 4 statements used to explain stakeholder participation in evaluation had an overall mean of 3.72 and a standard deviation of 0.99. This show that majority of the respondents agreed with the statements used to measure stakeholder participation in evaluation and that the study revealed moderate stakeholder participation in evaluation.

4.4.3.1 Qualitative analyses for Stakeholder participation in Evaluation

Evaluation is an effective way to provide to provide constant feedback on the degree to which organizations objectives can be achieved as well as the effectiveness actions. The study established that stakeholder participation in evaluation cannot be under estimated and qualitative results indicated that there is assessment of opinions in the implementation of tourism policy. Stakeholders expressed that:

The Ministry has set working targets for TRA, TF and other stakeholders as part of evaluation. The national office does monitor and evaluation survey in the county to establish if stakeholders meet the policy standards. On monthly basis based on availability of funds, TRA evaluates activities carried out by stakeholders through random visits. At the end of every year, appraisal forms are filled. TRA publishes annual tourism sector status reports (Tr1, Tr4).

According to the levy officer in charge of compliance, evaluation is done by levy officers in both compliance and enforcement departments. This departments ensure that stakeholders comply with the regulations of the Tourism Act, Cap 383 of the laws of Kenya. It is also worth noting that adherence to timelines by stakeholders is slow and most stakeholders do not adhere to the timelines characterized by last minute rush to meet deadline for levy on or before 10th of every month. Regular inspections are done by levy officers to ensure

adherence to regulations. Monthly evaluation is done through the online levy system to establish compliance and noncompliance by stakeholders. Every zonal officer makes a monthly evaluation report, after which quarterly report are done by the sectional in charge of levy. Annual reports are compiled by the manager levy services in liaison with the finance department (Tf1).

The study equally revealed that there is a checklist used as an evaluation tool (Appendices 8) by TRA. An evaluation check list is a tool used to assess a products or service against set principles or best practices. Comments from one of the stakeholders reported that:

When stakeholders fail to meet regulations, there are penalties to be paid for defaulter. Another effect for not abiding by checklist of expected standards is withdrawal of licenses, stakeholders are fined for late adherence to payments or they pay additional charges for not meeting the standards. However, stakeholders are given time to rectify before reassessment can be done (Tr1).

Feedback realized from tracking progress is very important in the implementation of NTP and it can either be negative a deviation from objectives or positive which amplifies the deviation for corrective action. It is in lieu of this that some stakeholders assert various sources of power, at various times, to achieve their objectives within a specific context. Coercive power refers to the extent to which an agent is believed to have authority to coerce other stakeholders to take certain actions. This type of power is observed “where for A to obtain B's compliance by threatening him with force, B must be convinced of both A's capability and willingness to use force against him. A may have succeeded in convincing B of both by advertising and displaying the means and instruments of force that [it] controls” (Wrong, 2017). For this reason, coercive power is often associated with the concept of fear (Abraham, 2022). Under coercive power, other stakeholders feel forced to follow the power holders regardless of their own views and interests; if not, it may involve sanctions or other punishment. Coercive power refers to one stakeholder having the power to force (coerce) other stakeholders

to take certain actions. Government and public sector agencies generally possess this type of power due to their role in policy development and resource allocations. This was also the case in this study which identified a range of government departments TRA and TF demonstrated coercive power to make stakeholders to comply with regulations and levy remittance.

4.4.4 Stakeholder participation in Resource Mobilization

For successful resource mobilization to be achieved, it is necessary to actively involve all stakeholders (Cherogony, 2013). Resource mobilization according to Spier (2017), refers to the process through which individuals pool together resources including financial resources, skills and capabilities to undertake a given task. The study focused on stakeholder participation resource mobilization influence on NTP implementation in Naivasha Sub County and explored on stakeholder resource mobilization indicators. A quantitative analysis of questionnaire responses was conducted to assess respondents' views on stakeholder participation in resource mobilization. A total of 6 statements were used to determine the stakeholder participation in resource mobilization and responses elicited on a 5-point likert scale as shown in Table 4.10. A qualitative analysis from interviews and open ended was done and conveyed.

Table 4.10 Stakeholder participation in Resource Mobilization

	Strongly disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Stakeholders are involved in mobilizing physical resource allocation for the implementation of tourism policy	6	8.2	12	16.4	9	12.3	21	28.8	25	34.2	3.64	1.33
Stakeholders have equipment required for the implementation of the tourism policy	1	1.4	14	19.2	12	16.4	23	31.5	23	31.5	3.73	1.15
Stakeholders have human resources required for the implementation of tourism policy			19	26.0	7	9.6	30	41.1	17	23.3	3.62	1.11
Stakeholders provide capital towards the implementation of tourism policy	2	2.7	25	34.2	8	11.0	26	35.6	12	16.4	3.29	1.18
Stakeholder have a budgetary allocation for the implementation of tourism policy	5	6.8	26	35.6	12	16.4	20	27.4	10	13.7	3.05	1.21
Stakeholders receive grants for NTP implementation	13	17.8	22	30.1	13	17.8	16	21.9	9	12.3	2.81	1.31
	Mean										3.36	0.71

Study findings established that (63%) of the stakeholders were involved in mobilizing physical resource allocation for the implementation of tourism policy ($M=3.64$; $SD=1.33$) indicating moderate involvement in resource mobilization. It was also revealed that (63%) of the stakeholders have equipment required for the implementation of the tourism policy ($M=3.73$; $SD=1.15$) which implies that stakeholders on average have the required equipment. Further, (64.4%) of stakeholders have the required human resources for the implementation of NTP in Naivasha Sub County ($M=3.62$; $SD=1.11$) which indicated that stakeholders are on average in terms of the required

human resources required for NTP implementation. TRA revealed that they have inadequate human resource because their area of coverage is very expansive covering South Rift region. This affects TRA monitoring activities.

Further, it was revealed that (52%) stakeholders provide capital towards the implementation of tourism policy ($M=3.29$; $SD=1.18$) indicating that provision of capital by stakeholder is on average.

It was established that (41.1%) of the stakeholder have a budgetary allocation for the implementation of tourism policy which is on average with ($M=3.05$; $SD=1.21$).

Studies established that (47.9%) stakeholders receive grants for NTP implementation ($M=2.81$; $SD=1.31$) receiving of grants by stakeholders for NTP implementation is on average.

4.4.4.1 Qualitative analyses for Stakeholder participation in resource mobilization

From the responses by stakeholders' resource mobilization is a vital component for tourism development. It was observed that:

Hotels are a source of revenue for the government through payment of license and registration fee, taxes and tourism levy (T1). TRA and TF as parastatals are funded by the exchequer or treasury because the government pays salaries for the officers therein. Moreover, TRA receive external grants and money from donors, NGOs and well-wishers (Tr1).

TRA area of coverage in Central and South Rift area which is very expansive making human resources inadequate and limiting implementation activities in the region. Limited and inadequate funds make TRA to operate on a tight budget which affects the capacity to and equipment required to implement the policy. TRA also complained of delays in releasing budget allocation which interferes and delayed monitoring programs. (Tr, Tr5).

It has been asserted that there are times when mobilized funds fall below the targeted amount (Ngahu, 2022). This makes stakeholders to grumble that:

We engage in resource provision for all their activities (05, 17, 23). Levies and licenses are too many / too high which include tourism license, business permit, NEMA license, garbage collection license, bed levy, music and copy right, liquor license to name but a few which raises the operation costs (11, 25, 47, 56, 70).

Resource mobilization is manipulative and we have to pay penalties non-payment of levies and we fear prosecution or withdrawal of licenses by TRA (22, 4, 55, 67).

The above claim by stakeholders explains the role of government and government agencies like TRA on their source of power which is expounded by Cheema (2023) who assert that government has “legitimate power” which implies “the right to another's compliance with directives that fall within the scope of that authority, regardless of the other's feelings”. Stakeholders therefore have to comply with the directive to avoid penalties and litigation.

Some stakeholders also claimed that the government gives financial assistant promises which are rarely approved (14, 27, 32, 48).

The financial promises that government offers to stakeholders to those who comply to tourism licensing which is premised on ensuring customer satisfaction and competitiveness of the country as a tourist destination services as outlined in the 9th Schedule of Tourism Act, 2011. TRA which is in charge of issuing stakeholders with TRA licenses affirms that there are benefits accrued. TRA licenses facilitates promotion and marketing of facilities, it also gives stakeholders who are owners of tourism facilities to have access to Government incentives such as custom duty waivers. Stakeholders also have access to training and capacity-building programmes by government agencies which was confirmed by findings from this study that TRA carries out capacity building workshops. Stakeholders are also entitled to access to Government financing to improve or develop tourism products which is an issue that stakeholders raised in this study that they are given false hope on funding. TRA

licensing also makes stakeholders to qualify for membership to industry associations like the association of hotels and hotel keepers.

Therefore, a tourism license aims at ensuring that customers are satisfied and it enhances the competitiveness of the country as a tourist destination. Whereas the significance of tourism licenses is of paramount significance to stakeholders, study findings revealed that only about half of tourism facilities in Naivasha Sub County comply and have licenses. It is worth noting that inadequate sources of funds lead to degradation of tourism facilities thus lowering the quality of products and services which can be solved by encouraging stakeholders to comply with TRA licensing to accrue the benefits therein.

Some of the stakeholders in this study confirmed they benefited from some of the incentives by the government as implied in the following responses:

*We have benefited from tax relief tax free exemptions especially for electronic (S*1, 3&4, 56, 60). Our staff have benefited from in service training offered at Kenya Utalii sponsored by government (S*1, 2&4, 08, 25)*

It is imperative to concede that customs duty/VAT exemptions are given to stakeholders in hotel sector to either establish or upgrade their facilities and services in order to achieve quality services and destination competitiveness. The role of TRA is to processes recommendation letters which are forwarded to the Cabinet Secretary then to the Commissioner of Customs Services (Kenya Revenue Authority) before custom relief is given. The Commissioner of customs later conducts compliance checks in conjunction with other relevant government agencies to establish those who qualify.

Tourism fund manager disclosed that:

Sources of finance for T F is acquired by administering the 2% Tourism Levy (Tf1). It also mobilizes resource through Public & Private partnerships and collaborations for funds towards approved

projects. TF also investment of surplus funds to get more returns guided by the National Treasury. It also solicits funds through donors' bodies in aid of Tourism projects. Monthly levy realizations are shared with the beneficiaries based of needs and as approved by the Board of Trustees. Tourism Fund invests on staff capacity building to enhance staff performances (Tf1, Tr1).

It is asserted that where there are collaborations between stakeholder and the government authorities, government may exert coercive power through policy-making and implementation (Airey, 2015) and such coercive power is also known as a 'political power' (Bussy & Kelly, 2010; Wrong, 2017). The use of coercive power by government is to make stakeholders comply with rules and regulations in an industry. The use of coercive power which is also viewed as legitimate power is associated with the belief that an agent has a legitimate authority to prescribe the actions of other stakeholders. Study findings revealed that government and government agents like TRA demonstrated this coercive or legitimate power. Under legitimate power, "the power holder possesses an acknowledged right to command and the power subject an acknowledged obligation to obey". In this study the power holder was TRA. TF and County governments.

4.4.5 Stakeholders' views on the National Tourism Policy Implementation

A quantitative analysis of questionnaire responses was conducted to assess respondents' views on National Tourism Policy Implementation. A total of 12 statements were used to determine the stakeholder's views on the National Tourism Policy Implementation and their responses elicited on a 5-point Likert scale as shown in Table 4.11.

Table 4.11 Stakeholders' views on National Tourism Policy Implementation

	Strongly disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Presence of surveillance cameras in hotels	5	6.8	11	15.1	2	2.7	30	41.1	25	34.2	3.81	1.25
High quality tourism products			13	17.8	7	9.6	30	41.1	23	31.5	3.86	1.06
High qualified Staff			6	8.2	6	8.2	39	53.4	22	30.1	4.05	0.85
Well-maintained infrastructure	10	13.7	11	15.1	5	6.8	28	38.4	19	26.0	3.48	1.39
Well-maintained transport systems	21	28.8	15	20.5	9	12.3	19	26.0	9	12.3	2.73	1.44
Lifesaving equipment	6	8.2	18	24.7	9	12.3	28	38.4	12	16.4	3.30	1.24
Clear safety guidelines			16	21.9	11	15.1	33	45.2	13	17.8	3.59	1.03
Insurance cover	3	4.1	18	24.7	9	12.3	29	39.7	14	19.2	3.45	1.18
Operating licenses	2	2.7	6	8.2	8	11.0	34	46.6	23	31.5	3.96	1.01
Star rated hotels	7	9.6	13	17.8	11	15.1	32	43.8	10	13.7	3.34	1.20
Law enforcing authorities			10	13.7	10	13.7	39	53.4	14	19.2	3.78	0.92
Security personnel	2	2.7	7	9.6	11	15.1	37	50.7	16	21.9	3.79	0.99
Mean											3.60	0.62

From the finding's most of the respondents 55(75.3%) agreed that there was presence of surveillance cameras in hotels, with 16(29.9%) disagreed and 2(2.7%) were undecided ($M=3.81$; $SD=1.25$). Majority 53(72.6%) of the respondents agreed that there were high quality tourism products, with 13(17.8%) disagree and 7(9.6%) were undecided ($M=3.86$; $SD=1.06$). Most of the respondents 61(83.5%) agreed that there

was high qualified Staff, with 6(8.2%) disagreed and 6(8.2%) were undecided ($M=4.05$; $SD=0.85$).

Majority 47(64.4%) of the respondents agreed that there was well-maintained infrastructure, with 21(28.8%) disagree and 5(6.8%) were undecided ($M=3.48$; $SD=1.39$). Most of the respondents 40(54.8%) agreed that there was lifesaving equipment, with 24(32.9%) disagreed and 9(12.3%) were undecided ($M=3.30$; $SD=1.24$). Majority 46(63%) of the respondents agreed that there were clear safety guidelines, with 16(21.9%) disagree and 11(15.1%) were undecided ($M=3.59$; $SD=1.01$).

From the finding's most of the respondents 43(58.9%) agreed that they were insured, with 21(28.8%) disagreed and 9(12.3%) were undecided ($M=3.45$; $SD=1.18$). Majority 57(78%) of the respondents agreed that there was operating licenses, with 8(10.9%) disagree and 8(11%) were undecided ($M=3.96$; $SD=1.01$). Most of the respondents 42(57.5%) agreed that there was star rated hotels, with 20(27.4%) disagreed and 11(15.1%) were undecided ($M=3.34$; $SD=1.20$).

Majority 53(72.6%) of the respondents agreed that there was law enforcing authorities, with 10(13.7%) disagree and 10(13.7%) were undecided ($M=3.78$; $SD=0.92$). Most of the respondents 53(72.6%) agreed that there were security personnel, with 30(41.1%) disagreed and 11(15.1%) were undecided ($M=3.79$; $SD=0.99$). Majority 36(49.3%) of the respondents disagreed that there was a well-maintained transport system, with 28(38.3%) agree and 9(12.3%) were undecided ($M=2.73$; $SD=1.44$).

From the findings of the study, it was evident that responses to the 12 statements used to explain stakeholders' views on National Tourism Policy Implementation had an overall mean of 3.60 and a standard deviation of 0.62. This show that majority of the

respondents agreed with the statements used to measure National Tourism Policy Implementation.

4.4.5.1 Qualitative analyses of stakeholders' views on National Tourism Policy Implementation

Stakeholders acknowledged that NTP was operational in Naivasha Sub County. Majority expressed satisfaction on security measures, presence of law enforcing authorities.

Some stakeholders exclaimed:

We strive to comply with the stipulated regulations through the guidance of TRA (45, 53). The safety and security of tourists is our topmost agenda (04, 46, 55). We provide excellent services and monitor the facility as a safety measure (S 1&2, 15, 67).*

It is indicated that numerous recommendations from symposiums, and conferences discussed end up on shelves without implementation. The government officials make sure that their views are the right one. Even though they may agree with stakeholders' view, but at the end, the decision is not made based on recommendations.

Some stakeholders reported that;

"We attend meetings and we are listened to, but there is nothing done about what has been said!" (34, 55, 60).

Such comments raise the question of if and how stakeholder input informs government decision-making (Mahrizi, & Khalfan 2021).

4.4.6 Tourist views on National Tourism Policy Implementation

A total of 11 statements were used to determine the tourist views on the National Tourism Policy Implementation and their responses elicited on a 5-point likert scale as shown in Table 4.12.

Table 4.12 Tourist views on National Tourism Policy Implementation

	Strongly disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Presence of surveillance cameras in hotels	7	3.0	20	8.4	59	24.9	72	30.4	79	33.3	3.83	1.08
High quality tourism products	3	1.3	11	4.6	22	9.3	111	46.8	90	38.0	4.16	0.87
High quality tourism services	3	1.3	5	2.1	24	10.1	106	44.7	99	41.8	4.24	0.82
Good and well-maintained infrastructure and transport systems	15	6.3	54	22.8	40	16.9	67	28.3	61	25.7	3.44	1.27
Lifesaving equipment	8	3.4	44	18.6	64	27.0	70	29.5	51	21.5	3.47	1.12
Qualified tour guides	7	3.0	19	8.0	55	23.2	90	38.0	66	27.8	3.80	1.03
Qualified staff	3	1.3	11	4.6	30	12.7	111	46.8	82	34.6	4.09	0.88
Clear safety guidelines	2	.8	32	13.5	47	19.8	90	38.0	66	27.8	3.78	1.03
Insurance cover	17	7.2	44	18.6	82	34.6	54	22.8	40	16.9	3.24	1.15
Effective marketing strategies	2	.8	25	10.5	54	22.8	96	40.5	60	25.3	3.79	0.97
Value for money spent	4	1.7	19	8.0	21	8.9	111	46.8	82	34.6	4.05	0.95
	Mean										3.81	0.65

From the finding's most of the respondents 151(63.7%) agreed that there was presence of surveillance cameras in hotels, with 27(11.4%) disagreed and 59(24.9%) were undecided ($M=3.83$; $SD=1.08$). Majority 201(84.8%) of the respondents agreed that there were high quality tourism products, with 14(5.9%) disagree and 22(9.3%) were undecided ($M=4.16$; $SD=0.87$). Most of the respondents 215(86.5%) agreed that there

were high quality tourism services, with 8(3.4%) disagreed and 24(10.1%) were undecided ($M=4.24$; $SD=0.82$).

Majority 128(54%) of the respondents agreed that there was well-maintained infrastructure, with 69(29.1%) disagree and 40(16.9%) were undecided ($M=3.44$; $SD=1.27$). Most of the respondents 121(51%) agreed that there was lifesaving equipment, with 52(22%) disagreed and 64(27) were undecided ($M=3.47$; $SD=1.12$). Majority 156(65.8%) of the respondents agreed that there were clear safety guidelines, with 40(14.3%) disagree and 47(19.8%) were undecided ($M=3.59$; $SD=1.01$).

Majority 156(65.8%) of the respondents agreed that there were qualified tour guides, with 26(11%) disagree and 55(23.2%) were undecided ($M=3.96$; $SD=1.03$). Most of the respondents 193(57.5%) agreed that there were qualified staff, with 34(14.3%) disagreed and 30(12.7%) were undecided ($M=4.09$; $SD=0.88$). From the finding's most of the respondents 94(39.7%) agreed that there was insurance cover, with 61(25.8%) disagreed and 82(34.6%) were undecided ($M=3.24$; $SD=1.15$). Majority 156(65.8%) of the respondents agreed that there were effective marketing strategies, with 27(11.3%) disagree and 54(22.8%) were undecided ($M=3.79$; $SD=0.99$). Most of the respondents 193(81%) agreed that there was value for money spent, with 23(8.7%) disagreed and 21(8.9%) were undecided ($M=4.05$; $SD=0.95$).

From the findings of the study, it was evident that responses to the 11 statements used to explain tourist views on National Tourism Policy Implementation had an overall mean of 3.81 and a standard deviation of 0.65. This show that majority of the respondents agreed with the statements used to measure National Tourism Policy Implementation.

4.4.6.1 Qualitative views on Tourist views on Naivasha destination experiences

Majority of the tourists enjoyed visiting Naivasha as a tourist destination. They rated the facilities higher than the actual TRA classification criteria. Some of the tourists commented:

I love Kenya, I love Naivasha (T1, 5&20). We are really happy with the services provided (T4, T89). The guides are experienced and highly professional (T2). I have very fond and memorable experiences from the diverse attractions and accommodation facilities (T3&90). Majority commented that Naivasha is a safe, secure destination and the environment is serene. Others commended the hotel staff by saying that they were amazing and welcoming. Majority reported that the camping sites are good offering a fascinating experience. Others were excited by the bicycle rides in the park claiming that they were awesome and quite thrilling (T5, 68,155, 202).

4.4.7 Overall level of compliance in relation to National Tourism Policy implementation

The study sought to find out the overall level of compliance in relation to National Tourism Policy implementation. Majority of the stakeholders 39(53.4%) rated the overall level of compliance in relation to NTP implementation to be moderate, with 26% low, 20.6% to be high as illustrated in Table 4.13. This indicated that the overall level of compliance in relation to National Tourism Policy implementation was below average in Naivasha Sub County.

Table 4.13 Overall level of compliance in relation to National Tourism Policy implementation

	Frequency	Percent	Cumulative Percent
Very high	1	1.4	1.4
High	14	19.2	20.5
Moderate	39	53.4	74.0
Low	16	21.9	95.9
Very low	3	4.1	100.0
Total	73	100.0	

The study findings revealed that majority of the 53.4% of stakeholders rated compliance to NTP to be moderate. This implies that even though TRA and TF acknowledged that

80% of the stakeholders complied in terms of levy payment, there was still more in compliance to NTP implementation that needed to be done.

TF asserts that:

They encourage compliance by information giving through education forums about the requirements of the Act. They organize seminars and workshops to educate stakeholders on the benefits of complying with stipulated regulations (Tf1).

It is a known fact that not every levy payer will declare levy correctly as per the volume of sales hence compliance level is not always at 100% but majority are always about the mark of 80%

Fear of underlying penalties and interests charged on non-compliances makes them to comply.

Elements of compliance comes about by the due date of levy remittance where about 80% remits by 10th day as the Act stipulates. However, a few of the levy payers fail to comply when it comes with honoring the outstanding debts as per signed agreements (Tf1).

4.4.7.1 Challenges facing NTP implementation

The study findings revealed that there were communication of regulations and policy challenges between TRA and stakeholders. Misinterpretation of policies hindered NTP implementation. Enforcement of policy was done when the facilities or hotels are already in existence. It was noted that hotels were constructed without consultation with TRA to give the expected standards of the facility. This affects star rating of facilities because they may not meet with the requirements according to the TRA standards.

The study findings from TRA and TF established that the culture of tax evasion and avoidance and insincere declaration of business income by some stakeholders as a challenge to NTP implementation. Hard economic times also negatively affected the tourism stakeholders in complying with NTP. Corruption, misuse and embezzlement of public funds were also cited as some of the obstacles hindering NTP implementation.

TRA and TF also cited the expansive area of operation and coverage that is South Rift region affected NTP implementation because their operations spread to different Counties and therefore differences in resource endowment, different County Government regulations. Furthermore, political interference was also cited as one of the obstacles in NTP implementation in terms of infrastructure and road network leading to South lake were in a dilapidated state due lack of political good.

Stakeholders in the hotel industry lamented that they are always targeted as an easy source of revenue by the National Government, County government and other players to finance operations through payment of taxes and levies. Hotels have high operation costs through payment of trading, business and other licenses to the County and TRA. They revealed that they pay garbage collection, fire protection, food and hygiene, Bill board fee, music copy right, liquor, public health fee which caused low profit margins. It was revealed that Hotel owners compromise the standards of the hotels because they ignore views from experts and managers thus affecting NTP implementation. TRA also echoed their disappointment with hotel owners who fail to adhere to TRA standards criteria which affects hotel rating and lacked commitment to reinvest in hotels to meet expected standards. It was established that some hotel managers cannot perform their management roles effectively because hotel owners or their relatives micromanage or spy on them thus a high job turn over and compromises professionalism. Hotel workers also felt that they were not remunerated in accordance to the NTP.

Study findings also revealed that as much as compliance to levy payment to TF was at 80%, very few hotels benefited from sponsoring of hotel workers to Kenya Utalii college. Stakeholders from star rated hotels revealed that they had benefited from Utalii capacity building training while none in non-star rated hotels had benefited.

However, TRA and TF attributed the lack of sponsoring to Kenya Utalii College to inadequate funds. Other challenges include:

Lack of enough budgets due to insufficient funds. Effects of the pandemics e.g. Covid-19 on the level of hotel businesses, varying levels of hotels categories. There is a culture of tax evasion and avoidance (Tf1, Tr1). Insincere declarations of business income may be caused by hard economic times which negatively affects the tourism industry players (Tr1, Tr4, Tf1).

4.5 Factor Analysis

Factor analysis was employed in this regard to help in identifying the actual number of factors that actually measured each construct as perceived by the respondents. The importance of conducting a factor analysis was to summarize the information contained in a number of variables into a smaller number of factors. The implication of this is that the newly created sub-variables should represent the fundamental constructs, which underlie the original variables factor (Bartholomew, Knott, & Moustaki, 2011). Loading is an indication of how much a factor explains a variable in factor analysis.

In this study, factor analysis was used to validate whether the items in each variable loaded into the expected categories. The component factor analysis with varimax rotation was conducted on all variables to extract factors from the scales of each construct. The principal component analysis and Varimax rotation were performed in all the items and those with factor loadings lower than 0.50 were eliminated as postulated by Hair *et al.* (2006). Murshed and Zhang (2016) noted that only factors with factor loading above 0.5 should be retained for further study.

According to Hair *et al.*, (2006) all items loading below 0.50 were deleted and those with more than 0.50 loading factor retained (Daud, 2014). All items were well loaded into their various underlying variable structure dimensions. Principal component analysis and varimax rotation was used to validate the variables. After performing the

factor analysis of each variable, the statements were computed to create a score and subjected to inferential analysis.

4.5.1 Kaiser-Meyer-Olkin (KMO) and Barlett's Test of Sphericity

To examine whether the data collected was adequate and appropriate for inferential statistical tests, regression analysis and other statistical tests, two main factor analysis tests were performed namely; Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Barlett's Test of Sphericity. Kaiser-Meyer-Olkin was used as a measure of sampling adequacy and a value of 0.5 was acceptable. Bartlett's test of sphericity was used to test the adequacy of the correlation matrix whereby it tested the null hypotheses that the correlation matrix had all diagonal elements as 1 and non-diagonal elements as 0. The results of the KMO and Bartlett's Test are summarized in Table 4.15.

Table 4.14 Kaiser-Meyer-Olkin (KMO) and Barlett's Test of Sphericity

KMO and Bartlett's Test		Decision making	Monitoring	Evaluation	Resource mobilization	Policy implementation
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.799	.706	.728	.528	.706
Bartlett's Test of Sphericity	Approx.	212.375	267.	120.	88.437	243.847
	Chi-Square		521	823		
	Df	21	21	6	15	66
	Sig.	.000	.000	.000	.000	.000

Findings showed that the KMO statistic for decision making was 0.799 which was significantly high and greater than the critical level of significance of the test which was set at 0.5 (Field, 2000). In addition to the KMO test, the Bartlett's Test of Sphericity was also highly significant (Chi-square = 212.375 with 21 degrees of freedom, at $p < 0.05$). These results provide an excellent justification for further statistical analysis be conducted. Seven items were proposed to measure monitoring. The KMO value was

0.706 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 267.5$, $p < 0.05$) confirmed that data collected for monitoring was adequate.

Four items were proposed to measure evaluation. The KMO value was 0.728 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 120.8$, $p < 0.05$) confirmed that data collected for monitoring was adequate. Six items were proposed to measure resource mobilization. The KMO value was 0.528 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 88.44$, $p < 0.05$) confirmed that data collected for evaluation was adequate.

Findings showed that the KMO statistic for policy implementation was 0.706 which was significantly high. In addition, the Bartlett's Test of Sphericity was also significant (Chi-square = 243.85 with 66 degrees of freedom, at $p < 0.05$). These results provide an excellent justification for further statistical analysis be conducted on Policy implementation.

4.5.2 Decision making Total Variance Explained

Factor analysis was conducted using Principal Components Method (PCM) approach. The extraction of the factors followed the Kaiser Criterion where an eigen value of 1 or more indicates a unique factor. Total Variance analysis indicates that the 7 statements on decision making factored into 2 factors. The two factors extracted explained cumulatively 65.71% of the variance in rotation sums of squared components associated with the factors (Table 4.16). Component one explained 47.56% of the variance, component two explained 18.15% of the variance in the data.

Table 4.15: Decision making Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.557	50.820	50.820	3.329	47.560	47.560
2	1.042	14.890	65.710	1.270	18.150	65.710
3	.909	12.992	78.702			
4	.561	8.008	86.710			
5	.481	6.874	93.584			
6	.238	3.393	96.977			
7	.212	3.023	100.000			

Extraction Method: Principal Component Analysis.

4.5.3 Decision making Rotated Component Matrix^a

Rotated component matrix for decision making indicators was run (Table 4.17). One item that stakeholder's contest decisions towards implementation of NTP was deleted and six statements were retained, computed and renamed for further analysis. The 6 items extracted loaded highly on two-dimension factors; with five statements in component one, and one statements in component two.

Table 4.16 Decision making Rotated Component Matrix^a

	Component	
	1	2
Stakeholder are involved in decision making concerning tourism policy implementation	.901	
Stakeholder's are informed of decisions made towards the implementation of tourism policy	.828	
Stakeholder's are well represented in meetings NTP implementation	.818	
All Stakeholder's opinions are considered in decision making	.816	
Stakeholder's are called for meetings on policy issues	.630	
Government opinions influence decision making		.946
Stakeholder's contest decisions towards implementation of NTP		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

4.5.4 Monitoring Total Variance Explained

Total Variance analysis indicates that the 7 statements on stakeholders' participation in monitoring was factored into 2 factors. The two factors extracted explained cumulatively 71.33% of the variance in rotation sums of squared components

associated with the factors (Table 4.18). Component one explained 39.75% of the variance, component two explained 31.59% of the variance in the data.

Table 4.17: Monitoring Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.658	52.256	52.256	2.782	39.746	39.746
2	1.335	19.074	71.330	2.211	31.584	71.330
3	.607	8.670	80.000			
4	.528	7.549	87.550			
5	.446	6.369	93.919			
6	.339	4.843	98.762			
7	.087	1.238	100.000			

Extraction Method: Principal Component Analysis.

4.5.5 Monitoring Rotated Component Matrix^a

Rotated component matrix for monitoring indicators was run (Table 4.19). None of the statement was deleted and all were retained, computed and renamed monitoring for further analysis. The seven items extracted loaded highly on two-dimension factors; with four items in component one, and three items in component two.

Table 4.18 Monitoring Rotated Component Matrix^a

	Component	
	1	2
Stakeholder's monitor tourists to ensure they are safe	.928	
Stakeholder's ensure they have the required safety/ security equipment and skills	.912	
Stakeholder's collect complain / complement information from tourists to ascertain their wellbeing	.743	
Stakeholder's are rated towards the implementation of tourism policy	.610	
Stakeholder's adhere to the stipulated deadlines towards the implementation of the tourism policy		.830
There is tracking of implementation activities		.769
Stakeholder's work within the stipulated timelines in NTP implementation		.764

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

4.5.6 Evaluation Total Variance Explained

Total Variance analysis indicates that the 4 statements on stakeholders' participation in evaluation was factored into one component factor. The factor extracted explained cumulatively 66.273% of the variance in rotation sums of squared components associated with the factors (Table 4.20). Component explained 66.273% of the variance in the data.

Table 4.19 Evaluation Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.651	66.273	66.273	2.651	66.273	66.273
2	.701	17.528	83.801			
3	.422	10.548	94.349			
4	.226	5.651	100.000			

Extraction Method: Principal Component Analysis.

4.5.7 Evaluation Component Matrix^a

Rotated component matrix for decision making indicators was run (Table 4.21). None of the items was deleted and four statements were retained, computed and renamed evaluation for further analysis. The 4 items extracted loaded highly on one-dimension factor.

Table 4.20 Evaluation Component Matrix^a

	Component
	1
Stakeholder's analyze NTP data frequently to improve performance	.892
Stakeholder's review progress and audit reports in the implementation of tourism policy	.846
There is assessment of opinions in the implementation of tourism policy	.830
Stakeholder's adhere to the stipulated legislations in the implementation of the tourism policy	.672

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

4.5.8 Resource mobilization Total Variance Explained

Total Variance analysis indicates that the 6 statements on stakeholders' participation in resource mobilization was factored into 2 factors. The two factors extracted explained cumulatively 60.69% of the variance in rotation sums of squared components associated with the factors (Table 4.22). Component one explained 35.52% of the variance, component two explained 25.34% of the variance in the data.

Table 4.21: Resource mobilization Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.177	36.278	36.278	2.121	35.352	35.352
2	1.465	24.409	60.687	1.520	25.335	60.687
3	.908	15.139	75.827			
4	.695	11.584	87.411			
5	.443	7.388	94.799			
6	.312	5.201	100.000			

Extraction Method: Principal Component Analysis.

4.5.9 Resource mobilization Rotated Component Matrix^a

Rotated component matrix for resource mobilization indicators was run (Table 4.23). None of the statement was deleted and all were retained, computed and renamed resource mobilization for further analysis. The six items extracted loaded highly on two-dimension factors; with four items in component one, and two items in component two.

Table 4.22 Resource mobilization Rotated Component Matrix^a

	Component	
	1	2
Stakeholder's have equipment required for the implementation of the tourism policy	.772	
Stakeholder's have human resources required for the implementation of tourism policy	.712	
Stakeholder's provide capital towards the implementation of tourism policy	.703	
Stakeholder's are involved in mobilizing physical resource allocation for the implementation of tourism policy	.685	
Stakeholder's receive grants for NTP implementation		.889
Stakeholder have a budgetary allocation for the implementation of tourism policy		.769

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

4.5.10 National Tourism Policy Implementation Total Variance Explained

Total Variance analysis indicates that the 12 statements on stakeholders' participation in National Tourism policy implementation was factored into 5 factors. The five factors extracted explained cumulatively 72.33% of the variance in rotation sums of squared components associated with the factors (Table 4.24).

Table 4.23: National Tourism Policy Implementation Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.784	31.530	31.530	2.373	19.778	19.778
2	1.399	11.660	43.190	1.724	14.365	34.143
3	1.345	11.209	54.399	1.701	14.179	48.322
4	1.141	9.512	63.911	1.653	13.772	62.093
5	1.011	8.421	72.332	1.229	10.239	72.332
6	.776	6.464	78.797			
7	.666	5.550	84.347			
8	.503	4.193	88.539			
9	.475	3.962	92.501			
10	.355	2.956	95.457			
11	.299	2.489	97.947			
12	.246	2.053	100.000			

Extraction Method: Principal Component Analysis.

Component one explained 19.78% of the variance, component two explained 14.365%, component three explained 14.18%, component four explained 13.77% and component five explained 10.24% of the variance in the data.

4.5.11 National Tourism Policy Implementation Rotated Component Matrix^a

Rotated component matrix for National Tourism Policy Implementation indicators was run (Table 4.25).

Table 4.24 National Tourism Policy Implementation Rotated Component Matrix^a

	Component				
	1	2	3	4	5
High quality tourism products	.797				
Presence of surveillance cameras in hotels	.774				
High qualified Staff	.753				
Well-maintained infrastructure	.624				
Star rated hotels		.881			
Well-maintained transport systems		.805			
Law enforcing authorities			.802		
Security personnel			.771		
Clear safety guidelines			.586		
Insurance cover				.844	
Lifesaving equipment				.601	
Operating licenses					.935

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

None of the statement was deleted and all were retained, computed and renamed NTP implementation for further analysis. The twelve items extracted loaded highly on five-dimension factors; with four items in component one, and two items in component two, three items in component three, two items in component four and two items in component five.

4.6 Assumptions of Regression

It was argued that regression analysis and more so multiple regressions work best on the basis of certain assumptions (Tabachnick & Fidell, 2013). Data for these variables were consequently examined for regression assumptions; normality, linearity, homoscedasticity, autocorrelation and multicollinearity.

4.6.1 Normality Assumption Test

Normality in distribution of data across the five constructs was examined using the quantile–quantile (Q-Q) plots. The normal Q-Q plot displayed in Figure 4.9 indicates that data dots stayed alongside the diagonal throughout the distribution of all the variables followed a normal distribution. Loy, Follett and Hofman (2015) observe that Q-Q plots have the ability to point out non-normal features of distributions, making them more suitable for testing normality. In the Q-Q plot, normality was achieved when plotted data represented a given variable followed a diagonal line usually produced by a normal distribution.

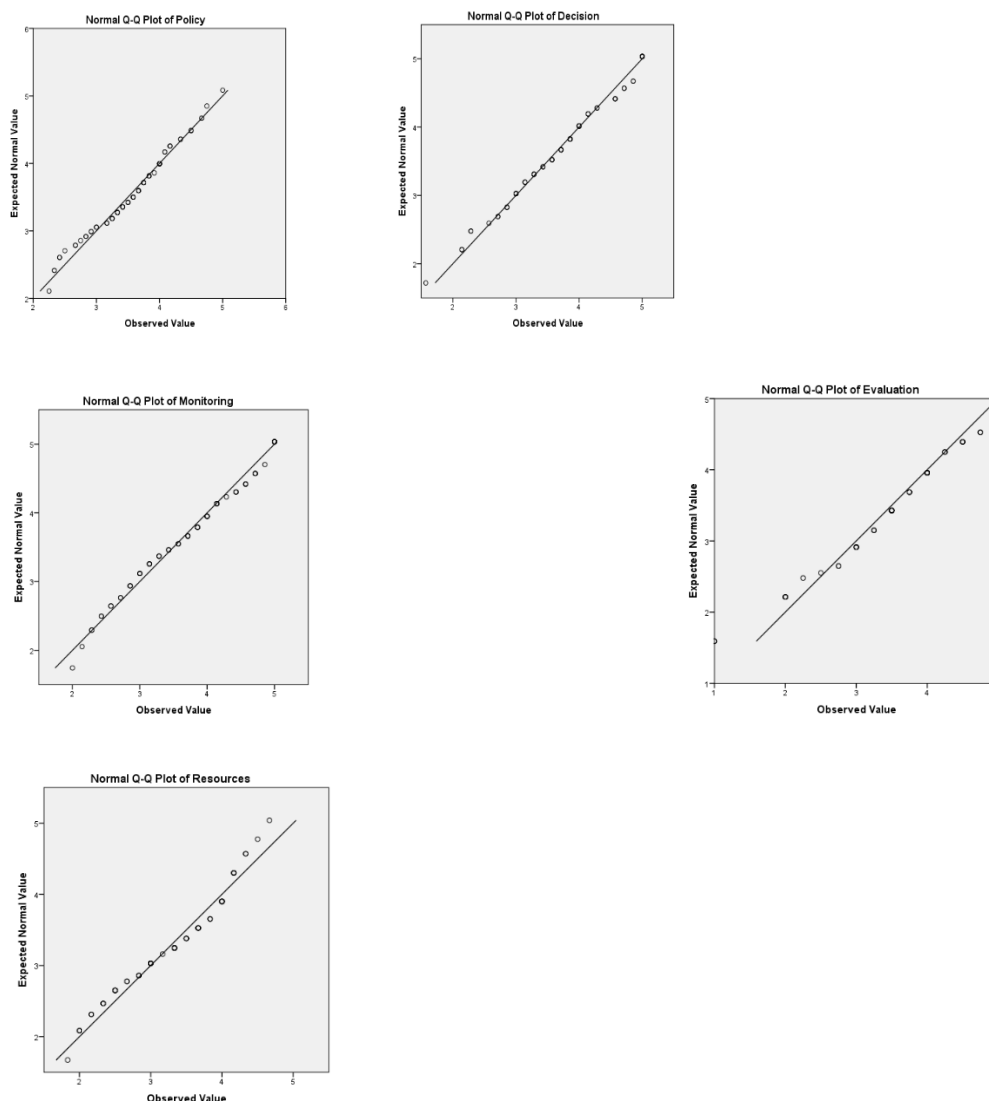


Figure 4.8 Normality

4.6.2 Linearity Assumption Test

The Bivariate Scatter plots were used to examine the degree of linear relationship among the study variables used. Linearity of variables was confirmed when elliptical or oval scatter plots were produced as shown in Figure 4.6.

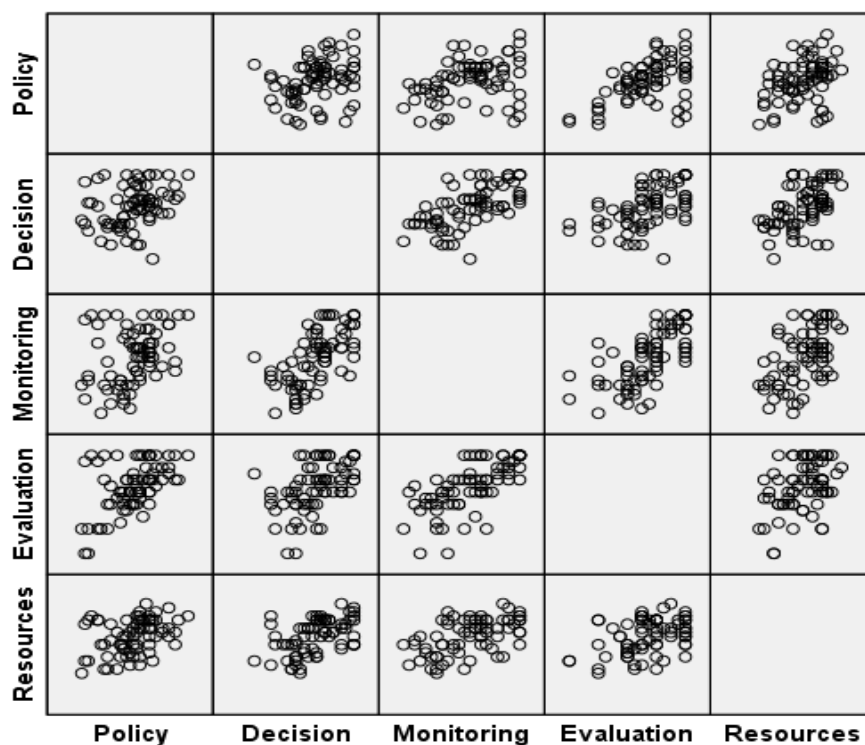


Figure 4.9 Linearity

Tabachnick and Fidell (2013) recognize linearity as one of the assumptions upon which regression analysis was pegged. Bivariate Scatter plots captured linearity better than Pearson correlation which was only limited to capturing the linear component of the relationship. Linearity is the assumption that a straight-line relationship exists between two variables (Tabachnick & Fidell, 2013). Testing for linearity was deemed necessary since linearity is an assumption of regression which must be satisfied.

4.6.3 Autocorrelation Assumption Test

Autocorrelation as noted by Tabachnick and Fidell (2013) is a measure of correlation among regression residuals. The assumption of independence of errors is violated when factors such as time and distance are associated with the order in which cases are taken. Independence of errors was therefore tested using the Durbin-Watson statistic which is regarded as a measure of autocorrelation of errors when the order of cases is factored in (Tabachnick & Fidell, 2013). According to Hair *et al.*, (2013), regression analysis assumes that regression residuals are independent of one another. In retrospect, a Durbin–Watson statistic in the range $1.5 \leq d \leq 2.5$ suggests lack of autocorrelation (Verbeek, 2012). Results presented in Table 4.26 reveal that the overall Durbin-Watson statistic $d=1.822$ was between the two critical values and hence there was no first autocorrelation in the data.

Table 4.25: Autocorrelation Test

Model Summary ^b	
Model	Durbin-Watson
1	1.822 ^a

a. Predictors: (Constant), Resources, Evaluation, Decision, Monitoring

b. Dependent Variable: Policy

Under this test, the critical values of $1.5 < d < 2.5$ were used to examine presence of autocorrelation. Consequently, a Durbin-Watson statistic lying within the two critical values was deemed to signify lack of first order linear auto-correlation in multiple linear regression data.

4.6.4 Multicollinearity Assumption Test

Multicollinearity is identified as a situation where independent variables or predictors are highly correlated among themselves (Vatcheva, Lee, McCormick, & Rahbar, 2016). In the presence of multicollinearity, it may not be practically possible to assume the

interpretation of the regression coefficient as being attributed to one variable, while holding others constant because of the information that could be overlapping. To test for multicollinearity, the Variance Inflation Factor (VIF) and tolerance was used. Table 4.25 results showed that all the VIF values were below the threshold indicating that multicollinearity was not an issue in the study.

Table 4.26: Collinearity Statistics Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Decision	.550	1.820
	Monitoring	.402	2.486
	Evaluation	.531	1.882
	Resources	.671	1.490

a. Dependent Variable: Policy

The rule of thumb for a VIF value should be less than ten and tolerance should be greater than 0.2 (Shieh, 2010). This was also supported by the VIF value, which fall below 3 and the least tolerance of above 0.2, which is well below the cut-off of 10 and 0.2 respectively. Therefore, there was no violation of the multicollinearity assumption.

4.6.5 Homoscedasticity Assumption Test

Homoscedasticity was checked using the standardized residual scatter plot (Figure 4.11). For this assumption to be met, variables were expected to produce oval or elliptical scatter plots.

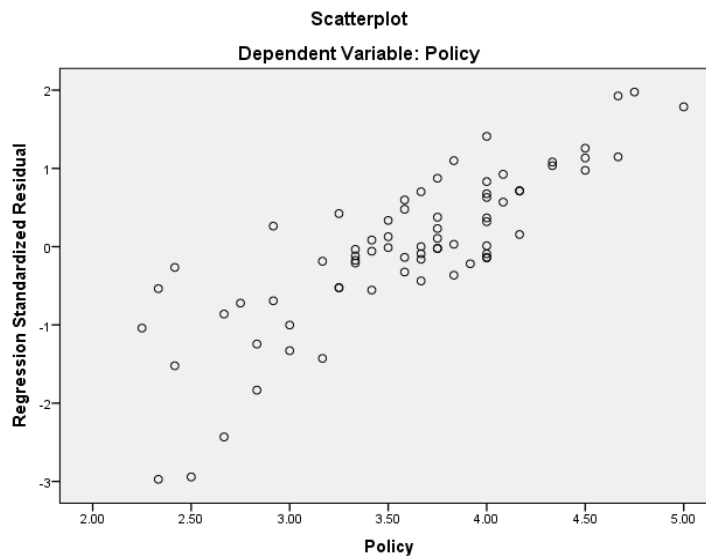


Figure 4.10 Standardized residue scatter plot

Figure 4.11 indicate that oval scatter plots were in all the cells indicating non-violation of the homoscedasticity requirement. Homoscedasticity applies to multiple regressions and as noted by Tabachnick and Fidell, (2013), assumes uniform variability in scores for dependent variable in relation to the independent variables.

4.7 Linear Regression

To test the effect of independent variables on dependent variable, the study employed linear regression analysis. Regression analysis is a set of statistical techniques that allow one to assess the relationship between more than one independent variable and one dependent variable. The goal of regression is to arrive at the set of regression coefficients (Beta values), for the independent variables that bring the Y values predicted from the equation as close as possible to the Y values obtained by measurement.

4.7.1 Influence stakeholder participation in decision making on NTP implementation

Regression analysis was conducted to empirically determine whether stakeholder participation in decision making influence on NTP implementation in Naivasha Sub County. Regression results in Table 4.28 indicate the goodness of fit for the regression between stakeholder participation in decision making and NTP implementation was satisfactory. An R squared of 0.083 indicates that 8.3% of the variations in NTP implementation are explained by the variations in stakeholder participation in decision making. This implies that 91.7% of the unexplained variations in NTP implementation is accounted for by the other variables other than stakeholder participation in decision making.

Table 4.27: Model Summary for Stakeholder participation in decision making

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.288 ^a	.083	.070	.60145

a. Predictors: (Constant), Decision

The overall model significance is presented in Table 4.29. An F statistic of 6.429 indicated that the overall model was significant since the significance of the F-statistic 0.013 is less than 0.05 meaning that null hypothesis is rejected and indicating that there is a significant relationship between participation in decision making and NTP implementation in Naivasha Sub County. The findings imply that stakeholder participation in decision making was statistically significant in explaining NTP implementation in Naivasha Sub County in Kenya.

Table 4.28 ANOVA^a stakeholder participation in decision making

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.326	1	2.326	6.429	.013 ^b
	Residual	25.684	71	.362		
	Total	28.009	72			

a. Dependent Variable: Policy

b. Predictors: (Constant), Decision

The stakeholder participation in decision making coefficients is presented in Table 4.30.

The results show that stakeholder participation in decision making contributes significantly to the model since the p-value for the gradient are less than 0.05. The findings imply that one positive unit change in decision making led to a change in NTP implementation at the rate of 0.215. This confirms the positive effect of stakeholder participation in decision making on NTP implementation. The fitted equation is as shown below;

$$Y = 2.797 + 0.215X_1 + \varepsilon \dots \dots \dots \text{Equation 1}$$

Table 4.29: Coefficients of Stakeholder participation in decision making

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		β	Std. Error	Beta		
1	(Constant)	2.797	.323		8.663	.000
	Decision	.215	.085	.288	2.536	.013

a. Dependent Variable: Policy

The findings indicated existence of a positive significant relationship between stakeholder participation in decision making and NTP implementation ($\beta=0.215$ and p-value=0.013). The implication is that a unit increase in stakeholder participation in decision making led to an increase in NTP implementation by 21.5%. Since the p-value was less than 0.05, the null hypothesis was rejected and concluded that stakeholder

participation in decision making had significant positive relationship with NTP implementation.

4.7.2 Effect of stakeholder's participation in monitoring on NTP implementation

A linear regression model explored the effect of stakeholder's participation in monitoring on NTP implementation. The R^2 represented the measure of variability in NTP implementation that stakeholder's participation in monitoring accounted for. From the model, $R^2 = 0.117$ shows that stakeholder's participation in monitoring accounted for 11.7% variation in NTP implementation. The stakeholder's participation in monitoring predictor used in the model captured the variation in the NTP implementation as shown in Table 4.31. The adjusted R square of 0.105 depicts that the stakeholder's participation in monitoring explained the variation in NTP implementation by 10.5%.

Table 4.30 Model Summary on stakeholder's participation in monitoring

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.342 ^a	.117	.105	.59018

a. Predictors: (Constant), Monitoring

The study used Analysis of variance to check whether the model could forecast the result better than the mean, as seen in Table 4.32. The regression model that used stakeholder's participation in monitoring as a predictor was important ($F=9.413$, p value = 0.000), indicating that stakeholder's participation in monitoring has a substantial impact on NTP implementation.

Table 4.31 Analysis of Variance on Stakeholder's participation in monitoring

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.279	1	3.279	9.413	.003 ^b
	Residual	24.731	71	.348		
	Total	28.009	72			

a. Dependent Variable: Policy

b. Predictors: (Constant), Monitoring

The study generated β coefficients in order to test the hypothesis under study (Table 4.33). The β -value for stakeholder's participation in monitoring had a positive coefficient, depicting positive influence on NTP implementation as summarized in the model as:

$$Y = 2.638 + 0.258X_2 + \varepsilon \dots\dots\dots \text{Equation 2}$$

Where: Y = NTP implementation, X_2 = stakeholder's participation in monitoring, ε = error term.

Table 4.32 Stakeholder's participation in monitoring Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.638	.320		8.249	.000
	Monitoring	.258	.084	.342	3.068	.003

a. Dependent Variable: Policy

The study had hypothesized that there is no significant relationship between stakeholder's participation in monitoring on NTP implementation. From the findings stakeholder's participation in monitoring had significant influence on NTP implementation ($\beta_2=0.258$ and $p=0.003$). Therefore, a unit increase in stakeholder's participation in monitoring led to an increase in NTP implementation by to 25.8 %. The study rejected the null hypothesis (**H02**). The findings showed that an improvement in stakeholder's participation in monitoring led to an increase in NTP implementation.

4.7.3 Influence of stakeholder's participation in evaluation on NTP implementation

The study used a linear regression model to explore the influence of stakeholder's participation in evaluation on NTP implementation. The R^2 represented the measure of

variability in NTP implementation that stakeholder's participation in evaluation accounted for. From the model, ($R^2 = 0.275$) shows that stakeholder's participation in evaluation account for 27.5% variation in NTP implementation. The stakeholder's participation in evaluation predictor used in the model captured the variation in the NTP implementation as shown in Table 4.34.

Table 4.33 Stakeholder's participation in evaluation Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.524 ^a	.275	.265		.53483

a. Predictors: (Constant), Evaluation

The study used of variance to establish whether the model could forecast the result better than the mean, as seen in Table 4.35. The regression model that used stakeholder's participation in evaluation as an indicator was significant ($F=26.92$, p value =0.000), indicating that stakeholder's participation in evaluation has a significant impact on NTP implementation.

Table 4.34 ANOVA on stakeholder's participation in evaluation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.700	1	7.700	26.920	.000 ^b
	Residual	20.309	71	.286		
	Total	28.009	72			

a. Dependent Variable: Policy

b. Predictors: (Constant), Evaluation

Table 4.36 shows the estimates of β -value and gives contribution of the predictor to the model. The β -value for stakeholder's participation in evaluation had a positive coefficient, depicting positive relationship with NTP implementation as summarized in the model as:

$$Y = 2.36 + 0.332X_3 + \varepsilon \dots\dots\dots \text{Equation 3}$$

Where: Y = NTP implementation, X_3 = stakeholder's participation in evaluation, ε = error term.

Table 4.35 Stakeholder's participation in evaluation Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.361	.246		9.596	.000
	Evaluation	.332	.064	.524	5.188	.000

a. Dependent Variable: Policy

The study had hypothesized that there is no significant influence of stakeholder's participation in evaluation on NTP implementation. There was a positive significant influence of stakeholder's participation in evaluation ($\beta_3=0.332$ and $p=0.000$) on NTP implementation. This shows that an increase in stakeholder's participation in evaluation leads to 33.2% increase in NTP implementation. The null hypothesis (**H₀₃**) was rejected. Stakeholder's participation in evaluation had a significant influence on NTP implementation. This implies that for each increase in the stakeholder's participation in evaluation, there was a corresponding improvement in NTP implementation.

4.7.4 Regression analysis on stakeholder's participation in resource mobilization on NTP implementation

A linear regression model explored the effect of stakeholder's participation in resource mobilization on NTP implementation. The R^2 represented the measure of variability in NTP implementation that stakeholder's participation in resource mobilization accounted for. From the model, $R^2 = 0.139$ shows that resource mobilization accounted for 13.9% variation in NTP implementation. The stakeholder's participation in resource

mobilization predictor used in the model captured the variation in the NTP implementation as shown in Table 4.37.

Table 4.36 Model Summary on stakeholder's participation in resource mobilization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.373 ^a	.139	.127	.58267

a. Predictors: (Constant), Resources

The study used of variance to establish whether the model could forecast the result better than the mean, as seen in Table 4.38. The regression model that used stakeholder's participation in resource mobilization was significant ($F=11.50$, p value =0.000), indicating that stakeholder's participation in resource mobilization was a significant predictor on NTP implementation.

Table 4.37 Stakeholder's participation in resource mobilization Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.904	1	3.904	11.500	.001 ^b
	Residual	24.105	71	.340		
	Total	28.009	72			

a. Dependent Variable: Policy

b. Predictors: (Constant), Resources

In addition, the study generated β coefficients in order to test the hypothesis under study (Table 4.39). The β -value for stakeholder's participation in resource mobilization had a positive coefficient, depicting positive influence on NTP implementation as summarized in the model as:

$$Y = 2.489 + .330X_4 + \varepsilon \dots\dots\dots \text{Equation 4.4}$$

Where: Y = NTP implementation, X_4 = stakeholder's participation in resource mobilization, ε = error term.

Table 4.38 Stakeholder's participation in resource mobilization Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.489	.333		7.466	.000
	Resources	.330	.097	.373	3.391	.001

a. Dependent Variable: Policy

The study had hypothesized that there is no significant relationship between stakeholder's participation in resource mobilization on NTP implementation. From the findings stakeholder's participation in resource mobilization had significant influence on NTP implementation ($\beta_4 = .330$ and $p = .000$). Therefore, an increase in stakeholder's participation in resource mobilization led 33% improvement in NTP implementation. The study therefore fails to reject the null hypothesis (**H₀₄**). Therefore, an increase in integration of stakeholder's participation in resource mobilization led to a rise in NTP implementation.

4.8 Multiple regression Analysis

The study aimed at finding out the overall effect of the independent variable's stakeholder's participation on NTP implementation. The regression model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ explained 31.3% of the variations in NTP implementation as shown in Table 4.40. This showed that resources, evaluation, decision, monitoring explained 31.3% of the variation in NTP implementation.

Table 4.39: Overall Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.559 ^a	.313	.272		.53213

a. Predictors: (Constant), Resources, Evaluation, Decision, Monitoring

Further, the F statistics (7.729) was significant P (0.00) which shows that the model was fit in predicting the influence of the independent variables on the dependent variable. This implies that stakeholder participation in decision making, monitoring, evaluation and resource mobilization jointly have a significant and positive combined effect on NTP implementation. Table 4.41 shows the overall ANOVA for the research model.

Table 4.40. Overall ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.754	4	2.189	7.729	.000 ^b
	Residual	19.255	68	.283		
	Total	28.009	72			

a. Dependent Variable: Policy

b. Predictors: (Constant), Resources, Evaluation, Decision, Monitoring

In addition, the β coefficients for stakeholder's' participation as independent variable were generated from the model. The t-test was used as a measure to identify whether the stakeholder's' participation predictor is making a significant contribution to the model. Table 4.42 gave the estimates of β -value and the contribution of each predictor to the model. The regression model below shows the interpretations of the findings. When these beta coefficients are substituted in the equation, the model becomes:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Therefore,

$$Y = 2.073 - .015X_1 + 0.091 X_2 + 0.329X_3 + 0.206 X_4$$

Where; X₁- Decision Making, X₂- Monitoring, X₃- Evaluation and X₄- Resource mobilization

Table 4.41: Overall Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.073	.351		5.910	.000
	Decision	-.015	.101	-.019	-.144	.886
	Monitoring	-.091	.119	-.121	-.761	.449
	Evaluation	.329	.087	.519	3.766	.000
	Resources	.206	.108	.233	1.900	.062

a. Dependent Variable: Policy

According to the findings, there is a positive significant relationship between stakeholder's participation in evaluation and NTP implementation as shown by a regression coefficient of 0.329. The p-value (0.000) was less than the significance level (0.05), hence the relationship was significant. There was a negative insignificant relationship between stakeholder's participation in decision making ($\beta = -.015$ and $p = 0.886$); monitoring ($\beta = -.091$ and $p = 0.449$) and resource mobilization ($\beta = .206$ and $p = 0.062$) and NTP implementation. Hence the relationship was insignificant.

Out of the four variables investigated, stakeholder's participation in decision making were the most important since to generate one unit of NTP implementation 0.329 units of stakeholder's participation in evaluation must be increased. Therefore, implementation of national tourism policy in Naivasha Sub-County ought to focus more on stakeholder participation in monitoring, evaluation and resource mobilization.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of research findings as explained in the preceding chapter. The chapter discusses the study findings assessing the influence of stakeholders' participation in decision making, monitoring, evaluation and resource mobilization on NTP implementation in Naivasha Sub County. Subsequently, study implications for practice, conclusion, recommendations and possible areas of further research are provided.

5.2 Summary of the Study Findings

The primary objective of this study was to establish stakeholder participation influence on NTP implementation in Naivasha Sub County, Kenya. The research examined four hypotheses, proposing that stakeholder participation in decision making, monitoring, evaluation and resource mobilization have no significant influence on NTP implementation. The following section presents a summary of the findings.

5.2.1 Stakeholder participation and decision-making influence

From the findings, majority of the stakeholders were aware of the existence and National Tourism Policy and legal documents that regulates activities in the Kenyan tourism industry. This awareness of NTP was a positive indication towards stakeholder participation influence in decision making. Study findings confirmed that all the statements used to determine the stakeholder participation in decision making were significant attributes to consider for NTP implementation. The findings of the research revealed that majorly government opinions influence decisions for example on

directives and guidelines set by the ministry, stakeholders were called for meetings on policy issues and were well represented in the meetings.

Specifically, half of the stakeholders claimed that they were involved in decision making by attending Tourism exhibitions and sensitization seminars which are organized annually, they were only informed of policy decisions like on online payment of levies, they contest decisions even though their opinions and views were not considered in decision making. From the 7 statements used to explain stakeholder participation in decision making, an overall mean of 3.71 and a standard deviation of 0.83 shows that majority of the respondents agreed with the statements used to measure stakeholder participation in decision making.

Results from regression analysis revealed that 8.3% of the variations in NTP implementation are explained by the variations in stakeholder participation in decision making. The F-statistic 0.013 is less than 0.05 meaning that null hypothesis is rejected and indicating that there is a significant relationship between participation in decision making and NTP implementation in Naivasha Sub County. The findings imply that stakeholder participation in decision making was statistically significant in explaining NTP implementation in Naivasha Sub County in Kenya. The results show that stakeholder participation in decision making contributes significantly to the model since the p-value for the gradient are less than 0.05. The findings imply that one positive unit change in decision making led to a change in NTP implementation at the rate of 0.215. The findings indicated existence of a positive significant relationship between stakeholder participation in decision making and NTP implementation ($\beta=0.215$ and p-value=0.013). The implication is that a unit increase in stakeholder participation in decision making led to an increase in NTP implementation by 21.5%. This confirms

the positive effect of stakeholder participation in decision making on NTP implementation.

5.2.2 Stakeholder participation and monitoring influence

Descriptive analysis revealed that majority of the stakeholders work within the stipulated timelines in NTP implementation, they adhere to the stipulated deadlines towards the implementation of the tourism policy, and that there was tracking of implementation activities by TRA which has internal and external monitoring unit which carries out inspection of stakeholders' registration, licensing and grading. Tracking of performance of the stakeholders is done continuously through random surveys by the ministry to ensure stakeholder meet the expected standards according to their classification. Monthly, quarterly, Bi-annual and annual reports are made by the monitoring and Audit department.

Further it was revealed that stakeholders are rated towards the implementation of tourism policy and they collect complain / complement information from tourists to ascertain their wellbeing. It was evident from the study responses from the statements used to explain stakeholder participation in monitoring had an overall mean of 3.72 and a standard deviation of 0.83 thus majority of the respondents agreed with the statements used to measure stakeholder participation in monitoring.

The findings indicated that stakeholder participation in monitoring accounted for 11.7% variation in NTP implementation. The adjusted R square of 0.105 depicts that the stakeholder's participation in monitoring explained the variation in NTP implementation by 10.5%. The regression model that used stakeholder's participation in monitoring as a predictor was important ($F=9.413$, p value = 0.000), indicating that stakeholder's participation in monitoring has a substantial impact on NTP

implementation. Stakeholder's participation in monitoring had significant influence on NTP implementation ($\beta=0.258$ and $p=0.003$). Therefore, a unit increase in stakeholder's participation in monitoring led to an increase in NTP implementation by 10.5%.

5.2.3 Stakeholder participation and evaluation influence

Descriptive analysis revealed that majority of the stakeholders proclaimed that there was assessment of opinions in the implementation of tourism policy that stakeholders adhere to the stipulated legislations in the implementation of the tourism policy. Slightly over half of the respondents noted that stakeholders analyze data frequently to improve performance that stakeholders review progress and audit reports in the implementation of tourism policy, evaluation is done by levy officers in both compliance and enforcement departments. Stakeholders are given time to rectify before reassessment can be done.

Stakeholder participation in evaluation had an overall mean of 3.72 and a standard deviation of 0.99 which showed that majority of the respondents agreed with the statements used to measure stakeholder participation in evaluation. The findings indicated that stakeholder participation in evaluation accounted for 27.5% variation in NTP implementation. Further overall regression coefficients revealed a positive significant relationship in evaluation and NTP evaluation of ($\beta 0.329$ and $p=0.000$). Stakeholder's participation in evaluation as an indicator was significant ($F=26.92$, p value $=0.000$), indicating that stakeholder's participation in evaluation has a significant impact on NTP implementation. There was a positive significant influence of stakeholder's participation in evaluation ($\beta=0.332$ and $p=0.000$) on NTP implementation. This shows that an increase in stakeholder's participation in evaluation leads to an increase in NTP implementation.

5.2.4 Stakeholder participation and resource mobilization influence

Descriptive analysis revealed that 63% of stakeholders are involved in mobilizing physical resource allocation for the implementation of tourism policy with stakeholder hotels being a source of revenue for the government through payment of license and registration fee, taxes and tourism levy. 64.4% of the stakeholders have human resources required for the implementation of tourism policy though TRA revealed that they have inadequate human resource because their area of coverage is very expansive covering South Rift region. Stakeholders have equipment required for the implementation of the tourism policy and provide capital towards the implementation of tourism policy though they do not have a budgetary allocation for the implementation of tourism policy neither do they receive grants for NTP implementation. Private stakeholders like the hoteliers engage in resource provision for all their activities and they complained that levies and license fee collected is too high which include tourism license, business permit, NEMA license, garbage collection license, bed levy, music and copy right, liquor license and it raises the operation costs.

Resource mobilization accounted for 13.9% variation in NTP implementation. The stakeholder's participation in resource mobilization predictor used in the model captured the variation in the NTP implementation. The regression model that used stakeholder's participation in resource mobilization was significant ($F=11.50$, $p\text{ value}=0.000$), indicating that stakeholder's participation in resource mobilization was a significant predictor on NTP implementation. Stakeholder's participation in resource mobilization had significant influence on NTP implementation ($\beta=.330$ and $p=.000$). Therefore, it was established that when stakeholders' participation in resource mobilization, it leads to an improvement in NTP implementation.

5.3 Discussion

This section discusses the findings of the study in reference with the existing literature seeking to draw conclusions or mismatch with different scholars in the tourism industry. The discussion is done according to the study objectives with an attempt to provide an understanding of what has been learnt on the effect of stakeholder participation on NTP implementation.

5.3.1 Stakeholder participation and decision-making influence on NTP implementation

The findings of the research revealed that stakeholder participation in decision making had a significant influence on NTP implementation in Naivasha Sub County. Stakeholder participation makes stakeholders informed and educated about the tourism policy issues, which makes public values and opinions to be incorporated in the decision-making process (Byrd & Gustke, 2011) which is in agreement with the study findings and specifically, stakeholders were called for meetings on policy issues and were well represented in these meetings.

The results of the study revealed that stakeholders are involved in decision making concerning tourism policy implementation. Like previous studies such Amran *et al.* (2013) stakeholders are widely acknowledged as powerful influencers over, and able to direct, company decisions and performance which is in agreement with study findings that they were informed of decisions made towards the implementation of tourism policy.

Further, the government opinions influenced decision making. This is in agreement with (Burke *et al.*, 2012) that decisions to act or implement NTP is influenced by messages and information flowing from national (Ministry, TRA, TF) and local

(County government) levels. The stakeholders were informed of decisions made towards the implementation of tourism policy and involved in decision making concerning tourism policy implementation. This concurs with Mensah, (2013) who asserts that engaging stakeholders in decision making makes implementation process to be more effective, equitable and legitimate since those who participate are representatives of the whole community. Informing stakeholders makes them aware of what is expected of them thus making them to comply which is in agreement with Ruhanen (2009) and Demir (2021) who assert that sometimes participation is limited to collecting opinions with little dialogue between stakeholders so that status quo of power is not threatened. This also corresponds with previous assertions that policy implementation reflects a complex change process where government decisions are transformed into programs, procedures, regulations or practices aimed at a social betterment (Youssel, 2021).

The findings also have a lot of concurrence with existing literature. Stakeholders can participate in decision making process (Hill & Hupe, 2021; Marzuki *et al.*, 2012; Mensah & Adofo, 2013). The findings highlight stakeholders they were informed of decisions made towards the implementation of tourism policy thus in agreement with Pforr (2021) hypothesizes that participation can range from the passive (that is, people being told what has been decided or has already happened). It is asserted that “Public hearings” enable the wider community to be informed and to express their views about proposed plans (Li *et al.* 2020), while seminars may be conducted after a plan is developed (Bobbio, 2019). These are some of the strategies revealed by stakeholders that they participated in towards implementation of NTP in Naivasha Sub County. However, it is worth noting that the timing of such public hearings and seminars may be an ineffective form of stakeholder participation because they are perceived as a

passive way of informing stakeholders about plans or decisions without considering their views.

Decision making is a process of defining problems and selecting a course of action from the generated alternative decisions (Alexander, 2012). Regression analysis results revealed that variations in NTP implementation are explained by the variations in stakeholder participation in decision making. This implies that decision making is crucial in NTP implementation. Engaging stakeholders in decision making makes implementation process to be more effective, equitable and legitimate since those who participate are representatives of the whole community (Mensah & Adofo, 2013).

Further, Alexander (2012) posits that participation in decision making by stakeholders on the tourism policy and specifically the implementation, is perhaps the area where the impact on stakeholders is most crucial. Study findings revealed that sometimes stakeholder opinions sometimes are ignored in decision making and they are not involved in policy making decisions but we feel like we are only called to rubberstamp the decisions. Such a scenario impends NTP implementation as noted by (Hill & Hupe, 2021).

The stakeholders contest decisions towards implementation of NTP. The assertion by Van Meter & Van Vorn (1975) that policy implementation encompasses those actions by public and private individuals or groups that are directed at achievement of objectives set forth in prior policy decisions explains why stakeholders contest policy decisions which they feel are imposed on them. Stakeholders lamented that government opinions influence decision making. This concurs with Ikiara (2001) that approaches adopted in NTP implementation are Top bottom been the case with policies being made

by the government and also undertaking measures towards implementation with very little involvement of other stakeholders (Hay, Chien & Ruhanen, 2022).

In relation to the levels of participation according to Arnstein ladder of participation (1969, 2020) study findings established different levels of participation such as manipulative participation, passive participation, participation by consultation, participation by material where people participate by contributing resources, functional participation, interactive participation and self-mobilization which is in agreement with the exposition (Cornwall, 2008). Stakeholders participated at different levels. The study also established that the contribution of stakeholders in decision making in NTP implementation is paramount with a positive significant relationship between stakeholder participation in decision making. In relation to the ladder of participation, stakeholders participated in the three categories namely in degrees of citizen power, stakeholders agreed that they were called for meetings on policy issues thus participated in decision making where stakeholders representatives organized by the MoTW and TRA. Stakeholders also participated in degree of tokenism and were informed of decisions made towards the implementation of tourism policy thus participated in consultation and information giving. Lastly elements of non-participation were also evidence that all their opinions were not considered in decision making thus were manipulated to agree with decisions made. This finding contradicts Mensah and Ernest, (2013) who argues that stakeholder participation involves redistribution of power that enables the haves and have nots to be deliberately included in decision making process. Therefore, stakeholder participation in decision-making is advantageous because stakeholders provide more information, knowledge, and a greater acceptance and legitimacy of the decision via the interaction process as defined in interaction theory (Matarrita-Cascante, 2010).

Regression analysis model had an R squared of 0.083 indicating that 8.3% of the variations in NTP implementation was explained by stakeholder participation in decision making. This implies that 8.3% of NTP implementation was accounted for by stakeholder participation in decision making. There was a positive significant relationship between stakeholder participation in decision making ($\beta_1=0.215$ and $p\text{-value}=0.013$) and NTP implementation. A unit increase in stakeholder participation in decision making led to an increase in NTP implementation. The null hypothesis **H₀₁** was rejected. Mensah and Ernest, (2013) argue that stakeholder participation involves redistribution of power that enables the haves and have nots to be deliberately included in decision making process. It is therefore worth noting that stakeholder participation in decision making creates a level playground for all stakeholders thus increasing ownership.

Regression analysis was conducted to empirically determine whether stakeholder participation in decision making influence on NTP implementation in Naivasha sub county. Regression results in Table 4.28 indicate the goodness of fit for the regression between stakeholder participation in decision making and NTP implementation was satisfactory. An R squared of 0.083 indicates that 8.3% of the variations in NTP implementation are explained by the variations in stakeholder participation in decision making. This implies that 91.7% of the unexplained variations in NTP implementation is accounted for by the other variables other than stakeholder participation in decision making.

5.3.2 Stakeholder participation and monitoring influence on NTP implementation

Policy monitoring is a process by which stakeholders follow and assess policies to ensure they are developed, endorsed, enacted and implemented as expected (CDRG, 2014). Monitoring is the systematic collection of data on specified indicators to identify

the changes taking place in a system, destination, sector, activity or in a firm, during a certain period of time that matches that of the implementation of a project, program or policy (Goeldner *et al.*, 2010). This study revealed that majority of the stakeholders work within the stipulated timelines in NTP implementation, thus early warning indicators exposed by monitoring system are most useful because they provide the ability to anticipate serious negative effects on the destination, or on the overall visitor experience (Opulu & Muchai, 2021).

Monitoring helps to answer the question “Are we taking action that we should take?” and “Are we making progress on achieving the results we said we would achieve?” Monitoring also provides stakeholders with indicators of the extent of progress and achievement of objectives as well as the use of allocated funds. No amount of good monitoring alone will correct poor policies and information from monitoring needs to be used to encourage improvement of policies or reinforce them (UNDP, 2010). Therefore, stakeholders adhere to the stipulated deadlines towards the implementation of the tourism policy, is an indication of not only good monitoring process but also presence of sound regulations and policy.

Opulu & Muchai (2021) observes that monitoring systems is an effective way to provide constant criticism on achieved goals, potential problems at an early stage and propose possible solutions, monitor the accessibility and efficiency with which the different component of a project are being implemented and suggest improvements, evaluate the extent to general objectives are achieved so as to provide guidelines for the planning of future projects, influence sector assistance strategy, improve project design, incorporate views of stakeholders and show need for mid- course corrections.

Study findings revealed that there was tracking of implementation activities which is a positive indicator because lack of effective monitoring results in policy implementation challenges. Kamau, (2017) and Ngahu (2021) asserts that projects that are not continuously monitored causes lack of commitment and accountability of staff thus delays in implementation which is in agreement with study findings that stakeholders are monitored to ensure they have the required safety/ security equipment and skills. Monitoring is thus a continuous function that provides management and other stakeholders with valuable feedback on progress, deviations and their courses, and therefore affords the opportunity for necessary correctional interventions that enhance achievement of set objectives (Kamau, 2017).

Monitoring entails checking of progress by TRA on facilities to establish if they are operating according to expected standards in compliance to TRA standard. Study findings established that majority of stakeholders meet the expected TRA standards. This compliance is part of policy monitoring involves appraising the policy environment, gauging the level and quality of stakeholder engagement and participation, documenting progress, putting policy into practice through financing and implementation planning and evaluating outcomes of implementation as alluded by (Cosmus, 2021; Judice *et al.*, 2013).

Regular inspections of tourism facilities are carried out used to monitor conformity performance and TRA carries out four inspections in a year after which an annual report is done. Further, stakeholders are monitored to meet deadlines and to conform to expected standards/ give quality services and facilities/ getting feedback information from stakeholders TRA monitors performance of stakeholders or facilities monthly, quarterly, Bi-annual after which it make annual reports which they submit to the MoTW head quarter. This helps to keep stakeholders alert to complying with the regulations.

Stakeholders are rated towards the implementation of tourism policy, they collect complain / complement information from tourists to ascertain their wellbeing and TRA provides a self-assessment checklist (Appendices 7) for facilities prequalification for star rating.

In demonstrating the importance stakeholder participation in monitoring (Gozgor, Mahalik, Demir & Padhan, 2020), states that accountability is obligatory to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/or plans. Monitoring sum up the systematic processes, mechanisms and tools by which progress is tracked (Dodds & Butler, 2024).

From the linear regression model, $R^2 = 0.117$ showing that stakeholder's participation in monitoring accounted for 11.7% variation in NTP implementation. It is worth noting that stakeholder participation in monitoring NTP implementation is very important because it helps to evaluate actions taken and to establish if progress is being made in achieving expected results. The stakeholder's participation in monitoring had a positive coefficient, depicting positive influence on NTP implementation. From the findings stakeholder's participation in monitoring had significant influence ($\beta_2=0.258$ and $p=0.003$) on NTP implementation. An increase in stakeholder's participation in monitoring led to an increase in NTP implementation. This agrees with Hill and Hupe (2021) who argues that policy monitoring requires stakeholders to understand how policies move through the process from development to implementation and the barriers to progress thus specifically, monitoring of policies requires stakeholders to have an awareness and understanding of the policy environment as well as the ability to mobilize other stakeholders to participate in policy process through well-coordinated efforts.

5.3.3 Stakeholder participation and evaluation influence on NTP implementation

Evaluation is the rigorous and independent assessment of either completed or ongoing activities to determine the extent to which policy objectives are being achieved and contributing to decision making (UNDP, 2010). Evaluation is informed by annual assessment, audits and status reports that can be undertaken by ministry officials (GoK, 2020). Study findings revealed that there is assessment of opinions in the implementation of tourism policy and that stakeholders adhere to the stipulated legislations in the implementation of the tourism policy. This is in agreement with previous studies that evaluation plays a vital role in providing policymakers and implementers with evidence required to ensure that future policies target the greatest areas of return in terms of meeting strategic objectives (Youssef, 2021).

Evaluation also provides evidence for review of processes and can be used to lobby for additional funds, time and personnel which in turn enhances implementation of the tourism policy (Byrd, Gustke, 2011). TRA is in charge of monitoring and evaluation of facilities to ensure they follow the regulations and guidelines set in the industry with the National office carrying out surveys annually. Evaluation helps to expose issues of concern the natural resources and environment of a destination, relating to economic sustainability, issues relating to cultural assets and social values, and more broadly to organization and management issues, both within the tourism sector and the broader destination (Dodds & Butler, 2024).

It was further reported that stakeholders analyze data frequently to improve performance and a checklist is used by TRA as an evaluation tool (Appendices 8). Stakeholders review progress and audit reports in the implementation of tourism policy which is in agreement with previous studies that evaluation provides evidence for

review of processes and can be used to lobby for additional funds, time and personnel which in turn enhances implementation of the tourism policy (Byrd & Adofo, 2011). Previous studies contradict these findings which assert that evaluation is rare and recommendations to change or augment systems to make policies work and become accountable are even rarer (Dodds and Butler, 2024) because it was established that evaluation is continuously done by study findings.

Study findings established that there was tracking of implementation activities by TRA which have monitoring units which inspects facilities according to the check list criteria (Appendices 7). Study findings established that regular inspections are done by levy officers to ensure adherence to regulations.

Monthly evaluation is done by TF through the online levy system to establish compliance and noncompliance by stakeholders. It was further established that every levy officers makes a monthly evaluation report and quarterly reports. Annual reports are compiled by the officer in charge of levy in liaison with the finance department. This helps to keep stakeholders alert to complying to the regulations and to be rated according to stipulated expected standards. It was further revealed that when stakeholders fail to meet regulations, they are informed of the penalties to be paid for defaulting. This is in agreement with Kiumbe *et al.*, (2018) who asserts that monitoring and evaluation enhances participation by information sharing because the stakeholders are informed of the penalties to be paid. Another effect for not abiding by checklist of expected standards is withdrawal of licenses, stakeholders are fined for late adherence to payments or they pay additional charges for not meeting the standards. Evaluation is thus a continuous function that provides management and other stakeholders with valuable feedback on progress, deviations and their courses, and therefore affords the opportunity for necessary correctional interventions that enhance achievement of set

objectives. Evaluation therefore employs suitable criteria such as bench marking against suitable standards or previous performance of similar ventures (Youssef, 2021).

Adhering to an evaluation road map can help improve the implementation process and the benefits of good quality evaluation will be greatest when evaluation is conducted within a clear and coherent National framework (Kiumbe *et al.*, 2018). It is worth noting that evaluation takes into account stakeholders' consensual and competing claims, concerns, and issues. From the linear regression model, ($R^2 = 0.275$) showing that stakeholder's participation in evaluation account for 27.5% variation in NTP implementation. There was a positive significant influence of stakeholder's participation in evaluation ($\beta_3=0.332$ and $p =0.000$) on NTP implementation. An increase in stakeholder's participation in evaluation leads to an increase in NTP implementation. Opulu & Muchai, (2021) asserted that evaluation can be used to enhance greater understanding of the regional system which focuses on the integration of different types of variables and aims to create more awareness about possible future trajectories which leads to participatory assessment which is in agreement with this study findings. Further, evaluation assists in augmenting performance management analyzing the effects of expenditure and investment by Stakeholders (Citaristi, 2022). Therefore, evaluation should be taken seriously as indicated by Pressman and Wildasky (1984) who proposed that governments should learn from past mistakes in implementation and encouraged use of evaluation as a tool to better understand what went wrong and what worked.

5.3.4 Stakeholder participation and resource mobilization influence in NTP implementation

Resources can be defined as anything that is perceived as valuable including tangible assets such as money, material supplies or manpower or intangible resources such as

knowledge, skills, reputation, image, authority as well as individual attributes such as competence and innovativeness (Ngahu, 2021). Successful implementation is the congruence of policy goals and relevant actors who avail resources to avoid adjustment and delays in implementation (Demir, 2021). Study findings revealed that stakeholders are involved in mobilizing physical resource allocation for the implementation of tourism policy which is in agreement with Ngahu, (2021) propositions concerning significance of resources availability in implementation of policies. Financial resources denote money from government, county governments, private sector, NGOs and grants (Nyongesa, 2013). Further existing literature also asserts that evaluation assists in augmenting performance management analysing the effects of expenditure and resources by Stakeholders (Freeman *et al.*, 2021).

Stakeholders have human resources required for the implementation of tourism policy. Whereas stakeholders such as hotels and campsites have the required human resource, it was established that TRA has inadequate human resource and an expansive area extending to Central and South Rift region. This affects effective operations of TRA especially in monitoring and evaluation activities. GoK (2020) indicate that resource both human and capital is a major hindrance for effective policy enforcement which is evident in reference to TRA in this study. The government is a resource partner occasionally plagued by administrative regulations and procedures that can hamper the flow of resources (Ngahu, 2021) and should therefore address human resource issues with TRA which is the regulator.

Further stakeholders provide capital towards the implementation of tourism policy. Star rated and non-star rated facilities are privately owned and therefore the owners solicit for funds to meet or maintain the expected standards. NTP stipulates that the government should ensure that there is a conducive business environment for

investment. The study findings established that multiple levy were charged on facilities and license requirement which increased their operations cost. Majority of the stakeholder facilities have the necessary equipment which are constantly inspected by the regulator to ensure that the facilities meet the expected standards according to their classification. Majority of non-star rated facilities do not benefit from capacity building training offered by Kenya Utalii College sponsored through TF. However, Star rated facilities indicated that staff had severally benefited from sponsorship to Utalii College.

It was noted that stakeholder do not have a budgetary allocation set aside for any upcoming activities related to tourism policy implementation. Further, stakeholders do not receive grants for NTP implementation. It was also established that TRA operates on a tight budget and do not have adequate capacity and equipment to implement the policy. This contradicts NTP expectations that the government in collaboration with other stakeholders will solicit for funds for the development of tourism facilities to attract more investment in the tourism sector thus not implemented (GoK, 2020). From the linear regression model, $R^2 = 0.139$ indicating that resource mobilization accounted for 13.9% variation in NTP implementation. From the findings stakeholder's participation in resource mobilization ($\beta_4 = .330$ and $p = .000$) had significant influence on NTP implementation. The study rejected the null hypothesis (**H₀₄**). An increase in integration of stakeholder's participation in resource mobilization led to a rise in NTP implementation.

Study findings established that stakeholder participation in resource mobilization according to the ladder of participation is low or non-participation or manipulative because of penalties charged to stakeholders for non-payment of levies. The NTP has policies on resource base and sustainable development, community participation, conflict resolution and land use planning, safety and security, product development and

diversification, infrastructure, transport and communication, marketing and promotion, pricing, investment and finance, employment training and human resource development, information management and research and regional and international cooperation policies (GoK, 2013, GoK, 2020).

It is alluded that stakeholders can significantly contribute to any project if they are involved in resource mobilization (Moses, Bosco, & David, 2023) which can also apply in the tourism industry. Previous studies conducted in donor-funded potato projects inferred that participants were not obligated to make any donations that have an effect on the project's ownership but stakeholders were motivated to work hard for the sustainability of the potato project by taking ownership and making decisions after the donors have left, which will contribute to resource mobilization and the continuation of the initiative, thereby facilitating the transition of farmer livelihoods to a more conventional system (Moses *et al.*, 2023). This implies that when stakeholders are motivated to participate in taking ownership and in decision making, they will own up the policy initiatives and implement policies. This will make them to willingly contribute of money, human capital, physical space, and time so as to become self-sustaining. The aforementioned scenario points towards coming with a resource mobilization strategy so as to meet the NTP economic objectives.

5.3.5 Challenges facing NTP implementation

The main objectives for governments to develop and formulate tourism policies is to act as a guideline to all tourism development processes, operations and management (Ismet & Abuhjeeleh 2016) which aims at achieving sustainability in line with the national and international best practices. This makes destinations to be competitive regionally and internationally. Opulu & Muchai (2021) defines participation as “an educational and empowering process in which people, in partnership with each other

and those able to assist them, identify problems and needs, mobilize resources and assume responsibility themselves to plan, manage, control and assess the individual and collective actions that they themselves decide upon.” When stakeholders do not view participation as such, they are likely to experience multiple challenges. Further, many policies face obstacles during implementation stage because most of the programs are developed by centralized administration and the national government which overlooks the interest of other stakeholders (Ismet & Abuhjeeleh 2016).

Reviewed literature suggests that different stakeholders possess attitudes that are specific to their group (Byrd, Bosley, & Dronberger, 2009; Cosmus, 2021). Another body of recent research suggests that stakeholder identities do not necessarily conform to the same clusters of attitudes (Mahrizi, & Khalfan, 2021). Stakeholders’ attitudes affect implementation of NTP by interfering with what should be done and what should not be done. Negative attitudes make the stakeholders not to own policy decisions thus they keep opposing policy decisions. It is worth noting that stakeholder participation can be critically influenced by power relations between stakeholders and understanding such power dynamics is critical for successful tourism planning and implementation (Saito and Ruhanen, 2017; Mahrizi, & Khalfan, 2021).

Misinterpretation of policies hindered NTP implementation. Enforcement of policy was done when the facilities or hotels are already in existence. It was noted that hotels were constructed without prior knowledge of the expected TRA standards of the star rated facility. This made the facilities not to qualify for star rating because they may not meet with the requirements according to the TRA standard checklist (Appendices 7).

The study findings established that some stakeholders evade paying tax while others are not sincere in declaration of income by as a challenge to NTP implementation. When new entrants enter the market, they are not aware of the policies and regulations governing the industry. The regulator may assume that the stakeholder is aware of the policies yet that is not the case. This can be one of the causes of tax evasion and avoidance by new entrants. However, the stakeholders who have been in operation for a while may fail to comply either due to economic hardships or due to negative attitude towards remission of taxes. Hard economic times also negatively affected the tourism stakeholders in complying with NTP. Corruption, misuse and embezzlement of public funds were also cited as some of the obstacles hindering NTP implementation.

Tourism blocks in the country are expansive and cuts across different counties. TRA operations under the Manager in charge of Central and South Rift covers 7 counties namely Nakuru, Narok, Baringo, Samburu, Kericho, Bomet and Nyandarua. This means there are differences in resource endowment as well as different County Government regulations. This area is very expansive and for effective monitoring and evaluation, organization of meetings is a challenge. Furthermore, political interference was also cited as one of the obstacles in NTP implementation. Due to different political affiliations stakeholders, some areas can be neglected for example in terms of infrastructure and road network. The road leading to South Lake were in a dilapidated state due lack of political good.

Stakeholders in the hotel industry lamented that they are always targeted as an easy source of revenue by the National Government, County government and other players to finance operations through payment of taxes and levies. These facilities complained of have high operation costs through payment of trading, business and other licenses to the County and TRA amounting to duplication of roles. Additionally they pay fee for

garbage collection, fire protection, food and hygiene, Bill board, music copy right, liquor, public health fee which caused low profit margins.

It was revealed that facility owners compromise the standards of the hotels because they ignore views from TRA and managers thus affecting NTP implementation. TRA also echoed their disappointment with hotel owners who fail to adhere to TRA standards criteria which affects hotel rating and lacked commitment to reinvest in hotels to meet expected standards as stipulated in Appendices 7. It was also revealed that some of the stakeholders in management were hired as spies or relatives and were incompetent and could not perform their management roles effectively. This undermined the quality of services offered thus compromised professionalism. Additionally, some stakeholders felt they were not remunerated thus causing high job turn over to greener pasture.

Study findings also revealed that as much as compliance to levy payment to TF was at 80%, very few hotels benefited from sponsoring of hotel workers to Kenya Utalii College. Stakeholders from star rated hotels benefited while those in non-rated hotels did not even though they pay levy. However, TRA and TF attributed the lack of sponsoring to Kenya Utalii College to inadequate funds.

Non-involvement of stakeholders in policy implementation monitoring affects NTP expected outcomes. Kujala *et al.*, (2022), emphasizes that the extent of stakeholder participation in policy making and implementation needs to be tailor-made to match the realities of a given destination. When stakeholders are involved right from policy making, there will be ownership of policies thus easy to work them out. Further there is need to have proper coordination and consultative interaction between all stakeholders that are involved in the implementation process.

5.4 Conclusion

Based on the deliberations above, it is evident that stakeholder participation significantly influence NTP implementation. This implies that stakeholder participation is critical in the implementation of NTP in Kenya.

The study concludes that stakeholder participation in decision making significantly influence NTP implementation which revealed that a unit increase in stakeholder participation in decision making led to 21.5% increase in NTP implementation. It is also prudent to conclude that Top Bottom implementation approach is used because study findings revealed that government influences decision making and stakeholders are only informed of policy issues to rubber stamp them. There was moderate stakeholder participation in decision making attributed to the fact that stakeholders views were not taken into account thus they contested. This implies that there may be a significant difference where stakeholder's non-participation may have been affected by other factors other than in decision making hence causing a variance. On the contrary, segments that registered no significant difference in stakeholder participation in decision making, presents an easy target for conversion from potential stakeholder participation to active stakeholder participation. Engaging stakeholders in decision making legitimizes the implementation process causing stakeholders to own up NTP.

The study also concludes stakeholder participation in monitoring led to 10.5% increase in NTP implementation. It is worth concluding that NTP implementation monitoring was done by MoTW. The significance of stakeholder participation in monitoring is very crucial because it creates awareness and understanding of the policy requirements. Monitoring activities exposes noncompliance and advice on corrective measures to be done. Without monitoring activities undertaken by the regulating authorities,

stakeholders will not comply with stipulated standards which can make tourism facility standards to go down.

It is prudent to conclude that stakeholder participation in evaluation (which manifest in form of assessment of opinions, adhere to the stipulated legislation, analyses of data, review progress and audit reports) significantly influence NTP implementation. It is also evident that an increase in stakeholder participation in evaluation led to 33.2% increase in NTP implementation. Evaluation provided evidence of the state of affairs and can be used for multiple purposes such as lobbying for funds, increase in human resource and equipment. Evaluation exposes past mistakes or what went wrong or was not done correctly through an evaluation check list thus that need for a quality assurance department. Penalties for non-conformity are well stipulated and enhances manipulates stakeholder participation. Evaluation assists in augmenting performance of stakeholders which enhances greater understanding of their participatory roles about future trajectories in implementation of NTP.

The study also concludes that stakeholder participation in resource mobilization significantly influenced NTP implementation. Additionally, stakeholder participation in resource mobilization led to 33 % increase in NTP implementation. It was also established stakeholders were constrained by human and monetary resources which consequently affected NTP implementation.

Concerning challenges, the study concludes that they significantly influence NTP implementation. The culture of Tax evasion, insincere declaration of income and lack of civic education affected compliance. From the study findings, it was concluded that overall compliance to NTP implementation by stakeholders was moderate.

Overall, the study further concludes that stakeholder participation significantly influenced NTP implementation contributing 31.3% of variations in NTP implementation. Combined analysis of the variables postulated that evaluation had a positive significant relationship on NTP implementation.

5.5 Recommendation

In light of the study findings, several recommendations are made for key stakeholders in the tourism and hospitality industry particularly hotels, MoTW, County as well as other private and public stakeholders, policy makers/ planners and researchers.

The study recommends that the Ministry of Tourism and Wildlife should embrace Bottom up implementation approach by cascading monitoring and implementation of NTP by involving TRA in enforcing, overseeing and monitoring NTP. This recommendation is based on findings the State department for tourism is incharge of developing and overseeing NTP implementation. Further, the government dictates policy decisions which can be viewed as a Top bottom approach which hinders effective implementation of policies. According to the Constitution of Kenya. 2010, public participation is a legislative requirement and therefore stakeholders should be involved in decision making from the grass root level to higher levels of Bottom-up approach. Stakeholders should be well represented and involved in making of policies and laws to ensure stakeholder participation in the ladder of participation is at higher levels of citizen control.

Further, the study recommends there is need to have a collaborative work plan between the National government, MoTW and related institutions like TRA and County government. Policy should clearly stipulate what local tourism means and the role of national government in the same tourism destination. This recommendation is based on

roles assigned to TRA and county government in relation to local tourist attractions and national tourist attractions. Whereas NTP clarifies the role of each, there are complementing roles that needs to be looked for sustainable tourism development to be realized. This is because the County government is mandated to come up with local policies, plans and strategies for the tourism sector yet NTP is not clear with what local tourism is in terms of hotels and other tourist related facilities. This leads confusion as to when is a destination local, who should do marketing it, what is local tourism and who is in charge of such a destination. Conversely, TRA is mandates to formulate guidelines and measures to enhance standards and quality of tourism services, facilities and products which is implemented in TRA regions of operation. TRA and County Government are also expected to work in tandem on issues to do with approval of construction and refurbishment of hotel and other tourism structures according to the standards and regulations. It is worth noting that stakeholder participation in partnerships contribute to implementation of NTP by translation what is on the paper to what is on the ground.

Education and training should be constantly undertaken by MoTW, TRA, TF, County and other related stakeholders in the tourism industry. This can be done through sensitization workshops to enlighten all stakeholders in the tourism industry about NTP and other related policies and legislation. This recommendation is in line with the study findings that some stakeholders' were aware of NTP. This made the stakeholders feel that NTP was imposed on them and their views were not taken into consideration. Civic education will enlighten stakeholders on their obligations and roles thus operating at a higher level in the ladder of participation in which will enhance compliance. Education and training should also focus on resource mobilization to meet budgetary deficits. An online stakeholder communication app can be developed in liaison with the hotelier's

association, MoTW and TRA according to the regions to consciously pass information and get views from all stakeholders thus enhancing quality service delivery, professionalism and compliance.

It is recommended that MoTW should have an adequate budgetary allocation to facilitate ministry and regional operations effectively in marketing, service delivery and infrastructure. This recommendation is based on the study findings that TRA operations are hampered by insufficient resources and funds. Therefore, TRA as the regulator authority should have adequate human resource, equipment and funding for effective service delivery in regions of operation which are very expansive. A strategy should be formulated to reinvest back to the tourism industry after carrying out a need assessment by all stakeholders.

The study revealed that stakeholder participation in Monitoring and Evaluation significantly influenced NTP implementation. It is prudent to infer monitoring and evaluation plans should developed with all stakeholder's involvement to enhance ownership. The study therefore recommends that all stakeholders such as hotels, campsites and other stakeholder institutions in the tourism industry public and private should establish internal quality assurance departments to assist in monitoring and evaluating towards implementation of their core mandate. Evaluation can address issues of standards, upgrade, maintenance and compliance stipulated by regulated tourism enterprises thus enhancing destination competitiveness and appeal. Further, internal monitoring and evaluation departments can help in streamlining concerns quality of accommodation facilities for touristic purposes thus reengineering destination appeal and competitiveness.

5.6 Study Implications

The implications of the study findings are presented under the following sub headings: managerial, policy and theoretical implications.

5.6.1 Implication for Managerial practice

The implications drawn from this study findings offers valuable insights for public and private stakeholders in the tourism such as TRA, TF, County, other tourism facilities. The study established that stakeholder participation had a positive significant influence on NTP implementation. In relation to the levels of participation according to Arnstein ladder of participation (1969, 2020) study findings established that stakeholders participate at two levels of participation mainly manipulative participation/ non-participation which is passive participation and tokenism involving being informed, participation by material where people participate by contributing resources.

All stakeholders should adopt citizen power or self-mobilization which is in agreement with the exposition by (Cornwall, 2008). It is important that stakeholders could formulate strategies or ways of enhancing stakeholder participation aimed at inclusiveness in decision making, monitoring, evaluation and resource mobilization. For instance, citizen power/ self-driven stakeholder participation would enhance compliance to stipulated regulations and avoid punitive strategies such as withdrawal of operating licenses and penalties which make hotels to declare incorrect levies. Strategies of effective communication and feedback should be developed to enhance decision making which rids off dictatorial tendencies by implementation authorities. Effective stakeholder participation will create positive attitudes and goodwill towards policy decision.

The study further suggests that stakeholders like hotels and campsites should have internal monitoring and evaluation units for effective service delivery and implementation of policies.

The study also established that the contribution of stakeholders in decision making in NTP implementation is paramount with a positive significant relationship between stakeholder participation in decision making. In relation to the ladder of participation, stakeholders participated in the three categories namely in degrees of citizen power, the participated in decision making stakeholder participation meeting where stakeholders representatives organized by the MoTW and TRA. Stakeholders also participated in degree of tokenism when they participated in consultation and information giving. Lastly elements of non-participation were also evidence with stakeholders who were unwilling to pay levy thus were manipulated to pay fines for non-remittance of levy. These made the stakeholders to operate in lower ladder of participation characterized by manipulation whereas those who complied accordingly operated in higher levels of the ladder of participation.

There is need to come up with a formular of selecting hotels to benefit from Kenya Utalii training by involving stakeholders to come up with a structure that incorporate all stakeholders from all types of facilities. Harmonization of registration, licenses and other statutory contributions by the County and National government should be addressed. There is need to actively engage all stakeholders in resource mobilization to finance, maintain and upgrade tourism facilities. There is need to ensure that all stakeholders in the tourism industry be educated on the need to link practice and theory.

5.6.2 Implications for Policy

The constitution of Kenya (2010) provided for the establishment of County governments and sharing of functions between National government and County governments (Ondunga, 2021). Further the constitution bestowed upon the National government the function of tourism policy development and implementation while the county government was assigned the role of trade development, regulation and development (GoK, 2010). This makes tourism to fall under two Jurisdictions County and national government. The Kenyan constitution echoes the significance of public participation. The implications drawn from this study's findings and recommendations offer valuable insights for public and private stakeholders in the tourism industry on stakeholder participation.

It is important that the policy makers embrace stakeholder participation and inclusiveness right from policy making to its implementation. Tourism industry policy makers should organize campaigns to provide education and training to stakeholders on the contents of policy, contentious areas and those to be reviewed.

Policy makers and implementers should also take into account the significance of citizen power where stakeholders are not only informed of policy decisions a form of tokenism but their views are taken into account thus there should be a shift from government enforced policies to stakeholder owned policies.

Policy makers should encourage the hotel workers and other stakeholders in the tourism industry to enroll in umbrella associations like hotel keepers association and trade unions so as to be updated on the code of practice and protection from exploitation by employers. TRA should also make policies on standards of personnel working in the

tourism industry so that issues to do with gender and marital status can be embedded in policy to enhance job retention.

No study has examined stakeholder participation influence on policy implementation and therefore this research addresses this knowledge gap and demonstrates that stakeholder participation is positively related to NTP implementation. Tourism policy makers should make sure that stakeholders are be involved and should participate right from policy formulation, development, implementation or review whereby stakeholder participation should translate to citizen power from non-participation and tokenism.

5.6.3 Theoretical implications

This study offers valuable theoretical contributions in the area of tourism policy implementation. It was grounded on stakeholder theory by Freeman (1984) and Arnstein ladder of participation (1969). Stakeholder participation is a key component in sustainable tourism development. Further, Freeman et al. (2020) asserts that stakeholder theory came about to suggest that stakeholders should be engaged in decision-making to provide better solutions for problems. Healy *et al.* (2012) states that the application of stakeholder participation has resulted in the weak execution or implementation of frameworks. However, according to Van Nguyen *et al.* (2020), such weak implementation is due to the power battle between different stakeholders and a lack of understanding of local contexts including challenges that local stakeholders had been going through. Therefore, in this study, stakeholder theory explained the significant role of stakeholders' participatory role in decision making as well as in other aspects of tourism policy, procedures, tourism development and management. The theory helped in exposing management and organization of NTP framework as well as

the interconnection between stakeholders by helping to identify the legal and legislative mandate expected of every stakeholder.

Ladder of participation theory asserts that there are three levels of stakeholder participation non-participation, tokenism and citizen power. It further asserts that the lowest level of participation which is non-participation is a substitute for genuine participation. Tokenism which is the second level of stakeholder participation implied that stakeholders were just informed but does not assure them that their wishes are met which is just symbolic participation. The third level is degree of power which implies that stakeholders are actively involved and influence processes. Therefore, stakeholder must have power to influence decision-making and the role of each stakeholder is determined by the extent of power that each stakeholder has in influencing decisions as asserted by (Mahrizi, & Khalfan 2021).

This study confirms that stakeholder participation has a significant influence on NTP implementation thus to sustainable tourism development. Basing on these theories, the significance of stakeholders in NTP implementation is paramount and their participatory role cannot be underestimated. Government systems (and their agencies) have the most important influence or power in decision making (Mahrizi, & Khalfan 2021) the reason why tourism policies in Kenya continue adopt Top -bottom approach with very little involvement of other stakeholders as alluded by (Ikiara, 2001) and exposed by findings of this study.

The study sought to establish if the levels of participation according to Arnstein ladder of participation (1969) were applicable. Study findings established different levels of participation such as manipulative participation, passive participation, participation by consultation, participation by material where people participate by contributing

resources, functional participation, interactive participation and self-mobilization which is in agreement with the exposition (Cornwall, 2008). The study findings that revealed that stakeholder's participation was at lower level of participation in compliance to payment of levies which is manipulative makes such participation to be a pretense to involve stakeholders other than actively participating. It therefore specifies that stakeholders can be influenced to actively comply with stipulated regulations by enhancing citizen power level of participation.

The study infers that bottom-up approach is very crucial and should be embrace in policy making and implementation. The study contributes new knowledge on stakeholders' participation in NTP by educating and empowering them to participate at the high ladder of participation as a way to enhance compliance and responsibility which is a vital component in sustainable tourism development. Stakeholders will move from non-participation, through tokenism into citizen power enabling formulation of bottom-up implementation strategies such as a communication and feedback app that enhances exchange of ideas, education and training which will convert manipulation or non-participation into self-driven degrees of stakeholder power. Further, the study has helped in understanding the challenges faced by stakeholders in NTP implementation and recommends strategies to overcome them. Conversely, stakeholder theory encourages stakeholders to gives positive feedback which enhances sustainability.

5.6.4 Recommendations / Suggestion for Further Research

Involving stakeholders to participate in all aspects of NTP from Policy planning, development, implementation or review is critical for ensuring sustainability and consistence in the tourism industry. The study focused on examining the influence of stakeholders on NTP implementation in Naivasha Sub County. A similar study should be done on others service sectors other Government ministries to ascertain the policy

implementation. The study was confined to Naivasha Sub County in Nakuru County in Kenya and therefore future studies could target a wider scope by being replicated in another tourism destination to compare findings. The study explored stakeholder participation decision making, monitoring, evaluation and resource mobilization influence on NTP implementation.

Future studies can also be carried out to establish the perceptions of stakeholders towards tourism policy. This can involve exploring how stakeholders perceive the clarity, ease of, and applicability of tourism policies.

Further research can target other stakeholders like travel agents, tour operators and guides in relation to NTP.

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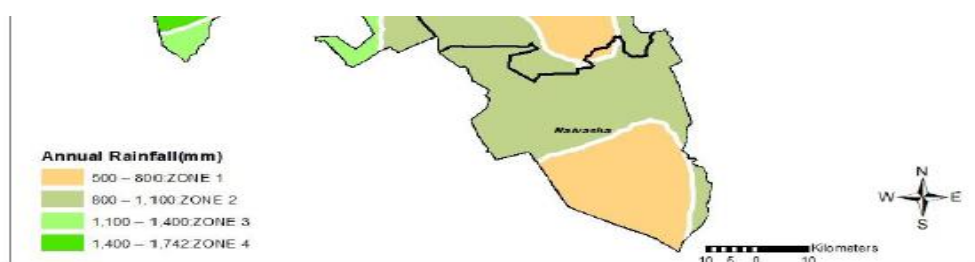
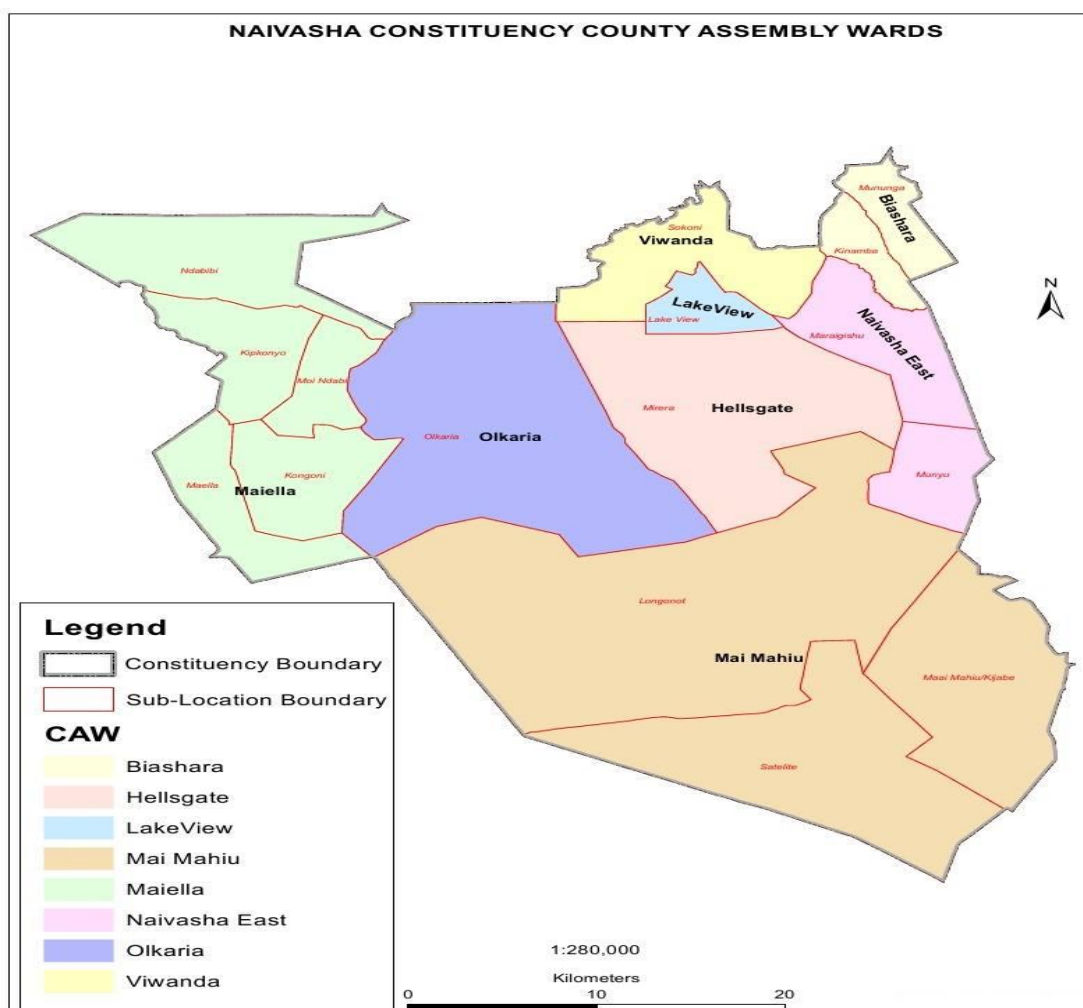
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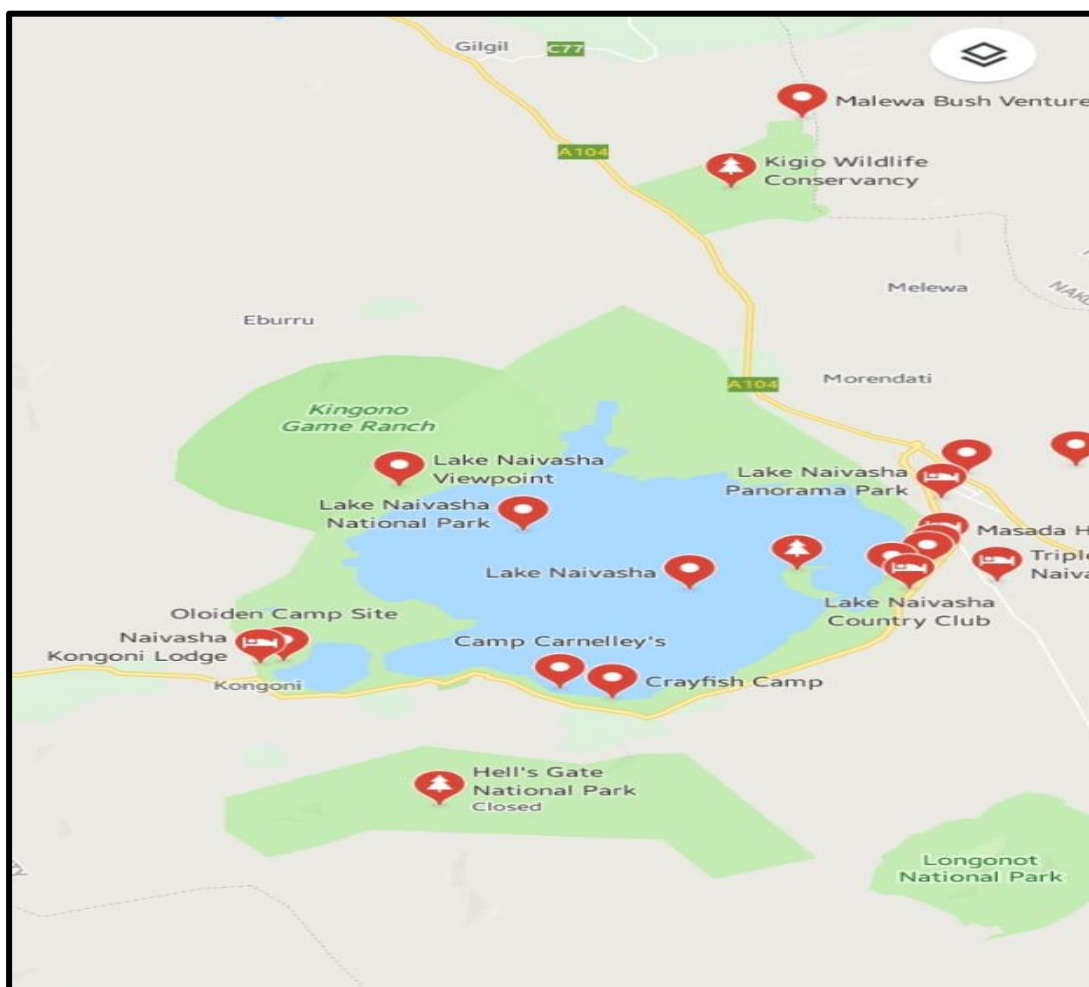
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APPENDICES

Appendix 1: Political and Climatic Map of Naivasha





Star rated hotels in Naivasha Sub County

	Hotel	Capacity Room	Capacity bed	Rating
1.	Enashipai Resort and spa	140	215	5 star
2.	Lake Naivasha Sawela Lodge	74	150	4 star
3.	Naivasha Kongoni Lodge	24	24	4 star
4.	Lake Naivasha Sopa Resort	84	168	3 star
5.	Lake Naivasha Simba Lodge	70	140	3 star
6.	Loldia House	7	19	2 star
Star Rated Hotels in Naivasha Sub County (Source: TRA 2015-2018)				

Appendix 3: NACOSTI Authorization



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No **NACOSTI/P/19/34877/30526** Date: **28th May, 2019**

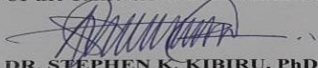
Wanjiku Mary David
Moi University
P.O. Box 3900-30100
ELDORET.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on **"Influence of stakeholders on national tourism policy implementation in Naivasha Sub County, Kenya"** I am pleased to inform you that you have been authorized to undertake research in **Nakuru and Uasin Gishu Counties** for the period ending **23rd May, 2020**.

You are advised to report to the **County Commissioners and the County Directors of Education, Nakuru and Uasin Gishu Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.



DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

National Commission for Science, Technology and Innovation is ISO9001: 2008 Certified

THIS IS TO CERTIFY THAT:

MS. WANJIKU MARY DAVID
of MOI UNIVERSITY, 5867-30100
Eldoret, has been permitted to conduct
research in Nakuru, Uasin-Gishu
Counties
on the topic: INFLUENCE OF
STAKEHOLDERS ON NATIONAL TOURISM
POLICY IMPLEMENTATION IN NAIVASHA
SUB COUNTY, KENYA
for the period ending:
23rd May, 2020

Permit No : **NACOSTI/P/19/34877/30526**
Date Of Issue : **28th May, 2019**
Fee Received : **Ksh 2000**





Director General
National Commission for Science,
Technology & Innovation

Applicant's
Signature

Appendix 4: Questionnaire for Stakeholders

Questionnaire for Managers of Star rated, Non star rated Hotels, Camp sites TRA and County officers

I am Doctor of philosophy student of Moi University undertaking research on “***THE INFLUENCE OF STAKEHOLDER PARTICIPATION ON NATIONAL TOURISM POLICY IMPLEMENTATION IN NAIVASHA SUB COUNTY, KENYA.***”. Kindly complete this questionnaire by ticking the appropriate boxes or spaces. This information is confidential and will be used for the academic purposes only.

SECTION A. RESPONDENT’S PERSONAL INFORMATION

Instruction (Tick (✓) the most appropriate preferred choices)

1. Gender of the respondent: Male () Female ()
2. Age of the respondent:
 - (a) Between 18 & 30 yrs ()
 - (b) Between 31 & 40 yrs ()
 - (c) Between 41 & 50 yrs ()
 - (d) 50 yrs and above ()
3. Marital Status: Single () Married () Divorced ()
4. Highest Level of education:
 - (a) Certificate ()
 - (b) Diploma/Higher National Diploma ()
 - (c) Degree ()
 - (d) Post-graduate ()
 - (e) Others (specify).....
5. Level of income per Month

Less than 10,000 () 10,000-30,000 () 30,001-50,000 () 50,001-70,000 ()
 70,001-90,000 ()
 90,001-110,000 () 110,001-130,000 () 130,001-150,000 () Over 150,001 ()

SECTION B GENERAL POLICY INFORMATION

6. Name of the Stakeholders Institution/Organization.....
7. Ownership of organization
 - (a) Public ()
 - (b) Private ()
 - (c) Community ()
 - (d) Other Specify ()
8. Name of Stakeholders you interact with in the course of your work
 - i.
 - ii.
 - iii.
 - iv.
 - v.
 - vi.

9. (a) Are you aware of the existence and use of the following policy and legal documents that regulates activities in the Kenyan tourism industry? (Use a tick to indicate your answer).

	Document	Yes	No
1.	National Tourism Policy (Sessional Paper of 2010)		
2.	Tourism Act No 28 of 2011		

SECTION C: STAKEHOLDER PARTICIPATION IN DECISION MAKING INFLUENCE ON NATIONAL TOURISM POLICY IMPLEMENTATION IN NAIVASHA SUB-COUNTY

10. Please tick ☒ the most appropriate choices using the Likert scale provided 5-1 representing the following responses to the statements where
(5=SA- Strongly Agree, 4=A- Agree, 3=UD- Undecided, 2=D- Disagree, 1=SD- Strongly Disagree).

Statement	5-SA	4-A	3-UD	2-D	1-SD
Stakeholders are called for meetings on policy issues					
Stakeholders are well represented in meetings NTP implementation					
Stakeholders are informed of decisions made towards the implementation of tourism policy					
Stakeholder are involved in decision making concerning tourism policy implementation					
Stakeholders contest decisions towards implementation of NTP					
Government opinions influence decision making					
All Stakeholders opinions are considered in decision making					

- b) Give a brief explanation on the answers given above

.....

.....

.....

.....

.....

SECTION D: STAKEHOLDER PARTICIPATION IN MONITORING INFLUENCE ON NATIONAL TOURISM POLICY IMPLEMENTATION IN NAIVASHA SUB-COUNTY

11. a) Please tick ☒ the most appropriate choices using the Likert scale provided 5-1 representing the following responses to the statements where
(5=SA- Strongly Agree, 4=A- Agree, 3=UD- Undecided, 2=D- Disagree, 1=SD- Strongly Disagree).

Statement	5-SA	4-A	3-UD	2-D	1-SD
Stakeholders adhere to the stipulated deadlines towards the implementation of the tourism policy					
Stakeholders work within the stipulated timelines in NTP implementation					
There is tracking of implementation activities					

Stakeholders are rated towards the implementation of tourism policy					
Stakeholders ensure they have the required safety/ security equipment and skills					
Complain / complement information from tourists					

b) Give a brief explanation on the answers given above

.....

.....

.....

SECTION E: STAKEHOLDER PARTICIPATION IN EVALUATION INFLUENCE ON NATIONAL TOURISM POLICY IMPLEMENTATION IN NAIVASHA SUB-COUNTY

12. a) Please tick ✓ the most appropriate choices using the Likert scale provided 1-5 representing the following responses to the statements where (5=SA- Strongly Agree, 4=A- Agree, 3=UD- Undecided, 2=D- Disagree, 1=SD- Strongly Disagree).

Statement	5- SA	4- A	3- UD	2- D	1- SD
There is assessment of opinions in the implementation of tourism policy					
Stakeholders adhere to the stipulated legislations in the implementation of the tourism policy					
Stakeholders analyze NTP data frequently to improve performance					
Stakeholders review progress and audit reports in the implementation of tourism policy					

b) Give a brief explanation on the answers given above

.....

.....

.....

SECTION F: STAKEHOLDER PARTICIPATION IN RESOURCE MOBILIZATION AFFECTS NATIONAL TOURISM POLICY IMPLEMENTATION IN NAIVASHA SUB-COUNTY

13. a) Please tick ✓ the most appropriate choices using the Likert scale provided 1-5 representing the following responses to the statements where (5=SA- Strongly Agree, 4=A- Agree, 3=UD- Undecided, 2=D- Disagree, 1=SD- Strongly Disagree).

Statement	5- SA	4- A	3- UD	2- D	1- SD
Stakeholders are involved in mobilizing physical resource allocation for the implementation of tourism policy					

Stakeholders have equipment required for the implementation of the tourism policy					
Stakeholders have human resources required for the implementation of tourism policy					
Stakeholders provide capital towards the implementation of tourism policy					
Stakeholder have a budgetary allocation for the implementation of tourism policy					
Stakeholders receive grants for NTP implementation					

b) Give a brief explanation on the answers given above

.....

SECTION G: EVIDENCE OF NATIONAL TOURISM POLICY IMPLEMENTATION

14. a) Please tick ✓ the most appropriate choices using the Likert scale provided 1-5 representing the following responses to the statements where (5=SA- Strongly Agree, 4=A- Agree, 3=UD- Undecided, 2=D- Disagree, 1=SD- Strongly Disagree).

	Implementation indicator	5-SA	4-A	3-UD	2-D	1-SD
1.	Presence of surveillance cameras in hotels					
2.	High quality tourism products					
3.	High qualified Staff					
4.	Well-maintained infrastructure					
5.	Well-maintained transport systems					
6.	Lifesaving equipment					
7.	Clear safety guidelines					
8.	Insurance cover					
9.	Operating licences					
10.	Star rated hotels					
11.	Law enforcing authorities					
12.	Security personnel					

SECTION H: TYPOLOGY OF PARTICIPATION BY STAKEHOLDERS BASED ON DECISION MAKING, MONITORING, EVALUATION AND RESOURCE MOBILIZATION

Please tick against the typology of participation you engage in the implementation of tourism policy

		Decision making	Monitoring	Evaluation	Resource mobilization
1	Manipulative/ coercion				
2	Passive / therapy				
3	information giving				
4	Consultation				
5	placation /material incentives				
6	Functional /partnership				
7	Interactive /delegated control				
8	Self-mobilization/ citizen control				

b) Give a brief explanation on the answers given above

.....

.....

.....

.....

SECTION I: CHALLENGES FACED BY STAKEHOLDERS IN IMPLEMENTATION OF THE NATIONAL TOURISM POLICY

15. Outline the challenges faced by stakeholders in the implementation of the tourism policy.

.....

.....

.....

.....

In your opinion, what is your overall level of compliance in relation to National Tourism Policy implementation

a) Tick the appropriate answer please

Compliance rate	Very high	High	Moderate	Low	Very low

b) Give a brief explanation on the answers given above

.....

.....

Appendix 5: Interview Schedule

TOURISM REGULATORY AUTHORITY MANAGER NAKURU AND TOURISM FUND MANAGER

My name is Mary Wanjiku, a PHD student at Moi University. This interview is part of my data collection process for my PHD thesis. The research is on ***“THE INFLUENCE OF STAKEHOLDER PARTICIPATION ON IMPLEMENTATION OF TOURISM REGULATIONS IN NAIVASHA SUB COUNTY, KENYA.”***

Please read the following consent statement and at the end you will be asked to verbally agree or disagree to the statement.

Your participation in this study is voluntary and you may choose not to answer certain questions, or discontinue your participation at any time during the interview. Therefore, you will not be coerced to respond where you feel uncomfortable.

All the responses will be confidential and your privacy will be protected to the maximum extend allowable by law. Your name will never be used in the final report nor in other subsequent publications or presentations. After your comments have been transcribed, a code assigned in place of your name. All documents and data including transcription will be kept locked in safe custody by the researcher.

Please, do you have and questions or do you need any clarifications before we proceed?

Please, do you consent to participate in the interview?

Yes No

Thankyou

General Questions

1. Tell me about yourself, how long have you worked in this institution? (introduction)
Academic / professional Qualifications.....
Work experience
2. Briefly describe your role in this institution?
3. In what way are you involved in tourism policy issues?
 - Guideline formulation/ prescribe measures for the tourism industry sustainability
 - Regulation of Tourism activities
4. Name the tourism stakeholders you interact with in your work.
5. What is your role in tourism policy implementation? Mandate after collection of levy
Success/ failure
6. **Stakeholder compliance to Tourism regulations and functions**
 - i) Kindly comment on stakeholder’s compliance? compliance as an institution/ compliance of other stakeholders
 - ii) Give elements of compliance and non-compliance by stakeholders?
 - iii) What motivates stakeholders to comply?
Are there strategies that motivate Hotels/ tour operators/ other facilities to comply

Are there penalties/ incentives for non / conformity
 - iv) What mechanism do you use to make stakeholders/ your institution to comply?

- a) Manipulative compliance
 - b) Passive / therapy compliance
 - c) compliance by information giving
 - d) compliance by consultation
 - e) compliance by placation / giving material incentives
 - f) Functional compliance / partnership
 - g) Interactive compliance / delegated control
 - h) Self-mobilization / citizen control
7. **Resource mobilization influence on implementation of Tourism regulations and functions**
- i) Sources of finance for Tourism Fund
 - ii) Are finances availed adequate for the implementing your functions?
 - iii) How do you ensure that human resource have the required competence and skills for (levy collection) National Tourism Policy implementation?
 - iv) How does Tourism fund source or mobilize additional resources
 - v) If Yes in (v)What is the nature of participation in resource mobilization
8. **Stakeholder Monitoring influence on implementation of Tourism regulations**
- i) Do you have an internal / regional monitoring unit
 - ii) How do your organization monitor stakeholders ?
Registration/ licensing/ grading
 - iii) What monitoring tools are used?
 - iv) Documentary evidence for monitoring implementation of tourism regulations?
 - v) Is there a conducive environment monitoring implementation of the regulations?
9. **Stakeholder Evaluation influence on implementation of Tourism regulations**
- i) After monitoring, how do you engage in evaluation
 - ii) How do you ensure that legislations are adhered to?
 - iii) How regular is your evaluation carried out?
 - iv) How do you ensure that documentation is done?
 - v) How is progress/weakness of the regulations reviewed?
 - vi) Are the participants' representative / balanced?
 - vii) What challenges do you face in monitoring and evaluation of tourism regulations
10. **Stakeholder decision making influence on implementation of Tourism regulations**
- i) What decisions are you involved tourism regulations
 - ii) Do you hold / organize regular meetings with stakeholders
 - iii) Are the decisions contested?
 - iv) Is there conflict of interest by different stakeholders kindly elaborate
 - v) What is done to reduce such conflicts?
 - vi) What challenges do you face when making tourism related decisions
11. a) What challenges do you face in implementation of Tourism regulations
- b) What recommendations would you give to avert the above challenges?

Appendix 6: Questionnaire for Tourist

I am Doctor of philosophy student of Moi University undertaking research on ***“THE INFLUENCE OF STAKEHOLDER PARTICIPATION ON NATIONAL TOURISM POLICY IMPLEMENTATION IN NAIVASHA SUB COUNTY, KENYA.”***. Kindly complete this questionnaire by ticking the appropriate boxes or spaces. This information is confidential and will be used for the academic purposes only.

SECTION A. RESPONDENT’S PERSONAL INFORMATION

Instruction (Tick (√) the most appropriate preferred choices)

1. Gender of the respondent: Male() Female ()
2. Age of the respondent:
 - (a) Between 18 & 30 yrs ()
 - (b) Between 31 & 40 yrs ()
 - (c) Between 41 & 50 yrs ()
 - (d) 50 yrs and above ()
3. Highest Level of education:
 - (a) Certificate ()
 - (b) Diploma/Higher National Diploma ()
 - (c) Degree ()
 - (d) Post-graduate ()
 - (d) Others (specify).....
4. Type of tourist and county or continent of origin.
 - (a) Domestic () County
 - (b) International () Continent.....
5. Number of days for the vacation in the destination.....
6. Purpose of visit
7. Marital Status: Single () Married () Other specify ()
8. Monthly Income

Less than 10,000 () 10,000-30,000 () 30,001-50,000 () 50,001-70,000 ()
 70,001-90,000 ()
 90,001-110,000 () 110,001-130,000 () 130,001-150,000 () over 150,001 ()

Section B Evidence of National Tourism Policy implementation

9. Tick (✓) the hotel rating of the hotel you were accommodated in

Star rating	5star	4 star	3 star	2 star	1 star	Other
Tick						

Name of the hotel.....

10. (a) Please tick (✓) the most appropriate choices using the Likert scale provided 1-5 representing the following responses to the statements where (1=SA- Strongly Agree, 2=A- Agree, 3=UD- Undecided, 4=D- Disagree, 5=SD- Strongly Disagree).

	Implementation indicator	1-SA	2-A	3-UD	4-D	5-SD
1.	Presence of surveillance cameras in hotels					
2.	High quality tourism products					
3.	High quality tourism services					
4.	Good and well-maintained infrastructure and transport systems					
5.	Lifesaving equipment					
6.	Qualified tour guides					
7.	Qualified staff					
8.	Clear safety guidelines					
9.	Insurance cover					
10.	Effective marketing strategies					
11.	Value for money spent					

Appendix 7: TRA Pre- Qualification Assessment Checklist for Vacation Hotels



TOURISM REGULATORY AUTHORITY

PRE- QUALIFICATION ASSESSMENT CHECKLIST FOR VACATION HOTELS

Pre-qualification Assessment; is a prerequisite procedure under the EAC Standards Criteria for Classification of Hotels and Restaurants. Hotels Owners/property managers must carry out self-assessment based on each of the identified Essential Items listed on the checklist to ensure they attain the prerequisite 100% to qualify for classification and star rating.

Essential Items; refers to both statutory requirements and basic operational standard practices that guarantees safety and comfort of both local and international guests in any hospitality establishment. The Items are crucial in the protection and promotion of the well-being of guests, staff and the property.

Due to their significance, an establishment must score 100% overall in all of the listed Essential Items to qualify for Classification and Grading Process.

Part A: General Information of the establishment

Name of Establishment					
Category of Establishment					
County		District		Location	
Postal Address			Tel/Fax		
Email:			Website		
Number of Rooms					
Number of Beds					
Name of the person filling this form					
Title of the person filling this form					

Note: 1. Availability means "the item is physically present and verifiable"

2. Conformity " "the item meets the quality standards set by the respective authorities"

3. Compliance " "the item is up to date and meets validity conditions"

4. Functionality " "the item is operational and able to meet its intended purpose"

Page 1

Part B: Important: Instruction on how to fill this Form

For each of the essential item numbered on the checklist, check one box only with an **x** or **✓** (i.e. from item numbered 1 Occupational permit to 21 Hotel insurance).

- 1) Each part of the checklist will be accompanied by an explanation of the item to be inspected.
- 2) In the space to the right of the description of the item, if the decision on the item is "No," write what repairs are necessary.
- 3) Also, if "Yes" but there are additional improvement required on the items or the items is not consistent with the EAC standards set in the criteria; write these in the space to the right.

Part C: Evaluation of the Essential Items

(Please check in the appropriate box for 'Yes or No for each of the items)

Item No	Description of the Essential Item	Compliance level	Decision		Repair or Improvement Required
			Yes	No	
1	Occupational Permit Does the hotel have approved (a) Building Plan	Compliant with the building law			
		Copy availability			
	(b) Valid Occupational certificate?	Compliant with the building law			
		Copy availability			
2	Valid Operating license Does the hotel have operational licences required under regulatory laws? - (Hotel and Restaurant licences & Single Permit licence)	Compliant with the regulatory laws			
		Copies availability			
3	Drainage Is there adequate & functional drains especially within and a round the Kitchen area? Connected to main drainage systems, properly covered & have provision for grease trap?	Compliant with the public health Act & the building code			
		Functionality			
		Good state of Repair /Maintenance			
4	EIA/Environmental Audit reports Does the hotel have a certified EIA and/or current EA report?	Compliant EMCA Act			
		Copy available			
5	Room Designation Does the Vacation hotel rooms clearly designated? With signs showing the location of rooms in the hotel?	Guest rooms numbered			
		Functional & stylish			
		Good State of Repair /Maintenance			

Note: 1. Availability means "the item is physically present and verifiable"

2. Conformity "the item meets the quality standards set by the respective authorities"

3. Compliance "the item is up to date and meets validity conditions"

4. Functionality "the item is operational and able to meet its intended purpose"

Page 2

6	Safe Deposit Is there provision for any form safe deposit? • Either in the rooms OR • Centrally placed • Are guests informed?	Availability			
		Functional			
		Good State of Repair /Maintenance			
7	Wash Hand Basin Is there provision of appropriately located wash hand basin at the Kitchen entry for staff? • Additional wash hand basins at every working section /departments?	Availability & appropriately located			
		Functionality			
		Good State of Repair /Maintenance			
8	Wash rooms/Guest Cloak rooms Is there a provision of public wash rooms for general hotel guests?	Availability & segregated for male & female			
		Functionality			
		Good State of Repair /Maintenance			
9	Waste/Refuse Disposal Does the hotel have in place a system of waste collection, separation, storage and disposal?	Waste bins & storage area available			
		Waste separation done correctly			
		Inner lining & well Covered			
10	Sewage Disposal & Treatment Does the hotel have a system of sewage disposal and/or treatment? Is there a certificate from relevant authorities showing sewage is disposed and or treated appropriately where applicable?	Availability			
		Functionality			
		Certified if a septic tank in use			
11	Vermis Proofing Is the hotel regularly fumigated? Does the hotel have a certificate as evidence of previous fumigation?	Conforms to the relevant laws			
		Certificates availability to evidence the service			
12	Water Supply Does the hotel have in place a system of water supply and storage?	Availability			
		Water sources certified for use			
		Adequate reservoir to hotel bed capacity			
13	Communication System Does the hotel have appropriate system of internal and external communication?	Availability			
		Functionality			
		Good State of Repair /Maintenance			

Note: 1. Availability means "the item is physically present and verifiable"

2. Conformity " "the item meets the quality standards set by the respective authorities"

3. Compliance " "the item is up to date and meets validity conditions"

4. Functionality " "the item is operational and able to meet its intended purpose"

14	Security Systems Does the hotel have in place a security policy or system? Are all doors, windows accessible from outside lockable & secure?	Security measures			
		Availability			
		Security apparatus			
15	Fire Safety Does the hotel have proper fire Safety, protection procedures, fire notification, detection & extinguishing devices?	Functionality			
		Availability			
		Functionality			
16	Electrical Safety Is there evidence of regular inspection or certificate for proper electrical installation, fixtures and fittings in all areas, free from hazards.	Good State of Repair /Maintenance			
		KPLC certificate			
		Availability			
17	First Aid Is there provision for first aid kits located in essential areas? Are there trained staffs on first aid procedure?	Compliant with regular inspection requirement			
		Availability in key areas			
		Content expiry dates valid			
18	Qualification/experience of Management staff Property managed by a professionally qualified person, certified by recognized institutions/authority?	Staff capable of administering first aid			
		Manager Qualified			
		Certified by a recognized tourism training institution			
19	Qualification/experience of Department Heads The hotel has suitably qualified & experienced staff supervising departments/section operations? For 50 rooms and above, departmental heads trained from recognized institutions?	Competence			
		Certified by a recognized tourism training institution			
		Key departments supervised by qualified person			
20	Health/Medical Examination Does the hotel staff especially food handlers undergo routine medical examination?	Food handlers examined			
		Compliant with 6 months			
		Medical certificates available			
21	Hotel Insurance Is the hotel comprehensively insured under public liability insurance policy?	Property properly insured			
		Copy of insurance contract available			

Note: 1. Availability means "the item is physically present and verifiable"

2. Conformity " "the item meets the quality standards set by the respective authorities"

3. Compliance " "the item is up to date and meets validity conditions"

4. Functionality " "the item is operational and able to meet its intended purpose"

**Part D: Declaration on the State of Preparedness for Comprehensive Classification
Assessment based on the Preceding Self-evaluation on the Essential Items**

Please fill the declaration 1 or 2 as applicable

1: I _____ on behalf of the establishment do hereby confirm that we have physically performed our own self-assessment of the hotel based on the Essential Items listed. We thereby certify that **ALL** the Essential Items are available and conform to the expected standards provided under the EAC Hotels and Restaurants Classification Criteria. The establishment is therefore ready for classification exercised by certified assessors under the Authority.

OR

2: I _____ on behalf of the establishment do hereby confirm that we have physically performed our own self-assessment of the hotel based on the Essential Items listed. We thereby state that since _____ out of the listed items, i.e. Item number _____ DO NOT meet the standards requirements, the hotel could not score the expected 100% which is a precondition provided under the EAC Hotels and Restaurants Classification Criteria. The establishment therefore is NOT ready for Classification exercise by certified assessors under the Authority until after a period of _____ months when the listed items are provided as required.

Name of the Person Responsible for the Self-assessment _____

Contacts: Mobile _____ Email: _____

Signature: _____ Date: _____

Official Stamp of the Establishment

Note: 1. Availability means "the item is physically present and verifiable"

2. Conformity " "the item meets the quality standards set by the respective authorities"

3. Compliance " "the item is up to date and meets validity conditions"

4. Functionality " "the item is operational and able to meet its intended purpose"

Page 5

Appendix 8: TRA Inspection and Inventory Check List

TOURISM REGULATORY AUTHORITY



**INSPECTION AND INVENTORY FORM FOR REGULATED TOURISM ENTERPRISES
(RESTAURANTS)**

A: GENERAL INFORMATION

Name of establishment.....

Type of establishment..... Building.....

Street..... Town..... County.....

Postal address..... Phone.....

Email..... Website.....

Main source of clients.....

Nature of security in place.....

B: OWNERSHIP

Nature of ownership (sole proprietorship/limited company/partnership/other).....

Directors and their nationalities.....
.....
.....

C: MANAGEMENT & THEIR QUALIFICATIONS

Restaurant Manager qualifications
.....
.....
.....

Selected departmental staff qualifications.....
.....
.....
.....
.....

Page 1 of 3

D: STAFFING

Total staff employed.....No. of males.....No. of females.....
 No. of permanent staff.....No. of contract staff.....No. of casual staff.....
 No. of Kenyan staff.....No/percentage trained.....
 Name(s) and nationalities of expatriate staff.....

E: SAFETY AND SECURITY

Fire safety/security.....
 Water safety/security.....
 Perimeter security (personnel /vehicular screening/CCTV).....
 Gas & chemical safety.....
 Pest control.....
 Staff medical checkup.....
 Sewerage system/garbage disposal.....
 Parking area and capacity.....

F: BARS AND RESTAURANTS

No. of bars/restaurants.....Total sitting capacity.....
 Cleanliness.....
 Floors.....Walls.....
 Lighting.....Spaciousness.....
 Chairs (material).....Tables (material).....
 Menu selection.....
 Selection of drinks.....
 Restroom proximity to restaurant.....Restroom cleanliness.....
 Selection of drinks.....

G: KITCHEN

No. of kitchens.....Flow of food.....

Worktop material.....

Compartmentalization of preparation areas.....

Floor material & cleanliness.....

Walls.....

Waste bins.....

Provision of uniform.....

Chopping boards.....

Fume extractor.....

Food storage/refrigeration.....

Worktop material.....

H: LICENCE STATUS

Year of first operation..... Annual licence fees paid..... Licence No.....

Expiry date..... File No..... Annual gross sales.....

G: ADDITIONAL INFORMATION/RECOMMENDATIONS

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Inspected on.....

(i)..... Sign..... Date.....

(ii)..... Sign.....

TO BE FILLED BY THE ESTABLISHMENT

I confirm that the inspection was made in my presence:

Name..... Position..... Sign.....

Company official stamp