

**THE DETERMINANTS OF COLLABORATION AND PARTNERSHIPS
ARRANGEMENTS IN TOURISM DEVELOPMENT AMONG
INDUSTRY ORGANISATIONS IN NAIROBI COUNTY, KENYA**

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of the Degree of Doctor of Philosophy in Hospitality and Tourism
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This Thesis is my original work and has not been presented for a Degree in any other University.

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DEDICATION

To my loving wife Esther Njeri Chege – Mburu and adoring children, Shee and Kiki; you
mean the world to me.

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ABSTRACT

Collaboration and partnerships arrangements among stakeholder organisations are among the central themes of sustainable tourism development in destinations. These collaborative arrangements have become critical as a result of the realisation that, no single stakeholder organisation can dictate the future of this dynamic and often fragmented industry, more so especially in relationship to study area, the Nairobi County. The purpose of this study was to evaluate the effectiveness of stakeholder collaboration and partnerships arrangements among tourism industry organisations as a tool of enhancing tourism development in Kenya. Specific objectives were; to determine the scope of collaborative arrangements that exists among stakeholder organisations in tourism development, to examine the intensity of the relations that exists in different collaborative arrangements among tourism organisations and their influence on tourism development, to evaluate the prerequisites of effective collaborative arrangements among stakeholder tourism organisation and to explore the potential for Public Private Partnerships (PPPs) as a model of collaborative arrangements among tourism organisations in Kenya. The study adopted a mixed method research design, and specifically QUAL + quan mixed method design type. The population of the study was thirty three stakeholder organisations in Kenya. The study adopted qualitative and quantitative primary data collection methods, using semi-structured interviews, participant observation and questionnaires as data collection instruments. Secondary data was collected through content analysis of various books, journals and websites. The secondary data analysis process started at the beginning of the research and involved a critical review of literature mainly from journals, books, various government and private sector organisations documents and reports. Primary quantitative data was analysed using descriptive statistics and presented in frequencies, percentages, charts and cross tabulation. Further, primary data was subjected to inferential statistics using correlation and chi square tests. The finding of the study shows that, the existing collaboration and partnerships arrangements in tourism industry in Kenya are not well structured and designed, and have not achieved acceptable thresholds as model of collaborative arrangements. The study recommends the adoption of formal PPPs models as the best practice of collaborative arrangements in tourism development in Kenya.

ABBREVIATIONS AND ACRONYMS

ATA	Aberdare Tourism Association
AFC	Agricultural Finance Corporation
AMREF	African Medical Research Foundation
ARTO	Alliance of Regional Tourism Organisations
ATTHEK	Association of Tourism and Travel Hospitality Educators of Kenya
AWF	African Wildlife Foundation
BMOs	Business Membership Organisations
BoK	Bomas of Kenya
BKB	Brand Kenya Board
CBT	Community Based Tourism
CEO	Chief Executive Officer
CLT	Catering Levy Trustees
COTU	Central Organisation of Trade Unions
CRTA	Central Rift Tourism Association
CTDLT	Catering and Tourism Development Levy Trustees
DGTA	Driver Guides Tourism Association
DFI	Development Financial Institution
DSTV	Digital Satellite Television
DTA	Domestic Tourism Association
EAATO	East African Association of Tour Operators
EABC	East African Business Council
EAC	East African Community
EATP	East African Tourism Platform
EASTA	East African Society of Travel Agents
EATTA	East African Tourist Travel Association
EAWLS	East African Wildlife Society

EK	Ecotourism Kenya
EPC	Export Promotion Council
ERS	Economic Recovery Strategy
EU	European Union
FECTO	Federation of Community Tourism
GDP	Gross Domestic Product
GoK	Government of Kenya
GTCETA	Greater Tsavo Community Eco Tourism Association
GTPP	Global Tourism Travel Programme
HBCTA	Homa Bay County Tourism and Cultural Association
HFC	Horticulture Finance Corporation
IATA	International Air Transport Association
ICDC	Industrial and Commercial Development Corporation,
ICT	Information Communication Technology
IDB	Industrial Development Bank
ILO	International Labour Organization
ITB	International Travel Bourse
JICA	Japanese International Cooperation Agency
KAAO	Kenya Association of Air Operators
KAHC	Kenya Association of Hotelkeepers and Caterers
KALTO	Kenya Association of Local Tour Operators
KARI	Kenya Agriculture Research Institute
KATA	Kenya Association of Travel Agents
KATO	Kenya Association of Tour Operators
KCCWG	Kenya Climate Change Working Group
KCTA	Kenya Coast Tourism Association
KCWA	Kenya Community Wildlife Association

KECOBAT	Kenya Community Based Tourism Network
KDB	Kenya Development Bank
KEFRI	Kenya Forestry Research Institute
KEMRI	Kenya Medical Research Institute
KEPSA	Kenya Private Sector Alliance
KIA	Kenya Investment Authority
KIC	Kenya Investment Corporation
KICC	Kenyatta International Conference Centre
KICD	Kenya Institute of Curriculum Development
KIE	Kenya Institute of Education
KIE	Kenya Industrial Estates
KNBS	Kenya National Bureau of Statistics
KPSGA	Kenya Professional Safari Guides Association
Ksh	Kenya Shilling
KTB	Kenya Tourist Board/ Kenya Tourism Board
KTC	Kenya Tourist Concern
KTDC	Kenya Tourist Development Corporation
KTF	Kenya Tourism Federation
KTFC	Kenya Tourism Finance Corporation
KUC	Kenya Utalii College
KWS	Kenya Wildlife Service
KWTA	Kenya Women in Tourism Association
LTA	Lamu Tourism Association
LTTA	Lake Turkana Tourism Association
LVTA	Lake Victoria Tourism Association
MAR	Marriott International Inc.
MCTA	Mombasa and Coast Tourism Association

MDGs	Millennium Development Goals
MEAACCT	Ministry of East African Affairs, Commerce and Tourism
MICE	Meeting Incentives Conference and Exhibition
MK	Meetings Kenya
MKTCA	Mount Kenya Tourism Circuit Association
MOT	Ministry of Tourism
MRTA	Mid-Rift Tourism Association
MSFs	Ministerial Stakeholders Foras
NARC	National Rainbow Coalition
NBA	National Business Association
NETA	North Eastern Tourism Association
NGOs	Non-Governmental Organisations
NMK	National Museums of Kenya
NRTA	North Rift Tourism Association
NTO	National Tourism Organisation
OCPD	Officer Commanding Police Division
OSTD	Oi Donyo Sabuk Tourism Development
PERAK	Pubs, Entertainment and Restaurant Association of Kenya
PMRT	Prime Minister's Round Table
PPPs	Public Private Partnerships
PPT	Pro Poor Tourism
PPSWF	Presidential Private Sector Working Forum
PRSP	Poverty Reduction Strategy Paper
QUAL	Qualitative
QUAN	Quantitative
RTA	Rural Tourism Network
RoK	Republic of Kenya

SRO-EA	Sub-Region Office for Eastern Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TIES	The International Ecotourism Society
TPS	Tourism Promotion Services
TPU	Tourism Police Unit
TTF	Tourism Trust Fund
UNCED	United Nations Conference on Environment and Development
UNCHE	United Nations Conference on the Human Environment
UNCSD	United Nations Conference on Sustainable Development
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environmental Development Programme
UNWTO	United Nations World Tourism Organization
USA	United States of America
USAID	United States of America International Aid
WCED	World Commission on Environment and Development
WSSD	World Summit on Sustainable Development
WTTC	World Tourism and Travel Council
www	World Wide Web

OPERATIONAL DEFINITIONS OF TERMS

- a) **Arrangements** – These are approaches of engagements among stakeholders in tourism industry
- b) **Association** – Also referred to as a trade association, it is an organisation founded and funded by interests and businesses that operate in a specific sector.
- c) **Collaboration** – It is a voluntary and purposeful relationship between individuals, organisations, sectors, or industries in which all parties involved strategically choose to cooperate in order to accomplish a shared desired outcome.
- d) **Evaluation** - An act or instance of evaluating or appraising the effectiveness of stakeholder involvement in tourism development.
- e) **Partnerships** - Describes regular, cross-sectoral interactions between parties based on at least some agreed rules or norms, intended to address tourism development.
- f) **Problem domain** - a point of interest, or convergence of interest a group of stakeholders.
- g) **Public Private Partnerships** - a form of collaboration between public sector bodies and private entities, the objective of which is to ensure funding, construction, reconstruction, management or maintenance of assets, or the provision of services.
- h) **Stakeholder organization** - An organization that “can affect or is affected” by the tourism industry.
- i) **Sustainable tourism development** - development that meets the needs of the present generation without compromising the ability of the future generations to meet their own needs
- j) **Tourism development** - involves broadening the efficiency of an industry in meeting the stakeholder expectations

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter contains the background to the study, problem statement and justification, study purpose, general objectives, research questions, significance, delimitations, limitations, assumptions and conceptual framework of the study.

1.1 Background to the Study

Tourism is one of the world's largest sectors on the basis of its contribution to Gross Domestic Product (GDP), the number of jobs it generates and the multiplier effect on other sectors of the economy (UNWTO, 2015). The United Nations World Tourism Organization (UNWTO) statistics show that international tourism receipts increased by US\$ 48 billion in 2014, to reach a record US\$ 1,245 billion (UNWTO, 2015). The direct contribution of Travel and Tourism to GDP in Kenya was KSh. 183.4bn (4.8% of total GDP) in 2013, and is forecast to rise by 2.9% in 2014, and to rise by 5.2% pa, from 2014-2024, to KES314.1bn (4.7% of total GDP) in 2024 (WTTC, 2014).

Tourism is a highly fragmented industry, bringing together stakeholders from diverse sectors (Bramwell & Lane, 2004; Aas, Ladkin & Fletcher, 2005). Saravanan and Rao (2012) observed that the industry can be seen as an integrated industry, having links with many allied sectors to provide a composite product. The industry can also be seen as an assembly process, involving input from a wide range of economic sectors; including attractions, transport, accommodation, catering, entertainment, retail, insurance, banking and other allied sectors (Fyall & Garrod, 2005). It is an industry where no stakeholder organisations can go it alone; rather they have to come together in collaboration and partnerships arrangements in order to achieve sustainable tourism development (Franco & Estevao, 2010; Baggio, 2010; Chan & Bauer, 2010).

The tourism industry comprises of stakeholder organisations drawn from various sectors, these include the public, private, local community, Non-Governmental Organisations (NGO's) and various development partners (Ford, Gresock & Peeper, 2011; Campos & Hall, 2012). In many developing countries like Kenya, the public sector through the government is the dominant sector in the industry (Akama, 2002). The public sector role is undertaken through a relevant Ministry, Department, Directorate, State Corporations or Parastatal Organisations in charge of tourism in any given destination (Tosun, 2000; Bhatia, 2006). On the other hand, the rest of the sectors encompass a diverse range of industry actors and entrepreneurs, including transport and accommodation providers, in-bound and out-bound travel agents and tour operators, financial institutions, restaurants and retail outlets, local communities, entertainment centres, handicraft producers and tour guides (Vernon, Essex, Pinder & Curry, 2005; Jamal & Dredge, 2010).

These multiple and varied sectors often have diverse interests and often hold widely different viewpoints on sustainable tourism development (Ladkin & Bertramini, 2002). As Jamal and Stronza (2009) noted, these interests, combined with the pace of change; greatly increase complexity and uncertainty, creating a turbulent environment among the sector players in many tourist destinations. The implication for sustainable tourism development in destinations is that stakeholder's organisations need to engage in collaborative arrangements in order to meet the needs of the industry (Gindl & Schubert, 2003; Conti & Micera, 2009).

The growing emphasis on collaborative arrangements between the public and private players is further related to the blurring of the boundaries between the two sectors, and a shift in the public sector from direct service provision to an 'enabling' function (Bramwell & Lane,

2004). Over the years, the political and economic climate has changed, and the role of government in many sectors including tourism has undergone dramatic shift from the traditional public administration model which sought to implement government policy for the perceived public good, to more corporatism model which emphasize efficiency, investment returns, role of the market, and relations with private sector stakeholders, usually referred to as the partnerships in tourism industry (Hall, 2004; Campos & Hall, 2012).

According to Fyall and Garrod (2005), collaborative arrangements take different forms in tourism development, these include informal meetings between politicians and the industry; debates and round table discussions; spreading information in the media; advisory committees and through creating coordination forums. Bramwell and Lane (2004) identified a variety of terminologies used to describe different types of collaborative arrangements; these include coalitions, forums, alliances, taskforces and Public Private Partnerships (PPPs). Each destination has the responsibility of adopting those that fit the existing institutional structures (Campos & Hall, 2012).

1.1.1 Overview of Tourism Industry in Kenya

Kenya lies along the East coast of Africa covering an area of 586,350 square kilometres, with an estimated population of 40 million (KNBS, 2012). Kenya neighbours Tanzania to the south, Somalia to the east, Indian Ocean to the south east, Uganda to the west, Ethiopia to the north and South Sudan to the North West as in Figure 1.1.

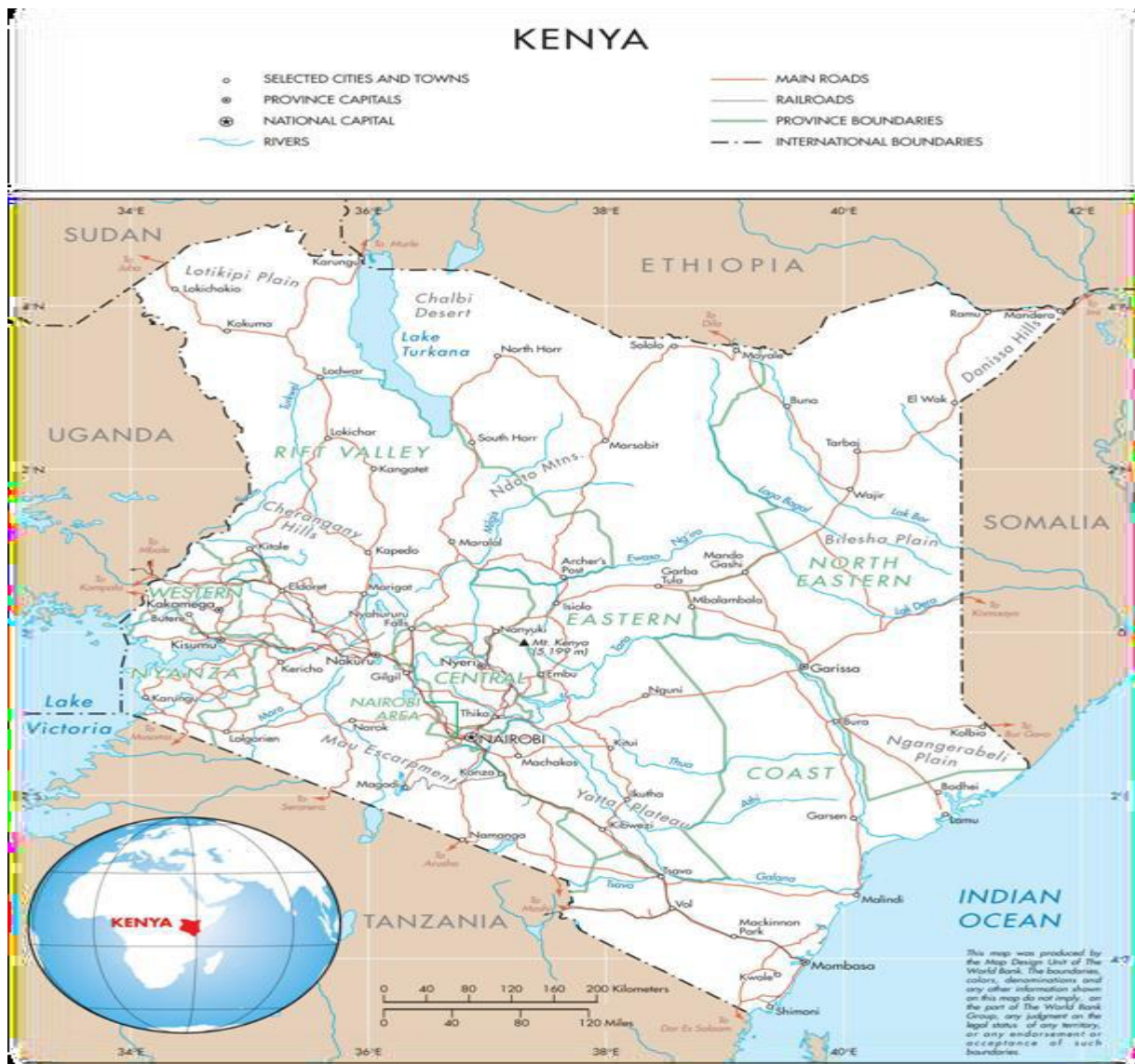


Figure 1.1: Location of Kenya (*Source:* World Bank Report, 2010)

The tourism industry is a major sector in the national economy of the country; the total earning reached KShs. 97.9 billion in 2011 up from KShs.73.78 billion in 2010 and KShs. 62.46 billion in 2009 (GoK, 2013). The major economic impacts and projections of tourism industry in the country are summarized in Table 1.1;

Table 1.1: Tourism economic impacts

Issues on Economy	2011 Kshs (Bn)	2011 % of Total	2012 Growth	2022* Kshs (Bn)	2022* % of Total
Direct contribution to GDP	167.6	5.7	4.4	244.5	5.1
Total contribution to GDP	403.7	13.7	4.3	603.1	12.6
Direct contribution to employment	313	4.8	1.3	357	4.3
Total contribution to employment	778	11.9	1.2	906	11.0
Visitor exports	171.1	18.6	4.7	229.9	11.9
Domestic spending	113.1	3.8	4.6	185.3	3.9
Leisure spending	200.4	6.8	4.0	278.1	5.8
Business spending	88.1	3.0	6.2	144.2	3.0
Capital investment	44.4	7.5	6.8	74.1	7

Source: *Travel and Tourism, Economic Impact, 2012*

Kenya's environment and natural heritage which range from pristine beaches, snow-capped mountain to varied landscapes such as the Rift Valley, lake basins, forests and vast savannah and rangelands teeming with wildlife to cultural diversity, is unique and form the major tourism product for international travellers (GoK, 2008). The natural heritage and the culture are vital key drivers of Kenya's vibrant tourism industry. Examples of Kenya's natural wonders include the famous Maasai Mara's annual wildebeest migration, unique landscapes like Mount Kenya and the Rift Valley, and diverse culture and heritage from more than 42 ethnic groups (Sindiga, 2000).

It should be noted that before the colonial period, East Africa had long received visitors from ancient Greece, Arabia, Persia (now Iran) and India (Atieno Odhiambo *et al*, 1977; Ochieng', 1985). However, the majority of those who came to the Kenyan coast from these countries were traders and conquerors rather than leisure seekers (Migot-Adolla, Mkangi, & Mbindyo,

1982). Modern tourism industry according to Ondicho (2000) in Kenya dates back to pre-independence days, and historical records show that as early as the 1930's, overseas visitors and explorers had started coming to Kenya. This was mainly for big-game hunting expeditions while others came in search of solitude (Sindiga, 2000; Manyara, 2005). These expeditions were locally referred to by the Swahili word "Safari" thus bequeathing to the travel world literature with a new vocabulary (Akama, 1997). Among the early visitors were statesmen, royalties and celebrities such as Theodore Roosevelt former president of United States (USA), Her Majesty Queen Elizabeth II and Ernest Hemingway among others (Ouma, 1970; Manyara, 2011).

According to Akama (2011), the tourism industry in Kenya can be seen as an African success story compared to other Sub-Saharan destinations. In fact, the country can claim to have enjoyed a golden era of tourism since the 1960's until the late 1980's (World Bank, 2010). In the 1990's, the industry started experiencing challenges (Akama, 1997; Sindiga & Kanunah, 1999). The challenges included; stiff competition from other emerging East and Southern African countries (Tanzania, Uganda, Rwanda, Botswana, Namibia and South Africa), narrow tourism product, traditional source markets, uncompetitive trade practices and lack of collaborative and partnerships arrangements among stakeholders (Ikiara, 2001; GOK, 2011).

A Strengths, Weakness, Opportunities and Threats (SWOT) analysis (GOK, 2013) identified the following attributes of the tourism industry as in in Table 1.2;

Table 1.2: SWOT analysis of Kenya as a destination

Strengths	Weaknesses
<ul style="list-style-type: none"> • Sophisticated and efficient industry • Known to tour operators • Quality wildlife • Quality beaches 	<ul style="list-style-type: none"> • Deteriorated infrastructure • Insecurity and crime • Poor public relations • Mass market image

<ul style="list-style-type: none"> • Nairobi regional hub • Customer awareness • Hospitable friendly people • Excellent all-year climate • Change of government in 2003 • Good tourism training facilities • Good medical/rescue facilities • English speaking • No jet lag from Europe 	<ul style="list-style-type: none"> • Perceived as cheap beach destination • ‘Tired’ hotels infrastructure • Old product • Anti-competitive trade practices in the marketing and sales distribution system • Limitations on air access & seat capacity • Entry and visa impediments • Malaria and HIV/AIDS • Lack of quality control and standards • Inadequate database and information • Beach harassment • Tourists herded and restricted by few operators
Opportunities	Threats
<ul style="list-style-type: none"> • Ecological and topographic diversity • Potential product diversity • Films and books about the destination • Upgrading visitor interpretation • Diverse heritage, cultures and traditions • East African co-operation • Kenya’s teas, flowers, coffee, etc. • Kenya’s sport personalities • Tourist Police and KTF Safety Centre • Public/Private Partnerships arrangements 	<ul style="list-style-type: none"> • Lack of controls, planning, management • Acts of terrorism • Negative travel advisories • Increased competition • Tour operator price pressures • Community envy/resentment • Human-wildlife conflict • Animal poaching • Shortage of future investment capital • Over-reliance on a few major markets

Source: National Tourism Strategy (GOK, 2013)

As highlighted in Table 1.2, among the opportunities is engaging in public and private partnerships arrangements in the tourism industry (GOK, 2013). The public sector (government) need to institute proactive measures and leadership to coordinate the various players in the industry (UNWTO, 2015). This can be achieved through creating strategies that can bring together all the stakeholders organisations in a coordinated and harmonized manner (GoK, 2007).

1.1.2 Public Sector Institutional Framework in the Tourism Industry

Tourism policy and planning in many developing countries tend to be highly centralized with public sector through the governments dominating decision making on issues in the industry (Gunn & Var, 2002; Yuksel, Bramwell & Yuksel, 2005). The public sector in Kenya has traditionally acted through a Ministry in charge of Tourism as her National Tourism

Organization (NTO). Bhatia (2006) observes that an NTO is the body responsible for the formation and implementation of national tourist policy. It is the proper residency and instrument for the execution and is responsible for the control, direction and promotion of the tourism. The NTO can be a fully-fledged ministry, department, directorate or state corporation depending on public sector institutional arrangements in different countries (Bhatia, 2006).

In Kenya, the tourism docket has rotated through various Ministries since independence in 1963 (Ikiara, 2001). It has been housed under different Ministerial combinations such as; Ministry of Tourism and Communication, Tourism and Culture, Tourism and Wildlife and Ministry of Tourism (Akama, 1997). After the 2012 General Elections, and the resultant government shakeup and reorganisation under the new Constitution, the tourism docket is currently a department under the enlarged Ministry of East African Affairs, Commerce and Tourism (MEAACT) (GoK, 2013).

The MEAACT, just like its predecessors undertakes various functions, these include; formulating and implementing policy, licensing the actors, regulating the industry, developing tourism product, supporting tourism sector activities, setting up and maintaining crucial tourism infrastructure, promoting tourism and maintaining fair practice in tourism business (Akama, 2002; Gunn & Var, 2002). The NTO cannot effectively undertake all the functions; this has necessitated the creation of state corporations or parastatal organisations to handle the more specialized functions. The existing bodies until 2011 were as in Table 1.3;

Table 1.3: State corporations in the tourism industry in Kenya by 2011

State Corporations	Legal Status	Functions
Kenya Tourist Development Corporation (KTDC)	Kenya Tourism Development Corporation Act (Cap. 382) of the Laws of Kenya.	Established in 1965 as a corporate body which provide long term funding for tourism infrastructure
Catering and Tourism Development Levy Trustees (CTDLT)	CTDLT originally Catering Levy Trustees (CLT) was established under the Hotels and Restaurants Act, Cap 494 of the Laws of Kenya.	Established in 1972 as a body corporate. The core responsibilities include collecting, controlling and administering the training and tourism development levy.
Bomas of Kenya (BoK)	Bomas of Kenya (incorporated under the Companies Act).	Was started by the GOK in 1971, it was established to preserve, maintain and promote the rich diverse cultural values of various ethnic groups of Kenya
The Kenya Utalii College (KUC)	Kenya Utalii College (Legal Notice No. 317 of 24 November 1987)	Was started in 1975 with the mandate to train high and middle level personnel for the tourism sector.
Kenya Tourist Board (KTB)	Kenya Tourist Board (Legal Notice No. 14 of 7 February 1997)	The board was established in 1996, it aims is to promote and market Kenya as a premier tourist destination
Kenyatta International Conference Centre (KICC)	Kenyatta International Conference Centre (Legal Notice No. 77 of 9 July 2004)	In charge of business and specifically Meeting Incentive Conference and Exhibition (MICE) tourism development in Kenya

Source: Sessional Paper No1, 2011: Enhancing sustainable tourism in Kenya (GOK, 2011)

Over the years, one challenge facing the tourism development in the country has been the fragmented legal and institutional framework governing the tourism sector (World Bank, 2011; Akama, 2011). The then existing legal framework were scattered into numerous Acts of Parliament and Kenya Gazette Notices as illustrated in Table 1.3. This over the years led to agitation of a harmonized legal and institutional framework for the industry (Sindiga, 2000; RoK, 2007). The result was enactment of a harmonized Tourism Act (GOK, 2011), among other things; it recommended the reorganisation of the institutional framework in the tourism sector in the country as illustrated in Table 1.4;

Table 1.4: Recommended institutional arrangements under the Tourism Act 2011

Institution/Agency	Current Status	Functions
Ministry responsible for Tourism	Retained	Overall oversight of the tourism sector.
Tourism Regulatory Authority	New body	Setting regulations and standards of the tourism sector. Took some functions of CTDLT.
Kenya Utalii College	Retained	National tourism and hospitality training and capacity development.
Kenya Tourism Protection Agency (formerly Kenya Police Tourism Unit in police force)	Renamed	Safety of visitors and hosts in all tourist destinations.
Kenya Tourism Research Institute	New body	In charge of research and development.
Tourism Fund	Renamed	In charge of sourcing funding and disbursement. Took some functions of former CTDLT.
Kenya Tourism Board (formerly Kenya Tourist Board)	Renamed	Responsible for tourism marketing and promotion
Tourism Development Financial Institution (formerly KTDC)	Renamed	In charge of tourism development financial credits and business advisory services.

Source: Tourism Act 2011 (Gok, 2011)

1.1.3 The Private and Related Sectors

The private sector also known as tourism industry stakeholders have a pivotal role in the tourism development in destinations worldwide; these players bears the major risks of tourism investment as well as in large part, the responsibility for satisfying the visitors, delivery of quality tourism services and providing the customer with value for money (UNWTO, 2010). Furthermore, it can be argued that the tourism industry stands the best chance of benefiting from collaboration and partnerships arrangement among these diverse players in tourism development (ROK, 2007).

A major tourism industry stakeholder is the private sector, the sector has come together in intra- industry trade associations representing specific players in the industry. A World Bank Report titled *Polishing the Jewel* emphasize this by observing that; tourism industry trade associations have an important role in ensuring high standards, and maintenance of harmony within the industry (UNWTO, 2010). This can be facilitated by encouraging the adoption and implementation of mandatory codes of conduct and other forms of self-regulation amongst sector players. It is also been made mandatory for stakeholders providing tourism services to belong to an appropriate and legally registered industry trade association as a requirement for business registration (GoK, 2013).

The various sectoral tourism trade associations have joined together to form umbrella tourism associations (Wong, Mistilis, & Dwyer, 2009). These umbrella associations are better placed to articulate the issue of the whole industry, rather than specific sectors; in fact sectoral trade associations are encouraged to join a sector umbrella body to facilitate coordination and engagement with the government (World Bank, 2010). Through engaging with the umbrella associations, the government ensures that the private and others sectors are properly represented in various taskforces, advisory councils and boards of relevant state institutions which have a responsibility in tourism development (UNWTO, 2010). The main umbrella trade association in the country is the Kenya Tourism Federation (KTF). It was formed in 1996, as the voice of the private sector, and brings together seven main tourism trade associations as in Table 1.5;

Table 1.5: Trade association membership under KTF

Association	Representation
Kenya Association of Tour Operators (KATO)	Was established in 1977 to represent the interests of tour operators in Kenya
Kenya Association of Travel Agents (KATA)	Represent the interests of Kenyan travel agents since 1979
Kenya Association of Hotel Keepers and Caterers (KAHC)	Founded in 1944, it is the principal trade association bringing together hospitality establishments
The Pubs, Entertainment and Restaurants Association of Kenya (PERAK)	Represents members who run and manage major restaurants, pubs and entertainment venues.
Mombasa and Coast Tourist Association (MCTA)	Formed in 1948, it promotes inbound and domestic tourism in Kenya coast region
Ecotourism Kenya (EK)	It is a civil society organisation that was founded in 1996 to promote ecotourism and sustainable tourism practices in Kenya
The Kenya Association of Air Operators (KAAO)	Was established promote, foster and protect the interest of those engaged in civil aviation or associated industries in Kenya

Source: World Bank 2010

Another umbrella trade association is the Domestic Tourism Associations (DTA) which represents tourism sectors which do not fall under the mandate of KTF. These include the Kenya Association of Local Tour Operators (KALTO), Driver Guide Tourism Association (DGTA), Mount Kenya Tourism Circuit Association (MKTCA), Lamu Tourism Association (LTA), Lake Victoria Tourism Association (LVTA), Central Rift Tourism Association (CRTA) and North Rift Tourism Association (NRTA) amongst other regional associations (DTA, 2014). This umbrella association provide ideal forums for players who may not have a loud voice within the industry (GOK, 2011).

1.1.4 Collaborative Arrangements and Sessional Papers in Kenya

The Government of Kenya has over the years expressed interest in building effective collaborative arrangement among the various stakeholders (GoK, 2008). The Sessional Paper No. 8 of 1969 titled *Development of Tourism in Kenya* outlined the government policy and covered the following main areas of the industry; type of tourism to be encouraged,

protection and development of Kenya's tourist attractions, protection and development of tourist infrastructure and superstructure as well as other tourist facilities, training and manpower development for the sector, promotion and marketing in the tourist generating markets and research. This policy paper defined the growth targets that it hoped to achieve in the years ahead as well as outlined the areas of priority. Among the long term objectives of the sessional paper was creating collaboration and partnership arrangements between the public sector and private investors in developing the tourist industry in the country (GOK, 1969).

The Sessional Paper No 1 of 2010 titled *Enhancing sustainable tourism in Kenya* is the most recent government policy document on tourism in the country (GOK, 2011). In terms of collaboration and partnerships arrangements, it aimed at establishing synergies in areas of complementarities with relevant sectoral policies and institutions; it also aims at promoting and enhancing collaboration, cooperation, partnerships and participation by all the stakeholders in the tourism sector. A guiding principle as envisaged in the document is public participation, which involves a coordinated and participatory approach to tourism, to ensure that all stakeholders; the relevant government agencies, county governments, local authorities, private sector, civil society and communities are involved in the planning and decision making in the industry (GOK, 2010).

1.1.5 Collaborative Arrangements and Policy Documents in Kenya

The *National Tourism Development Master Plan of 1995* was one of the major policy documents in the country. This document was developed jointly by GoK and Japanese Government through her international development arm, the Japanese International Cooperation Agency (JICA). In terms of collaboration and partnerships arrangements in tourism development, the document advocated at establishing active collaboration and

partnerships with all stakeholders in tourism and at the same time respecting their rights (JICA & GOK, 1995). Unfortunately, despite all the goodwill and intentions generated by this important policy document, it was never implemented (Manyara, 2005; Kariuki, 2008).

The *National Tourism Policy 2007* was a major attempt at developing a coherent policy document in the country (Gok, 2007); the document was developed in a process which was guided by a national task force with representatives drawn from key tourism sector stakeholders. This was supported by an advisory panel which held consultative stakeholder meetings countrywide, during which oral submissions were made by various stakeholders which culminated in the *Draft National Tourism Policy* (ROK, 2007). Not only was participation encouraged during its development, this document recommended the establishment of collaboration and partnerships arrangements in tourism development, but like other government policy document before it, it was never officially adopted as the policy guideline for tourism development in the country (WB, 2010).

The *Poverty Reduction Strategy Paper (PRSP) 2001-2004* was developed 2001 and outlined priorities and measures necessary for poverty reduction and economic growth in the country. In terms of collaboration and partnerships, the GOK, together with other stakeholders advocated for adoption of Pro Poor Tourism (PPT) approaches, this involved increasing the efforts aimed at getting communities to benefit directly from tourism through eco-tourism and domestic tourism. To achieve this in a harmonized manner, all sectors and concerned stakeholders were expected to institute joint collaboration and partnerships arrangements in a process aimed at identifying the most appropriate approaches to implementation of the priority proposals in the PRSP (GOK, 2001).

This was followed up by the *Economic Recovery Strategy (ERS) (2003 – 2007)* for wealth and employment creation; it was aimed at giving Kenyans a better deal in their lives and in the struggle to build a modern and prosperous nation. The policy paper recognized that the tourism sector in Kenya continued to play an important role in the country's economic development; that is in terms of contribution to GDP, foreign exchange earnings and employment. Further, due to its high multiplier effects, the sector acts as stimuli to the growth of other sectors that include transport, entertainment, agriculture, trade and industry. However the performance of the sector was experiencing challenges in terms of escalation of global terrorism, infrastructural deficiencies, static and un-innovative products, meagre resources allocated for promotion and marketing, declining standards of tourism products and increased regional competition. The government in addressing this intended to create an environment for collaboration and partnerships arrangements amongst the players in tourism development (GOK, 2003).

The *Kenya Vision 2030* is long-term development blueprint for the country; it was developed in 2007 to carry on the aspirations of the *ERS*. It was motivated by collective aspiration for a much better society by the year 2030. The aim of Kenya Vision 2030 is to be “*a globally competitive and prosperous country with a high quality of life by 2030*” (GoK, 2007, pg 7). It aims at transforming Kenya into a newly-industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment. In other words the vision aspires to meet the Millennium Development Goals (MDGs) for Kenyans. The Vision is anchored on three key pillars, economic, social and political governance; tourism has been identified as the leading sector in the economic pillar (ROK, 2007).

According to the Vision, the country aims to be one of the top ten long haul tourist destinations in the world, offering a high-end, diverse and distinctive visitor experience.

China, Mexico and Malaysia are the leading destinations for long haul tourist's worldwide, accounting for 47 million, 22 million and 16 million annual visitors, respectively. In Africa, Egypt and South Africa are the leading long haul tourist destinations. To be ranked among the top ten, Kenya must expand her global and African market share by offering new products, expanding tourist expenditure per capita and by improving her international marketing strategies (GOK, 2007).

Specific strategies for realising this aim will include, aggressively developing Kenya's coast by establishing resort cities in two key locations, achieving higher tourist revenue yield by increasing the quality of service and charges in country's premium safari parks and by improving facilities in all under-utilised parks. It will also involve creating new high value niche products (e.g. cultural, eco-sports and water-based tourism), attracting high-end international hotel chains and investing in new conference facilities to boost business and MICE tourism (GOK, 2007).

In order to attain the top ten long haul destination status, there is need to address constraints facing industry. In terms of collaboration and partnerships arrangements, it is important to address the issue of strategic leadership and coordination within the industry. The vision supports the fact that, there is room for better coordination and collaboration among public and private sector players. Also, there is need for developing a firmer mechanism for structured engagement and arrangements among stakeholders in tourism industry (GOK, 2007).

1.2 Problem Statement and Justification of the Study

Collaboration and partnerships have become buzz words in the tourism industry in the world (Bramwell & Lane, 2004); the fragmented, multi-sectoral and interdependent nature of the industry provides a powerful justification for these arrangements. The industry comprise of

various stakeholder organisations in different sectors, including; accommodations, tourist attractions, food and beverage facilities, ground transport, in-bond shopping, crafts, and tour services that link the various components of tourism product. These diverse sectors often aspire for, in different ways for a common good for the industry.

Collaboration and partnerships arrangements have been endorsed in various policy documents over the years, these include the Sessional Paper No.8 of 1969 on the *Development of Tourism in Kenya*, the Sessional Paper No.1 of 2010 on *Enhancing Sustainable Tourism in Kenya* (GOK, 2010), and the *Vision 2030* to name just a few. The legal framework in terms the *Tourism Act No. 28 of 2011* and the recently enacted *Public Private Partnership Act No 15 of 2013* recommend for collaboration and partnerships arrangements among stakeholder organisations in tourism development. In particular, all these the policy documents advocate for provision of an enabling environment and appropriate incentives to enhance and develop PPPs in the industry.

Yet despite the interest in collaboration and partnership arrangement among industry players, there has been little research on the factors which determine the effectiveness and of the said arrangements in tourism industry in Kenya. As Bramwell and Lane (2004) observed, the study of collaboration and partnerships in the field tourism is still at its infancy, unlike other fields of business and management, and this, in more than one way, justifies this research study.

1.3 Purpose of the Study

The purpose of the study was to evaluate the determinants of stakeholder collaboration and partnerships arrangements among tourism industry organisations as a tool of enhancing

tourism development in Kenya. Bramwell and Lane (2004) define tourism collaborative arrangements as used in this research to describe regular, cross-sectoral interaction between parties based on at least some agreed rules or norms, intended to address a common issue or to achieve a specific policy goal.

1.4 Objectives of the Study

1.4.1 General Objectives

The general objective of the study was to explore the existing stakeholder collaboration and partnerships arrangements among tourism industry organisations and influence on tourism development in Kenya.

1.4.2 Specific Objectives

- a) To determine the scope of collaborative arrangements that exists among stakeholder organisations in tourism development.
- b) To examine the intensity of collaborative relations that exists in different collaborative arrangements among tourism organisation and their influence on tourism development in Kenya.
- c) To evaluate the prerequisites of effective collaborative arrangements among stakeholder tourism organisation and their impacts on tourism development in Kenya.
- d) To explore the potential for PPPs as a model of collaborative arrangement among tourism organisations in Kenya.

1.5 Research Questions

- a) How inclusive are the collaborative arrangements among stakeholder organisations, whether all relevant parties and interest groups become participants in collaborative decision making about tourism development of destinations?

- b) What are the typologies of collaborative relations that exist in different arrangements among tourism organisation, how are the industry collaborative arrangements structured and their effectiveness in tourism development?
- c) Which are drivers of effective stakeholder collaboration among tourism organisation, how do these prerequisites impacts on success of collaboration and partnerships arrangements among stakeholder organisations in tourism development in Kenya?
- d) What strategies should be adopted to institutionalize PPPs as collaborative arrangement, what conditions, rules and regulations should guide PPPs as a model of best practice in the collaboration and partnerships in tourism development in Kenya?

1.6 Significance of the Study

The public sector is part of economic and administrative life that deals with the delivery of goods and services by the government, whether national, regional or local/municipal. Tourism is subject to direct and indirect public sector intervention primarily because of its employment and income producing possibilities. The GOK intervention is through Ministry in charge of tourism, it is responsible for the formulation, coordination and administration of policy in respect of the tourism sector. The study may be useful to the GOK in the formulating tourism policies on collaboration and partnerships arrangements among stakeholders in sustainable tourism development in the country.

The Ministry in charge of tourism has state corporations which are charged with the specific mandates; the affiliated state corporations include the KTB, KTDC, the Tourism Fund, KICC BoK, and KUC. This study may therefore be useful in coordinating their respective mandates, especially on issues pertaining to appointment of the private sector representatives to the various boards managing the organisations. It may also provide some understanding on

collaboration and partnership arrangements, in light of the newly promulgated Tourism Act No. 28 of 2011.

The private sector is an integral stakeholder in tourism industry, in Kenya the private sector operates under trade associations which include; the KTF and DTA (private sector umbrella associations), Their affiliated trade associations are drawn from specific sectors in the industry; the said associations includes KATO, KATA, EK, KAHC, PERAK, MCTA, KALTO, DGTA etc. This study may be useful as a basis for developing a framework for establishing collaboration and partnerships arrangement with other stakeholder's organisations in the tourism industry.

The findings and recommendations of the study may also help international donors and development partners; like UNWTO, European Union (EU), African Wildlife Foundation (AWF), East African Wildlife Society (EAWLS), United States of America International Aid (USAID) etc, in understanding and developing policy guidelines for identifying priority areas for funding and support in tourism collaboration and partnership arrangement among stakeholders in tourism development Kenya.

Tourism like other industries relies on the goodwill and the cooperation of local communities because they are part of its product. It is for this reason that their involvement is crucial at all stages of sustainable tourism development. Involving community in collaboration and partnerships arrangement in tourism development process is vital if any region wishes to deliver a tourism experience which ensures both visitor satisfaction and on-going benefit for the residents of a destination area. This study will be useful in finding ways of developing policy guidelines of involving local communities in collaboration and partnership, especially

between established community related trade associations like Kenya Community Based Tourism Network (KECOBAT) and the Federation of Community Based Tourism (FECTO) in the country.

Finally, the study may form a basis for understanding the complex issues pertaining to stakeholder collaborative and partnership arrangements among industry organisations in sustainable tourism development. The research can help to enrich the debate and form the foundation for further research by practitioners and academics on the importance of stakeholder collaboration and partnerships arrangement within the dynamic tourism industry.

1.7 Delimitation of the Study

The purpose of the study was to determine the effectiveness of stakeholder collaboration and partnership arrangement among tourism stakeholder organisation a tool of tourism development in Kenya. The study adopted a mixed method design, and was conducted in the Nairobi County between September 2012 and March 2013 using a triangulation of qualitative and quantitative data collection methods on key tourism industry stakeholder organisations.

1.8 Limitations of the Study

There was lack of relevant reference material with local relevance. The study of collaboration and partnerships arrangements is well developed in the areas of public health, management relative to the newly emerging disciplines like tourism. Bramwell and Lane (2004) noted that, the adoption and application of collaborative arrangements in tourism is at academic infancy. This limitation was countered by searching for as much as possible for relevant materials.

Secondly, the researcher experienced financial constraints while undertaking this study. This limitation was overcome by seeking financial support from the university, while also using

personal funds and volunteer research assistants during data collection. Finally, the study was conducted on respondents who were highly emotive about tourism issues, especially in the background a newly enacted *Tourism Act No. 28 of 2011* and devolution that may have been perceived as a panacea of all ills that bedevil the tourism industry. As such, they were passionate and harbored extremely high expectation; this limitation was overcome by carefully explaining to them that the research was purely an academic pursuit.

1.9 Conceptual Framework for the Study

The study is guided by a conceptual framework derived from the four specific objectives as illustrated in the Figure 1.2;

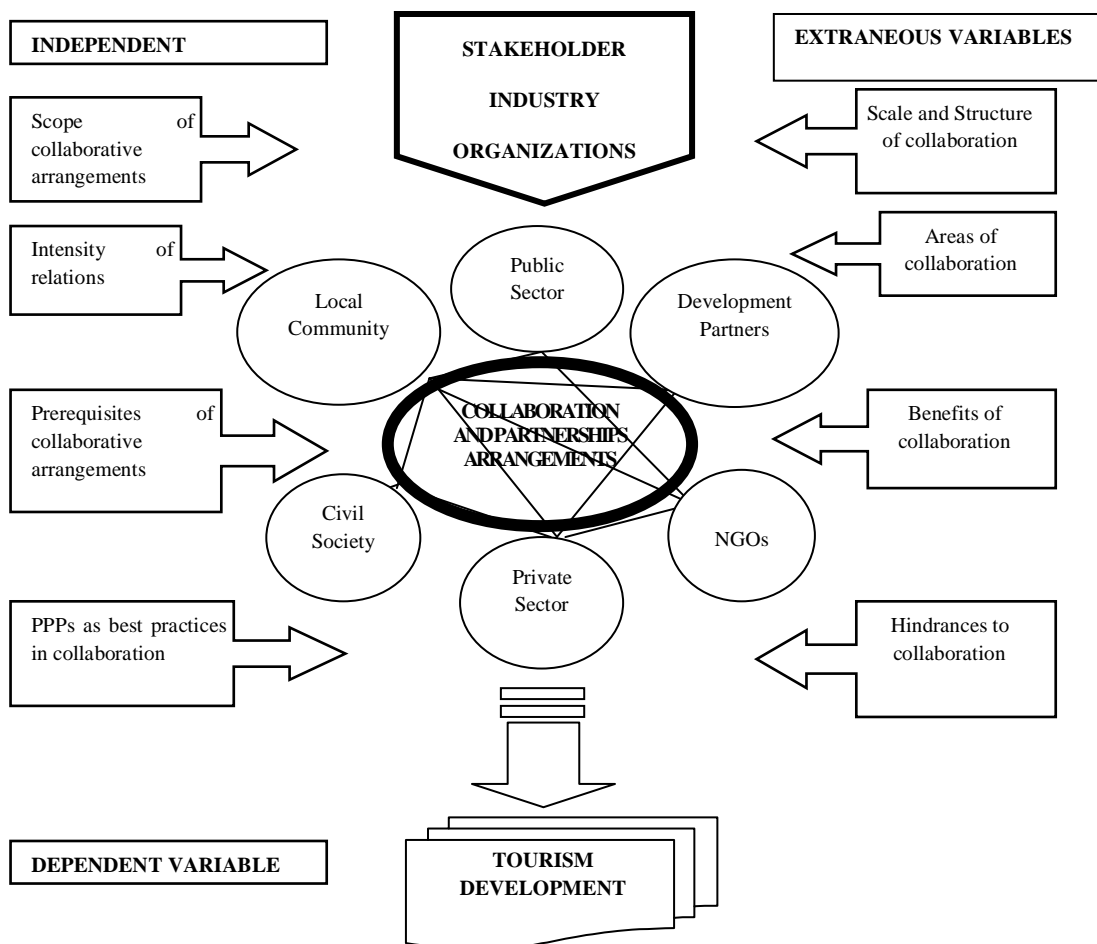


Figure 1.2: Conceptual framework for the study (*Source: Author*)

This conceptual framework borrows from the ideas from *stakeholder theory*; the theory was originally detailed by R. Edward Freeman in 1984 the book *Strategic Management: a Stakeholder Approach*. He defined stakeholder in a management and organisational context to include any individual or group (read stakeholder organisation for this study) who can affect the firm's performance or who is affected by the achievement of the organisation's objectives. Stakeholder theory tries to answer three general questions; who (or what) are stakeholders of the firm (or industry), what do they want, how are they going to get there. In other words, stakeholders' attributes, interests, and influence are looked at respectively. Stakeholder theory asserts that the business/tourism industry needs to consider the interests of groups affected by its operation (Theobald, 2013).

Stakeholder organisations are players that have vested interest in the tourism industry, the main stakeholder sectors are the public, private, civil society, NGO's, development partners and local community related organisations. The various stakeholders' organisations in tourism industry come together in collaboration and partnerships arrangements which were the independent variable, involving relationships and social network in a problem domain using shared rules, norms and structures, to act or decide on issues related to tourism.

The objectives of the study were the extraneous variables in the study, these were , to determine the scope of collaborative arrangements that exists among stakeholder organisations in tourism development, to examine the intensity of collaborative relations that exists in different collaborative arrangements among tourism organisation and their influence on tourism development in Kenya, to evaluate the prerequisites of effective collaborative arrangements among stakeholder tourism organisation and their impacts on tourism

development in Kenya and to explore the PPPs as a model of collaborative arrangement among tourism organisations in the country.

These variables affect the collaborative arrangements; without necessarily being core to the current study. These included the scale and structure of stakeholder operation, areas undertaken in the collaboration, the benefits and hindrance to the collaborative arrangements. It therefore means that, the success or failure of collaboration and partnerships arrangements is under the influence of these factors, their presence or absence in substantial level have implication on effectiveness of the said arrangements.

This ultimately leads to the tourism development (dependent variable), tourism development can be seen as process of progressive improvement of conditions and realization of potentials of human lives through tourism industry. Eventually, this may result to sustainable tourism development, a development that meets the needs of the present generation tourists and host regions without compromising the ability of the future generations to meet their own needs. Jamal and Dredge (2010) noted that, pursuing a competitive destination requires a mongrel form of collaborative and partnerships arrangements. These can be viewed as alliances, networks, associations, boards, task forces or PPPs. The PPPs (centered) if effectively organized have the capacity to influence tourism development in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter reviews the relevant literature on collaboration and partnerships arrangements according to the objectives of the study. It discusses the concept of stakeholder in tourism development, concept of collaboration, typologies of collaboration, theoretical framework, stages in collaborative arrangement, scope of collaborative arrangement, prerequisites for effective collaborative arrangements, motives for engaging collaborative arrangements, benefits of engaging in collaboration, factors that hinder collaborative arrangements, PPPs as model of collaborative arrangement, situational analyses of PPPs in Kenya, legal framework for collaboration and partnerships Kenya and a summary of literature review.

2.1 Stakeholder in Tourism Development

The tourism industry consists of diverse sectors represented by various organisations. These multiple and varied stakeholders usually have diverse interests and often hold widely different viewpoints on issues pertaining to tourism development (Ladkin & Bertramini, 2002). The industry can be seen as a complex and dynamic organism, with many linkages and interdependencies (Franch, Martini, & Buffa, 2010). Jamal and Stronza (2009) notes that, in many rapidly developing tourism destinations like Kenya, these characteristics, combined with the pace of change greatly increase complexity and uncertainty, creating a turbulent environment in dire need of collaboration.

The concept of stakeholder forms an important parameter in defining and understanding the concept of tourism. Goeldner and Ritchie (2012, pg 5) define tourism as;

...the processes, activities, and outcomes arising from relationships and the interactions among tourists, tourism suppliers, host governments,

host communities, and surrounding environments that are involved in the attracting and hosting of visitors.

This definition points out the existence of several stakeholders in the tourism industry; who includes the tourism suppliers, host governments, host communities, and the environment. This supports the assumption that in order to deliver an experience or service to its customers, tourism industry must bring together the various stakeholders in collaborative arrangements (Akesson, 2009).

The concept of stakeholder can be traced back to the stakeholder theory by Freeman (1984) who suggested that an organisation is featured by the relationship between various groups and individuals, known as stakeholders. He defined stakeholder as;

“... any group or individual who can affect or is affected by the achievement of the organisation's objectives.” (pg 46).

He further observed that stakeholders are limited to the most obvious, but should also include the less obvious ones like activist groups, employees and competitors. Also he suggested that, *“...each category of stakeholder group can be broken down into several useful smaller categories.”* and a, *“generic stakeholder map can be developed to serve as a starting point for stakeholder analysis and identification” (pg. 54).*

Gray (1989) defined stakeholder as a person who has the right and capacity to participate in the process; thus, anyone who is impacted upon by the action of others has a right to be involved in tourism development. In this approach, a stakeholder in the tourism industry is deemed to be anyone who is impacted on by development positively or negatively. A stakeholder can also be seen as any party with an actual or potential interest in the economic,

social or cultural use of a resource, as well as any individual, community, organisations or institutions who can effect, or be affected by changes in the industry (Bramwell, 2010).

Healey (1997) observed that, stakeholder can also be described as a net to that aspires to ‘capture’ the articulate and the silent, the powerful and the powerless, and those within a territorial political community and those beyond its boundaries. These are organisations with the right and capacity to participate in the process, hence any organisation which is impacted upon by tourism development can claim the right to be involved in the said collaborative arrangements (Jamal & Stronza, 2009).

2.2 Concept of Collaboration

The fragmented, multi-sectoral and interdependent nature of tourism has created a need for collaborative arrangements in the industry (Aas, Ladkin, & Fletcher, 2005; Fyall & Garrod, 2005). The debate has gained urgency due to the realization that many activities in the industry cannot be carried out by a single sector alone, rather they require a concerted effort of several stakeholders (Jamal & Dredge, 2010). Furthermore, the partially industrialized nature of tourism means, it should be regarded as a meta-problem which represent highly interconnected planning and policy *messes* which cut across fields of expertise and administrative boundaries, and seemingly become interconnected with almost everything else (Hall, 2004).

The term collaboration according to its Latin language roots is derived from the two words, *com* and *laborare* which combine to mean “*to work together*” (London, 2012: p2). Carnwell and Carson (2008) identified some general dictionary and web based definitions of the term as in Table 2.1 which includes;

Table 2.1: Dictionary and web based definitions of collaboration

Dictionary definition of collaboration
The Concise Oxford Dictionary <ol style="list-style-type: none"> 1. To cooperate traitorously/treasonably with an enemy 2. Work jointly
Web based definitions of collaboration
<ol style="list-style-type: none"> 1. The process by which people /organisations work together to accomplish a common mission 2. A social skill involving working together with two or more persons

Source: Carnwell and Carson (2008)

The term collaboration can be used to mean, to work jointly in a process that brings people together to achieve some set objectives, but again the term has a negative connotation; like it can be used to mean conspiring traitorously with an enemy to defeat an undertaking in this case stakeholder arrangements.

The term can also be taken to mean a process of joint decision making, involving key stakeholders of a problem domain with a view to resolving conflicts and advancing shared visions (Gray, 1989). Jamal and Getz (1995) also defined collaboration as a process of joint decision making among autonomous, key stakeholders of an inter-organisational domain to manage issues related to the planning and development of the domain. Thus, collaboration involves the relationship between stakeholders when those parties interact with one other in relation to a common issue or problem domain (Bramwell & Lane, 2004).

Gray (1989) attempted to create a composite definition by identifying characteristics of collaboration as; stakeholders are interdependent, solution emerge by dealing constructively with differences, joint ownership of decision is involved, stakeholder assume collective responsibility for future directions of the domain and collaboration and partnership is an emergent process where collaborative arrangements collectively cope with the complex

environment. Wood and Gray (1991) also identified characteristics of collaboration as; stakeholders with common shared goals, seeing different aspects of a problem, acting on the problem using shared rules, through an interactive process, in search of a solution, beyond their limited vision and abilities to decide the future of the domain. They created a definition of collaboration which states that “*collaboration occurs when a group of autonomous stakeholders of a problem domain engage in the interactive process, using shared rules, norms or structures, to act or decide on issues related to that domain*”(pg 16).

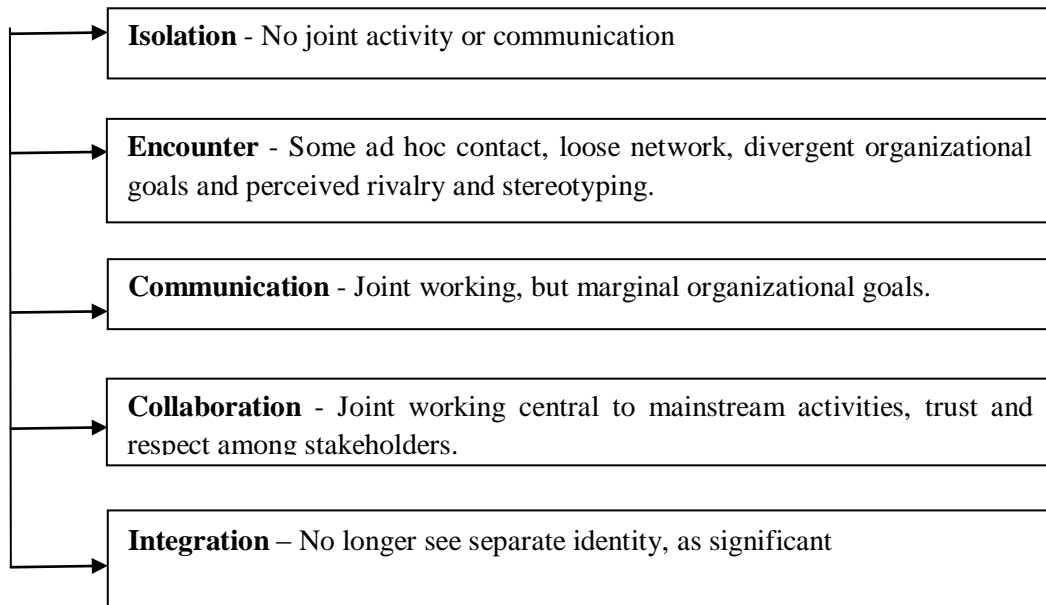
According to D’amour (2005) as cited in Carnwell and Carson (2008), certain attributes are repeatedly mentioned in various definitions of collaboration, the standout attributes of collaboration are illustrated in Table 2.2;

Table 2.2: Attributes of collaboration

No.	Specific attributes
1	Intellectual and cooperative endeavour
2	Knowledge and expertise are more important than role or title
3	Joint venture
4	Team working
5	Participation in planning and decision making
6	Non- hierarchical relationship
7	Sharing of expertise
8	Willingness to work together towards an agreed purpose
9	Trust and respect in collaborators
10	Partnership
11	Inter- dependency
12	Highly connected network
13	Low expectation of reciprocation

Source: Carnwell and Carson (2008)

These wide ranges of attributes represent a spectrum of issues compiled from various meanings of collaboration and other related arrangements over time. Hudson et al (1998) as highlighted in Carnwell and Carson (2008) also identifies characteristics of collaboration, and placed them in a continuum ranging from isolation (in which there is an absence of joint activity), through to integration of the stakeholders (in which separate identities are no longer significant and creation of a unitary organisation may be possible) as in Figure 2.1;



Source: Carnwell and Carson (2008)

Figure 2.1: Characteristics of collaboration

Academic literature is replete with terminologies associated with collaborative arrangements (Fyall & Garrod, 2005); they identified positive terminologies associated with collaborative arrangements as cooperation, coordination, partnerships, joint-ventures, alliances, agreements, coalition, and bridging. In the same argument, negative terminologies associated with collaboration include conflict, competition, co-option and collusion. Spyriadis (2002) noted that collaboration is the most commonly used term as a general descriptor for joint efforts, and commonly used in academic circles while the term partnerships is mainly used by practitioners in the tourism industry (Bramwell & Lane, 2004).

2.3 Typologies of Collaborative Arrangements

Several authors have contributed to the debate on typologies found in collaborative arrangements based on different parameters. Huxam (1996) presents a framework based on eight dimensions or continua along which collaboration takes place; these are divided into three main groups, which are based on the degree of ambitiousness; relationship/substantive

rational contrasts; and relationship-oriented contrasts, he argued that these continua are closely interrelated. Bleeke and Ernest (1995) in Fyall and Garrod (2005) identified six types of collaborative arrangements, using outcomes as the major discriminating factor. These were collision, between competitors, alliances of the weak, disguised sales, bootstrap alliances, evolution to sale and alliances of complementary equals.

Other typologies are designed to take the form of a continuum or hierarchy, with simpler forms of collaboration at one end of the scale and more complex types in the other end. Kanter (1995) presented a continuum of collaboration, ranging from weak and distant at one end to strong and close at the other. Dev and Klein (1993) humorously see the arrangements in terms of personal relationships; short time collaborative arrangements are seen as 'one night stands', medium term collaboration are 'affairs' while 'marriages' are long term arrangements.

Walker and Johannes (2003) in Fyall and Garrod (2005) typology focused on risk as the distinguishing feature in the collaborative arrangements, at one end of the continuum or hierarchy is the take over or merger of organisations, which is considered to be high-risk, high cost and making maximum use of human resources. At the other end is the joint marketing/distribution arrangement, which is considered to be low-risk, low-cost, and making minimum use of human resources. Child and Faulkner (1998) in Fyall and Garrod (2005) present a simple typology of collaborative arrangement based on three dimensions: scope (whether it is complex or focused); the number of participants (whether there are two or several partners); and legal nature of the arrangements (whether it is a joint venture or simply a collaboration).

2.4 Theoretical Frameworks for the Study

The study adopted Selin's typology of sustainable tourism partnerships and Terpstra and Simonin's coverage-form-mode-motive as one of the theoretical frameworks in the study.

2.4.1 Selin's Typology of Sustainable Tourism Partnerships

According to Selin (1999) theoretical framework, this typology of collaborative arrangements can be seen in terms of four primary dimensions. The first is the legal basis; these range from voluntary arrangements at one end to those which are creation of law or legally mandated or authorized. Voluntary arrangements are often initiated by the organisations, while legally mandated or authorized groups tend to be result of public pressure for government at various levels to adopt more participatory approaches, such arrangement tend to take the form of advisory committees, task forces and working groups. The second dimension is locus of control; which range from complete agency control at one end, through active consultation, seeking consensus, negotiating agreements, sharing authority and transferring responsibilities, to complete stakeholder control at the other end of the continuum.

The third dimension is the organisational diversity and size; at one end is of the spectrum, collaborating organisation are fewer in number and relatively homogeneous, at the other end of the spectrum, there tends to be a large number of participating organisations drawn from a wide range of backgrounds. And the final dimension is the time frame; which is concerned with the life span of the collaborative arrangements; at one end are the short term collaborative arrangements. They may address a crisis, or take advantage of a passing opportunity; they tend to be temporary and informal in structure. Once a crisis has been brought under control or the opportunity has passed the collaborating organisation return to operating autonomously. At the other end of the spectrum are collaboration that tend to be

more long term, they tend to be more institutionalised in their legal form and structure, and tend to develop more formal decision making processes (Selin, 1999).

2.4.2 Terpstra and Simonin's Coverage-Form-Mode-Motive Typology

Terpstra and Simonin (1993) identified four principal features that can be used to distinguish between different types of collaborative arrangements; these are coverage, form, mode and motive. The coverage variable in collaborative arrangements refers to the extensiveness in terms of markets, marketing functions or geographical areas with which it is concerned (Bleeke & Ernst, 1991). Simple kind of arrangement is likely to be restricted to specific markets or geographical areas. The most basic coverage of collaboration is thus represented by single sector collaboration or regions, more mature collaboration on the other hand are more complete in coverage in terms of sectors and geographical areas (Fyall & Garrod, 2005).

The form of collaborative arrangements refers to the constitutional characteristics of the various arrangements. According to Terpstra and Simonin (1993), the least developed form of arrangement is the non-equity arrangements. This involves members agreeing on methods of operation, joint promotion and so on, without sharing the financial resources. A more developed form is the joint venture; this involves the collaborating organisation retaining the financial independence, but may also involve creation of a new 'offspring' through the pooling or exchanging information and resources. The most evolved form is of collaboration occurs when members acquire equity stakes in one another, leading to financial interdependency at the organisational level, rather than at the collaborating level (Fyall & Garrod, 2005).

Palmer (2002) see forms in collaborative arrangement in terms of the governance style adopted. The governance style is represented in form of a continuum, ranging from the loose (less formal) governance style at one end and tight (more formal) governance style at the other end. Trust is an essential component in this type of arrangement, in the loose and informal setting stage, members need to trust each other, as they operate largely based on norms. As the governance style becomes tighter, greater reliance on prescribed system of rules or other forms of legal intervention becomes paramount (Fyall & Garrod, 2005).

The mode refers to the intrinsic nature of relationship among the members involved. According to Palmer (2002), there exist two main dimensions to the modes of a given collaborative arrangements; the personal characteristics of individual involved, and the cultural characteristics of the organisation represented. In regard to personal characteristics, the dedication of senior managers to the collaboration has often been seen as an essential ingredient in the the effectiveness of the arrangements. The culture of the organisations involved is also critical to the succes in the arrangements, this is especially so in the tourism industry where we have diverse sectors drawn from the public and private sector, if PPPs arrangements are to be adopted, there is need to understand the background cultural characteristics of participating organisations (Fyall & Garrod, 2005).

Motive dimension refers to reasons why organisations come together in collaborative arrangements. There are varied reasons why collaborative arrangements may arise in a given problem domain. For example, collaborative arrangements they may develop as a result of legal mandate, which in itself may be a result of social pressure. In others, it may be

motivated by a perceived crisis facing the industry, the primary motive for collaborative arrangements is likely to differ from one arrangement to the other (Fyall & Garrod, 2005).

2.5 Stages in Collaborative Arrangements

Various models have been developed which focus on the various stages through which collaborative arrangements typically pass through. Gray (1989) developed a three stages process. The first stage is problem setting phase, which involves identification of various key stakeholders and those stakeholders reaching mutual understanding on major issues to be addressed, this is followed by direction setting stage where the stakeholders identify and share values and finally implementation stage which involves stakeholders institutionalizing the shared meanings to achieve the set objectives. This can be illustrated in Table 2.3;

Table 2.3: Grays development model of collaboration

	STAGE	ACTION/STEPS
1.	Problem setting stage	<ul style="list-style-type: none"> a) Define purpose and domain b) Identify convenor c) Convene stakeholders d) Define problems/issues to be resolved e) Identify and legitimize stakeholders f) Build commitment to collaborate by raising awareness of interdependence g) Balance power problems h) Address stakeholder concerns i) Ensure adequate resources to allow for collaboration
2.	Direction setting stage	<ul style="list-style-type: none"> a) Collect and share information b) Appreciate shared values, enhance perceived interdependence c) Ensure power distribution among several stakeholders d) Establish rules and agenda for direction setting e) Organize sub groups if required f) List alternatives g) Discuss various options h) Select appropriate solutions i) Arrive at shared vision
3.	Implementation stage	<ul style="list-style-type: none"> a) Discuss means of implementing and monitoring b) Select structures and institutionalizing process c) Assign goals and tasks d) Monitor ongoing process

Source: Fyall and Garrod (2005)

The implication for the above model to collaborative arrangements in the current study is that, the existing arrangement involves working in a problem domain to achieve some set objectives. In the Kenya context, the development and execution of the arrangements involves inviting stakeholders to forums, deliberating and on issues and making relevant decisions. It is these forums which set the strategy that are used in direction setting stage which go all the way to the implementation stages as in the development of the *Draft Tourism Policy in Kenya* in 2007 (Gunn & Var, 2002; RoK, 2007).

Selin and Chavez (1995) developed an evolutionally model, which is an extension of Gray's model. They modified it by adding an earlier and later stage to the model giving it five stages in all. They also introduced feedback loops as illustrated in Figure 2.2;

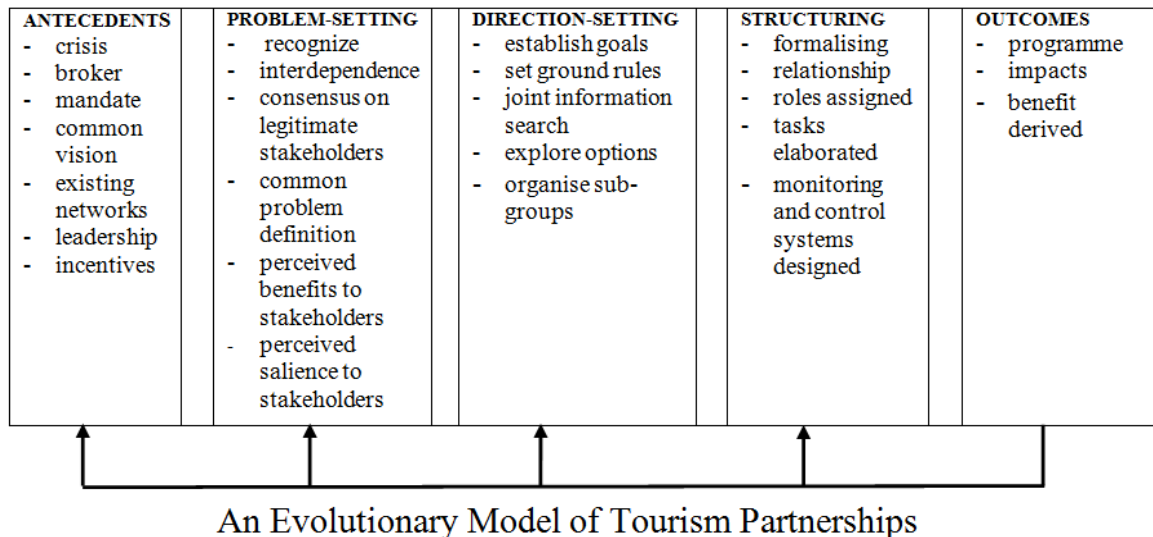


Figure 2.2: Selin and Chavez evolutionally model (*Source: Fyall and Garrod (2005)*)

The Model start with the antecedent stage and go to the problem setting stage; this includes recognising interdependence, arriving at consensus on legitimate stakeholder, defining problem, identifying perceived benefits. Thirdly, it involves direction setting which by establishing goals and setting rules. Finally, structuring which involves establishing

relationships and assigning roles and finally the outcomes of collaboration. Again, like the two approaches illustrates, the process of collaboration is not cast in stone, rather the stakeholder should and can choose processes that fit their circumstances (Medeiros de Araujo & Bramwell, 2004).

2.6 Scope of Collaborative Arrangements

2.6.1 Scale and Level in Tourism Development

It is now recognized that tourism must be developed and managed in a controlled, integrated and sustainable manner, based on sound collaboration in planning (Gunn & Var, 2002). With this approach, tourism can generate substantial economic benefits to an area, without creating any serious environmental or social problems (Inskeep, 1991). Tourism development is carried out at various levels, which includes international, national, regional, local and site scales. Each of these levels tend to concentrate at a certain specificity depending on the unique needs of a destination (Goeldner & Ritchie, 2012).

Tourism industry at the international scale is mainly concerned with provision of transportation services; the flow of tourist among different countries, complementary development of major attraction features and facilities and multi-country marketing strategies (Inskeep, 1991). This is usually undertaken by organisations like the UNWTO, EU, World Travel and Tourism Council (WTTC) and International Air Transport Association (IATA) to name just a few (Bhatia, 2006; Holloway, Humphreys & Davidson, 2009). While the work of these organisations is important, their mandates tend to overlap, creating confusion in their operations, resulting to the need for collaborative arrangements. Dieke (2005) argued that, tourism development in many developing countries is externally dominated, managed and controlled by multinational companies mainly operating at the international level.

Furthermore, it can be demonstrated that most of the tourism planning and development in many developing countries is undertaken by consultants usually sourced and funded from developed world (Tosun, 2001). Many governments in the developing countries approach the international funding agencies and other organisations in search of assistance with tourism development. As a result, the World Bank, UNWTO, EU, USAID, United Nations Environmental Programme (UNEP) and other related international funding organisations have played a significant role in supporting tourism planning and development in these countries (Dieke, 2000). These international level organisations provide a justification that, tourism is a truly global industry requiring collaborative arrangements even at that level.

Tourism industry is also an important concern at national level for most governments in the world (Theobald, 2013). Over the years, there has been a general acceptance by most governments that tourism is a good thing, and policies must be designed to manage the industry (Manyara, 2011). The justification for government involvement in tourism at national level is that it represents the whole populace, at least in the democratic ideals, and can take a long-term view of all issues development, including tourism developments (Mason, 2008).

The functions of the government at the national level is focused at tourism policy development, marketing and promotion, taxation structure, incentive/grant schemes, legislation, infrastructure development, education and training and coordination and collaboration among the various stakeholders (Bhatia, 2006; GoK, 2013). The need for collaborative arrangements among the stakeholders has become one the challenges facing tourism development tourism at national level. There is a serious weakness in the machinery

of government dealing with other stakeholders, either state or privately owned. Government policies, or lack of them suggest obsolescence in public administration devoted to tourism collaboration, and the political will to engage with other stakeholders is often lacking among the players (Hall, 2004).

Regional collaborative arrangements involve specific regions of a country, often a state, a province, or perhaps a tourist circuit. A tourist circuit can be defined as area with tourism resources (attraction) and facilities (accommodation, accessibility and amenities) that can provide a tourist with an experience (KIE, 2009). Regional planning tends to be more specific than its national counterpart and can vary from one area to another; it is concerned with regional policy, marketing strategies, education and training programmes specific to those regions (Inskeep, 1991). For small countries, the national planning may be enough, but in large countries with diverse attractions and facilities scattered in various regions, regional level planning becomes essential and can go down to local and site levels when necessary (Gunn & Var, 2002).

2.6.2 Structure in Tourism Collaborative Arrangements

Organizational structure consists of hierarchical arrangements of lines of authority, communication, rights and duties of an organisation. It determines how roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management (Koontz & Weihrich, 2009). Organisations have both formal and informal structures. Formal structures are concerned with the way the organisations are managed by those with the responsibility, they represent setups that enable the organisation to meet its stated objectives. Saxena (2009) argued that formal organisations are a fixed set of rules of intra-organisation procedures and structures, as such, they is

usually set out in writing, with a language of rules that ostensibly leave little discretion for interpretation.

The formal collaborative structures in tourism industry tend to be legally mandated or policy recommended (Fyall & Garrod, 2005). These include, the NTO (can be a fully fledged ministry or department), related state corporations, advisory committees, taskforces and trade associations (Bhatia, 2006). Like in the formal structures, they are guided by established and agreed rules and regulations in their creation. As ideal of sustainable tourism development, destinations aim at establishing formal systems and procedures to bring together all the stakeholders in formal arrangements (Murphy, 2013).

Informal structures are based on the reality of day-to-day interactions between the stakeholders of various organisations. According to Koontz and Weihrich (2009), informal structures develop because people find new ways of doing things which they find easier, and save them time. Informal structures refer to the power, control, influence, and knowledge flow that are not officially recognized by the formal structures in the organisation (Saxena, 2009). In the tourism industry, they may be represented by informal *ad hoc* arrangements that set out to solve a crisis or emergent problem. The patterns of interactions are shaped by friendship, closeness and other relationship (Franco & Estevao, 2010).

Vaughn (1994) suggested an informal - formal interaction stretching from communication in one extreme, all through to the operationalized collaboration at the other end as in Table 2.4;

Table 2.4: Continuum of informal-formal interaction

Informal				Formal
Communication	Cooperation	Coordination	Coalition	Collaboration
Individuals are; a) Functioning independently b) Networking c) Sharing information d) Establishing contacts e) Making irregular contacts	Individuals function on behalf of organisations by; a) Networking b) Making irregular contacts c) Identifying areas of common concern d) Sharing facilities e) Working on extant programme, services and policies	Organisations function independently by ; a) Complementary constructive actions on predetermined issues b) Creating specific communication channels c) Implementing planned effort	Organisations; a) Plan jointly b) Take action on time certain issues c) Share programmes, policies and directions d) Share goals and strategies	Organisations; a) Sustain commitment b) Set common goals c) Identify focused mission d) Share vision, risks and resources e) Develop new organizational identity/structure f) Conduct joint comprehensive planning g) Combine expertise from a broad array of community sectors

Source: Fyall and Garrod (2004)

Vaughn's continuum of informal - formal interaction represents a simplified framework on how collaboration develops among individuals and organisations. Communication represents the most extreme stage, in which individuals are very independent; this is followed by cooperation stage, in which individuals function on behalf of organisation. Later, it develops to stages where organisations are the main actors, this goes through coordination, coalition and eventually collaboration. According to Vaughn (1994), collaboration involves; sustaining commitment, setting common goals, identifying focused mission, sharing vision, risks and resources, developing new organizational identity or structure, conducting joint comprehensive planning and combining expertise from a broad array of community sectors. Like in all continuum and stage based analysis, collaborative arrangements do not always have to pass through all the discussed steps (Fyall & Garrod, 2005).

2.7 Prerequisites of Collaborative Arrangements

If collaborative arrangements are to be successful, there is need to understand the determinants of effective collaborative arrangements among organisations. Fyall and Garrod (2005) identified these as drivers and include; involvement of key stakeholders, inclusive management style and organisational culture, domain similarity and goal compatibility, duration and nature of previous relationships among participating organisations, effective contractual conditions and exit barriers, an equity share agreement, balance of management resources and power, well planned project, carefully chosen partners, balanced structure and high potential payoff relative to cost, decisive leadership, sound administrative support, tight focus and transparent implementation of policy. These preconditions should exist in such optimum levels, to allow successful collaboration (Wong, Mistilis & Dwyer, 2009).

Waddock and Banister (1991) in context of PPPs identified the same as; participant needs to trust each other, representatives need to have adequate power to make decisions for their organisations, the appropriate participant organisation need to be included in the collaboration. Participant need to sense that there will be benefits to all the participants as a result of collaboration, participant need to recognize they are interdependent, issues being dealt with need to be salient to participants, participant need to feel that they add value to other participants, power need to be balanced among participant organisation.

Further, collaborative objectives need to be clear and well defined, staff in charge of implementation must be competent, feedback to participant has to be adequate, leaders must articulate a strong vision about purposes of the collaboration and strong leadership must exist within the collaboration. Again it can be argued that these drivers do not necessarily have all

to be present, but rather exist is sufficient levels to allow for participant to effectively deliver (UNWTO, 2003).

Spyriadis (2002) suggest the following themes as important in establishing effective collaboration; development of sufficient understanding of key policy related issues in alliance formation, emergence of network-level concepts and success at every stage of collaborative life cycle. Other include partner selection, complexity of collaboration, clear aims expressed to each participant and detailed expectation of each. The UNWTO (2010) Report *Joining Forces – Collaborative Processes for Sustainable and Competitive Tourism* observed that that the success of collaborative arrangement is partly hinged on existence a fertile ground, that can allow germination of the said arrangements.

Tremblay and Wegner (2009) also identified factors that may foster collaborative arrangements. They identified them to include; perceived key benefits to participants, good communication and building relationships and networks amongst partners. Other includes availability of support material and the need for a vision and clear goals. For collaborative arrangements to be successful there is need to emphasize the recognition of this wide range of drivers, their presence or absence has a big implication in tourism development (Lamoureux, 2009).

2.8 Motives for Engaging in Collaborative Arrangement

There is wide range of issues that motivate individuals and organisations to engage in collaboration. Marketing and destination promotion feature at the top of the list. It can be defined as the managerial process concerned with providing the right product, at the right place, at the right time, and the right price (Cooper, Fletcher, Fyall, Gilbert, & Wanhill,

2008). Kotler and Keller (2006) in Cooper et al (2008) define marketing as, a societal process by which individuals and groups obtain what they need and want through creating, offering and freely exchanging products and services of value to one another. The definition has the application of 'group', who in our case represent stakeholder organisations. The essence of the concept of marketing is that organisation strives to achieve their objectives through satisfying the needs of each other (Kubickova & Wang, 2008).

Collaborative arrangements among stakeholder organisations have been advocated in tourism marketing for many years. Stakeholder organisations have been working together successfully in a variety of collaborative arrangements. Whether referred to as marketing alliances, consortia, or partnerships, all are forms of working together for the achievement of a mutual goal. Collaborative arrangements in marketing can be seen as a process of joint decision-making among autonomous, key stakeholders of an inter-organisational, tourism marketing domain, to resolve marketing problems of the domain and/or manage issues related to the marketing and development of the domain (Fyall & Garrod, 2005).

Donaldson and O'Toole (2002) suggest that the traditional orientation of marketing is now insufficient to meet the demands of a more dynamic and complex market place, and that the manipulation of former marketing tools is deficient as a vehicle for an organisation to compete effectively in the global market place. The winds of change are such that an alternative view of business is being propagated in which needs of different stakeholders is being taken to account which is seen as the way forward. This arrangement is becoming the modus operandi for most of these organisations (Fyall & Garrod, 2005).

Another reason is the need for lobbying and advocacy, tourism policy and planning development in many developing countries tend to be dominated by the public sector through the government and related State Corporation (Dieke, 2005; Sindiga, 2000 and Tosun, 2001). The main reason for this can be attributed to the government having the long term interest to resources i for investing in the industry. Very noticeable is in the tourism policy and planning, the public sector develops policies, sometimes with minimal stakeholder participation. Most of the time, it ends up not implementing the same policies (Akama, 2002). Further it can be shown that the role of government is changing from that active business involvement in the industry towards creating an enabling environment for the industry (Hall , 2004).

The role of interest groups is crucial to the success of collaborative arrangements in tourism development. The term interest group is used interchangeably to refer to pressure groups, lobby group, special interest group or organized interest (Akesson, 2009). According to Hall and Jenkins (1995) in Hall (2004), an interest group can be defined as any association or organisation which makes a claim, either directly or indirectly on government so as to influence policy without itself willing to exercise the formal powers of the government.

Lobbying and advocacy by the interest groups is the strategy adopted by the said groups to advance their causes. Lobbying is defined as an attempt to influence specific legislation, including both legislation that has already been introduced in a legislative body and specific legislative proposals that the an organisation may oppose or support, while advocacy encompasses pleading for or against causes, as well as supporting or recommending positions

the various association are involved in advancing their causes through collaborative arrangements (Franch, Martini, & Buffa, 2010).

Crisis management in destinations has been identified as another motivation for collaborative arrangements in tourism development. A destination is considered as a continuously changing organism, and can remain competitive only if it adjusts to changing trends in the environment (Aktas & Gunlu, 2005). The challenge arises when the destination gets caught unprepared by crises which they have little control. Unless the destination stakeholder organisations address such threats in an effective collaborative manner, the impacts can be long-term and the situation gets worse when the reaction to the same is slow or non-existent (Niininen & Gatsou, 2010).

Scott et al (2010) noted that the Chinese word for crisis is composed of two symbols meaning 'danger' and 'opportunity', meaning destination have opportunities to overcome danger in the tourism sector. Other authors have attempted to define crisis and have come up a variety of terms and concepts synonymous with crisis which includes disaster, negative event, catastrophe, problem or turning point, risk, chaos, vulnerability, safety and security (Pforr & Hosie, 2010). The UNWTO (2003) in Ladkin et al (2010) defines crises as any unexpected event that affects traveller confidence in a destination and interferes with the ability to operate normally. Ritchie et al (2004) in Pforr and Hosie (2010) posited that crises are indefinite, numerous, unexpected and unpredictable, and history tells us disaster and crises are usually unforeseen, occurs regularly, acts as a shock on tourism industry and always poorly handled.

Faulkner (2001) in Theobald (2013) goes further and distinguishes the term crises from disasters. According to the author, although the root cause of crises is self-inflicted through problems caused by inept management structures and practices, disasters refer to situations where a destination, in the context of tourism, experiences unpredictable catastrophic changes over which it has little control. The author further observes that it is not always easy to identify certain events as disasters or crises because of the difficulty of assessing the factual reasons behind what actually causes damage.

Niininen and Gatsou (2010) define crisis management as a set of activities an organisation may conduct to avoid a crisis, it is based on two principles, identify potentially troublesome issues as soon as possible, and resolve the said issues before they threaten the organisational objectives. Crises occurring in one of the sub sectors of the industry such as the accommodation, transportation, or attraction sectors may soon cause a domino effect across the destination, resulting in diminished profitability. In the developing world context, the matter is compounded because they rely on international tourists who are susceptible to the said disasters and resultant travel advisories (Aktas & Gunlu, 2005).

Another motivation for involvement is inclusiveness and equity among stakeholders organisation in the collaborative arrangements. Including all stakeholders in an equal manner contributes to legitimacy and helps in distributing benefits of tourism more widely and fairly and also ensures different rights and positions of different stakeholders are fully understood and catered for. The involvement by a wide range of stakeholders, all of whom are affected by the multiple issues of tourism development help to introduce change (WB, 2010). The guiding principle is to ensure inclusiveness and equity in tourism development is public

participation, which involves a coordinated and participatory approach to tourism to ensure that the relevant government agencies (tourism ministry and state corporations), newly established county governments, local authorities, private sector, civil society and communities are involved in planning, decision making and related implementation processes (GOK, 2010).

Baggio (2010) posited that an inclusive collaborative approach has the ability to create social capital and thus contributes to the development of more sustainable forms of tourism. In this regard, governments can play an active role, to a lesser or a greater extent, as a facilitator and promoter of tourism development. This is due to the fact that, they hold the required socio-political legitimacy and institutional capacity to bring together and coordinate activities of diverse interest groups that are usually preoccupied with the provision of tourism and hospitality services (Akama, 2002).

Tourism product development is also a motivator of engaging in collaborative arrangements in destinations. The tourism products that can be understood as bundles of tangible and intangible components based on an activity at a destination (Jafar, 2000). It is the consumption of such a bundle that allows engaging in specific activities at the destination(s) and that creates the travel experience of each individual. Thus, the tourist product can be equated with the total travel experience (Koutoulas, 2004). Tourism product development involves co-coordinating effort behind viable, sustainable projects that will help to develop a successful tourism destination. Fyall and Garrod (2005) concluded that, product related motive for collaboration involves filling the present product line, broadening present product line and differentiating or adding value to the products.

As per the Vision 2030, tourism in Kenya is currently concentrated in only 7 parks, which receive 80 per cent of the total number of visitors to the country's 26 wildlife sanctuaries (GOK, 2007). There is great potential in targeting the remaining 19 parks and reserves. In addition, only 18 per cent of hotels are in the 4-5 star categories, which are significantly lower than the average of 40 per cent in competing long-haul destinations such as South Africa (WB, 2010). To increase our competitiveness, there is a need to diversify our product choice and the quality of our facilities and services (Dieke, 2000, Sindiga, 2000). In doing this, the government intends to partner with the private sector to achieve the necessary improvements and expansion, with a focus on niche tourism products, resort cities, business and safari tourism (GoK, 2007).

The World Bank Report on Kenya *Polishing the Jewel* observes that skills and knowledge are essential motives of engaging in the arrangements in tourism development. Pooling of knowledge and sharing expertise has the potential to allow a destination to be competitive through tourism development (Palmer, 2002). Further, stakeholder organisations have the capacity to set service and quality standards, provide training and education programs that improve on productivity and innovation through their interaction (WB, 2010).

Another motive for adopting collaborative arrangements in tourism development is the belief that stakeholder organisations may gain competitive edge by bringing together knowledge, expertise, capital and other resources of several stakeholders (Bramwell & Lane, 2004). The Sessional Paper No.1 of 2010 on *Enhancing sustainable tourism in Kenya* is the most recent government policy on tourism, in terms of collaboration and partnerships;

it aims at establishing synergies and areas of complementarity with relevant sectoral policies and institutions by bringing together their strengths (GOK, 2010).

Beverland and Brotherton (2001) identified potential motives for entering into collaborative arrangement as in Table 2.5;

Table 2.5: Motives of engaging in collaborative arrangements

MARKET ENTRY AND MARKET POSITION RELATED MOTIVES.
<ol style="list-style-type: none"> 1) Gain access to new markets. 2) Circumvent barriers to entering international markets posed by legal, regulatory or political factors. 3) Defend market position in present markets. 4) Enhance market position in present markets.
PRODUCT RELATED MOTIVES
<ol style="list-style-type: none"> 1) Fill products in present product line. 2) Broaden present product line. 3) Differentiate or add value to products.
PRODUCT/MARKET/MARKET RELATED MOTIVES.
<ol style="list-style-type: none"> 1) Enter product/market domains. 2) Enter or maintain the option to enter into evolving industries whose product offering may emerge as either substitutes for, or complements to, the firm products offering.
MARKET STRUCTURE MODIFICATION-RELATED MOTIVES
<ol style="list-style-type: none"> 1) Reduce potential threats to future competition. 2) Raise/erect barrier to entry. 3) Alter technological base competition.
MARKET ENTRY TIMING RELATED MOTIVES
<ol style="list-style-type: none"> 1) Accelerate pace of entry into new product/market domains by accelerating pace of research and product development and /or market entry.
RESOURCE USE EFFICIENCY-RELATED MOTIVES
<ol style="list-style-type: none"> 1) Lower production costs. 2) Lower marketing costs.
RESOURCE EXTENSION AND RISK REDUCTION RELATED MOTIVES
<ol style="list-style-type: none"> 1) Pool resources in light of large outlay required. 2) Lower risk in face of large resource outlay required and technological, market or other uncertainties.
SKILLS ENHANCEMENT-RELATED MOTIVES
<ol style="list-style-type: none"> 1) Learn new skills from alliance partners. 2) Enhance present skills by working with alliance partners.

Source: Beverland and Brotherton, 2001

There are varied reasons that stakeholder organisation can engage in collaborative arrangement. Marketing is very central to the said arrangements, organisations have developed arrangements like alliances and consortia that bring together stakeholders to address

this. Brotherton et al (2001) identifies others as tourism product related, resource related and skill development, although the list may not be taken as conclusive.

2.9 Benefits of Collaborative Arrangements

Wang (2008) emphasized that collaboration and partnerships arrangements have been advocated in tourism because of the perceived benefits they can bring. One of the major benefits, it has been suggested, is that collaboration and partnerships can avoid the adversarial conflicts between different interest groups. Other benefits include the democratization of tourism decision-making, with the involvement of a range of players, the sharing of views and the possibility of synergy and creativity in solving tourism problems (Dwyer & Kim, 2001; Tremblay & Wegner, 2009). Bramwell and Lane (2004) classified them as in Table 2.6;

Table 2.6: Potential benefits of collaborative arrangements

POTENTIAL BENEFITS OF MULTI STAKE HOLDER COLLABORATION
a) There may be involvement by a range of stakeholders, all of whom are affected by the multiple issues of tourism development and may be well placed to introduce change and improvement.
b) Decision-making power and control may diffuse to the multiple stakeholders that are affected by the issues, which is favourable for democracy.
c) The involvement of several stakeholders may increase the social acceptance of policies, so that implementation and enforcement may be easier to effect.
d) More constructive and less adversarial attitudes might result in consequence of working together.
e) The parties who are directly affected by the issues may bring their knowledge, attitudes and other capacities to the policy-making process.
f) A creative synergy may result from working together, perhaps leading to greater innovation and effectiveness.
g) Partnerships can promote learning about the work, skills and potential of the other partners, and also develop the group interaction and negotiating skills that help to make partnerships successful.
h) Parties involved in policy-making may have a greater commitment to putting the resulting policies into practice.
i) There may be improved coordination of the policies and related actions of the multiple stakeholders.
j) There may be greater consideration of the diverse economic, environmental and social issues that affect the sustainable development of resources.
k) There may be greater recognition of the importance of non-economic issues and interests if they are included in the collaborative framework, and this may strengthen the range of tourism products available.
l) There may be a pooling of the resources of stakeholders, which might lead to their more effective use.

POTENTIAL BENEFITS OF MULTI STAKE HOLDER COLLABORATION
<ul style="list-style-type: none"> m) When multiple stakeholders are engaged in decision-making the resulting policies may be more flexible and also more sensitive to local circumstances and to changing conditions. n) Non-tourism activities may be encouraged, leading to a broadening of the economic, employment and societal base of a given community or region.

Source: Bramwell and Lane (2004)

2.10 Factors that Hinder Collaborative Arrangements

Several authors have explored barriers that constrain opportunities and the development of collaboration and partnerships. Some of the most significant inhibitors include lack of expertise and training in tourism planning, political traditions that favour centralisation of authority, lack of funding, lack of interest or commitment by stakeholders, competition for the same resources, lack of long-term or strategic planning, and a lack of consensus on specific structures and processes (Bramwell & Lane, 2004; Fyall & Garrod, 2005; Kubickova & Wang, 2008). Although not all of these barriers may be present at any one destination at any one time, individually or collectively they represent significant difficulties in the implementation of a collaborative approach (Chan & Bauer, 2010).

Mason (2008) summarized barriers associated with stakeholder tourism collaborations and partnerships. These can be illustrated in the Table 2.7;

Table 2.7: Potential barriers of collaborative arrangements

POTENTIAL BARRIERS OF COLLABORATION
<ul style="list-style-type: none"> a) In some places and for some issues there may be only a limited tradition of stakeholders participating in policy-making. b) A partnership may be set up simply as ‘window dressing’ to avoid tackling real problems head on with all interests. c) Healthy conflict may be stifled. d) Collaborative efforts may be under-resourced in relation to requirements for additional staff time, leadership and administrative resources. e) Actors may not be disposed to reduce their own power or to work together with unfamiliar partners or previous adversaries. f) Those stakeholders with less power may be excluded from the process of collaborative working or may have less influence on the process. g) Power within collaborative arrangements could pass to groups or individuals with more effective political skills. h) Some key parties may be uninterested or inactive in working with others, sometimes because

POTENTIAL BARRIERS OF COLLABORATION

- | |
|--|
| <p>they decide to rely on others to produce the benefits resulting from a partnership.</p> <ul style="list-style-type: none"> i) Some partners might coerce others by threatening to leave the partnership in order to press their own case. j) The involvement of democratically elected government in collaborative working and consensus building may compromise its ability to protect the 'public interest'. k) Accountability to various constituencies may become blurred as the greater institutional complexity of collaboration can obscure who is accountable to whom and for what. l) Collaboration may increase uncertainty about the future as the policies developed by multiple stakeholders are more difficult to predict than those developed by a central authority. m) The vested interests and established practices of the multiple stakeholders involved in collaborative working may block innovation. n) The need to develop consensus, and the need to disclose new ideas in advance of their introduction, might discourage entrepreneurial development. o) Involving a range of stakeholders in policy-making may be costly and time-consuming. p) The complexity of engaging diverse stakeholders in policy-making makes it difficult to involve them all equally. q) There may be fragmentation in decision-making and reduced control over implementation. r) The power of some partnerships may be too great, leading to the creation of cartels. s) Some collaborative arrangements may outlive their usefulness, with their bureaucracies seeking to extend their lives unreasonably. |
|--|

Source: Bramwell and Lane (2004)

Kubickova and Wang (2008) noted that, in tourism marketing, the implementation of collaborative destination marketing has been challenged by several factors. First, the task of destination marketing is usually characterized by the fragmented nature of the tourism stakeholders, who are responsible for components of the total offer. Secondly, because of the fragmented nature of the tourism industry, no single agency can control and deliver a rich combination of tourism product and service portfolio at a destination (Reid, Smith, & McCloskey, 2008; Prideaux & Cooper, 2002). And finally, executing a collaborative strategy at the destination level depends on a great deal of coordination, communication, and consensus building, which at times engender negotiation and even confrontation (Moore & Weiler, 2009).

Wang (2008) highlights the potential barriers to collaboration and partnerships as when, firms sub-contracting a service face the possibility of weakening the quality of their service and therefore deteriorating their reputation if the wrong partner is chosen. This could be caused

by the inefficient and ineffective exchange of information, goals, and resources. Other barriers to collaboration and partnerships can be the inability of stakeholder organisations to work together due to time; capital, company culture, and geographic constraints among others (Fyall & Garrod, 2005).

2.11 PPPs as Model of Collaborative Arrangements

2.11.1 PPPs in Tourism Development

Since the 1980's, PPPs have gained popularity as avenues for tourism planning, destination management and marketing (Bramwell, 2005) as cited in (Campos & Hall, 2012). Further, Rajko et al (2008) noted that collaboration and partnerships arrangements between the public and the private sector have recently grown into a specific and widely applicable form and method of optimizing social development in destinations worldwide. PPPs are becoming more common, because governments realize these arrangements have many tangible and immediate benefits (Canada, 2002). This has a special resonance with the fragmented tourism sector, where organisations should develop synergies in order to achieve competitive advantage through PPP's, which can play an important role in tourism development (Franco & Estevao, 2010).

UNWTO (2011) highlighted that cooperation in many tourism destinations is evolving towards the establishment of formal partnerships, between the various parties involved in the public and private sectors, considered fundamental for the increased competitiveness of the destinations. Governments through the public sector all over the world are adopting PPPs to radically improve infrastructure networks in their countries and enhance service delivery to their people. They are hoping that this development model; where the state shares risk and responsibility with private sector, but ultimately retains control of assets will improve services, while avoiding some of the pitfalls of privatization: unemployment, higher prices

and corruption (Farlam, 2005). According to Jackson and Murphy (2002), it is governments that have identified tourism as a possible means to achieve economic development and adoption of PPPs can go a long way to address this. It is in appreciation of this; that the GOK is committed to providing an enabling business environment which will enhance PPP's and contribute to the country's medium and longer term objectives in line with Kenya's Vision 2030 (Lubembe, Ochieng, & Kariuki, 2010).

It would be appropriate to define partnership as a concept in collaborative arrangements in tourism development. Kernaghan (1993) defines partnership as a relationship that involves the sharing of power, work, support and/or information with others, to achieve common goals or mutual benefits. Partnerships are recognized as ways of cooperation, relevant to long-term strategic thinking in the organisation. A partnership can be described as an ongoing arrangement between two or more parties, based upon satisfying specifically identified mutual needs. Such partnerships are characterized by durability over time, inclusiveness and flexibility (Uhlik, 1995). Middleton and Hawkin (1998) in (Mason, 2008) further argues that, such partnerships should be jointly negotiated, and have agreed approaches.

There had been a huge debate of meaning of PPPs; the term can be defined as a form of collaboration between public sector bodies and private entities, the objective of which is to ensure funding, construction, reconstruction, management or maintenance of assets, or the provision of services like in the tourism sector (Rajko, Krajnović, & Tomčić, 2008). They further argue that, PPPs should be viewed as a method of bringing together, in different ways, the interests of the public (common good) and the private sectors (profit), with the objective of increasing quality and availability of tourism products and services. PPPs may also be seen

as a cooperative alliance between the public and private sectors, in different areas of intervention which are traditionally inherent to the public sector, but without embracing a complete privatization models (Linder, 1999). According to Kim, Kim and Lee (2005), PPPs are essentially partnerships between public sector organisations and private sector and corporate investors, for the purpose of conception, planning, funding, construction and supply of infrastructural equipment or exploration of services.

Svetlana (2010) further argues that PPPs refers to tangible cooperation in activities, in which the public and the private sectors combine their resources and knowledge in order to satisfy some of the public needs of their milieu. PPPs can be also be defined as “...*institutional relationships between the state and the private for-profit and/or the private not for-profit sector, where the different public and private actors jointly participate in defining the objectives, the methods and the implementation of an agreement of cooperation*” (Ongolo, 2006, pg 5).

According to Ongolo (2006), the origin of PPPs can be traced back to Europe in the provision of transport and urban water supply sectors. In the United States of America (USA), the utilization of PPPs models was adopted in funding infrastructure development through issue of bond among stakeholder partners. In the developing countries, Malaysia provides a good example, where the main applications of PPPs are in the transport, water and waste water sectors, in common with other international experience. In Kenya, some form of PPPs has been practiced over time, lobby groups have been formed to advocate for specific issues with government. A good example is where employer organisations and manufacturers have traditionally partnered to develop strong positions for submission during budget

consultations. However, in the past these engagement efforts have been weakly structured and poorly coordinated to have any viable results (Lubembe, Ochieng, & Kariuki, 2010).

The basic characteristics of PPPs can be summarized as the following; they are based on cooperation, defined by a contract between public and private stakeholders, the contributions of partners to a common goal are complementary, thus they can achieve their goals more efficiently within the framework of PPPs than through acting independently. Each partner formulates clear goals and negotiates with the other partner within the framework of the PPPs; the public partner does not finance the basic activities of the private partner, but rather offers support (Svetlana, 2010).

Numerous forms of PPPs have existed over time, Rajko et al (2008) makes a distinction between two basic forms of PPP set-ups: the first are PPPs of a purely contractual nature, and the second are PPPs of an institutional nature. PPPs of a purely contractual nature, as hinted by the term itself, are those in which the partnership is based solely on contractual links, whereas PPPs of an institutional nature envisage cooperation within a distinct entity. It is the latter this study is concerned with; worldwide, established examples of PPP include chambers of commerce, tourism commissions, tourist industry associations, city convention bureaus, development agencies or local tourist boards among others (Dredge, 2006; Hall, 2004).

There are various reasons for collaborating and partnerships in tourism development. Riege, Perry and Go (2001) in Franco and Estevao (2010) identifies them as; the reduction of risk and costs of accessing new markets, reinforcement of financial resources and share of human

resources and extending the scope of operational actions. Other include acquiring capacities and knowledge, directing customers through more effective distribution channels, the creation of new products or services and achieving higher levels of efficiency and economies of scale.

According to UNWTO (2002), the main objectives leading to the creation of partnership arrangements can be summed up as in Table 2.8;

Table 2.8: Objectives of partnerships

<p>Products</p> <ol style="list-style-type: none"> 1. Enhance and preserve resources 2. Set quality standards 3. Develop attractions, theme parks and accommodation 4. Provide technical support for innovative product development programs 5. Contribute to the economic wealth of the community 6. Create sustainable development of tourism sector 7. Overcome trade and investment barriers 8. Protect consumers 9. Deal with competition 	<p>Marketing and Sales</p> <ol style="list-style-type: none"> 1. Improve destination image 2. Improve marketing efficiency 3. Improve market coverage and reach 4. Provide support for electronic marketing and distribution, including Internet 5. Provide support for participation at trade shows 6. Harness power of co-op marketing programmes 7. Access new markets
<p>Research and Technology</p> <ol style="list-style-type: none"> 1. Provide research and measurement methodologies 2. Implement Tourism Satellite Accounts 3. Enhance technological innovation and application 	<p>Infrastructure</p> <ol style="list-style-type: none"> 1. Improve roads, transport infrastructure and basic services 2. Provide impetus for intermodal transportation 3. Improve public health and sanitation 4. Improve safety and security 5. Enhance telecommunications system
<p>Human Resources</p> <ol style="list-style-type: none"> 1. Set service and quality standards 2. Provide training and education programs 3. Improve productivity and innovation 	<p>Financing</p> <ol style="list-style-type: none"> 1. Obtain investment and funding 2. Leverage public investment 3. Obtain start-up financing 4. Improve yield

Source: UNWTO (2002)

2.11.2 Critical Factors for Success of PPPs

Spink and Merrill-Sands (1999) in Franco and Estevao (2010), identified a set of factors that may account for the success of a partnerships, these includes: strong vision, strong and shared

leadership, shared definition and approach to the problem, equitable power, interdependency and complementarity, responsibility sharing, attention to the process, communication links, explicit decision-making process, trust and commitment, and credit and recognition. Kim, Kim and Lee (2005) identified the critical success factors in managing public-private partnerships in the tourism sector as: expert experience, well-founded objectives, partnership development structure, effectiveness and efficiency of partnership actions and sustainable nature of the partnerships.

The UNWTO (2000) compiled a list which included; a balanced structure, with clear role of assignment and responsibilities for all members; leadership sharing between both sectors, with shared and well defined goals, realistic expectations and identification of benefits for both sides. other include a flexible approach by partners, along with the will to understand each other partner's needs, contributing with the share of resources; awareness by all partners that the development of tourism must be sustainable, from an economic, but also socio-cultural and environmental point of view. There is also the long term commitment that combines strategic vision and planning with specific short term goals; periodic evaluation of effectiveness of role performed by partners and accurate and effective communication between partners and from partners towards all stakeholders. The key to the success of any partnership relies on recognition that the partnership constitutes a business relationship, where members share risks, rewards and responsibilities for success or the lack of initiative (UNWTO, 2003).

Buhalis (2000) also identifies some of the elements of successful partnerships as depicted in Figure 2.3.

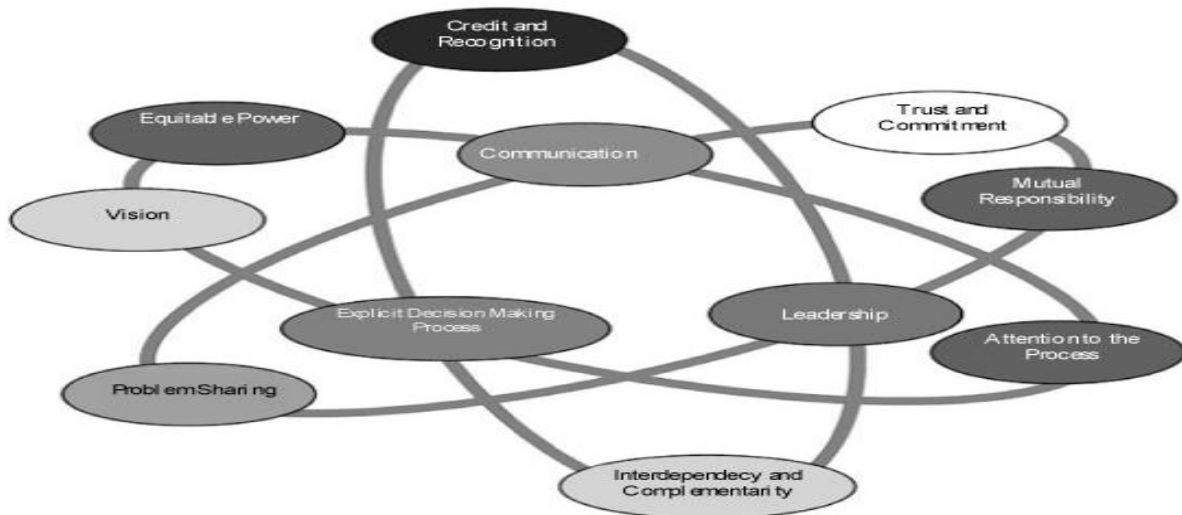


Figure 2.3: Elements of successful partnerships (*Source: Buhalis, 2000*)

Buhalis (2000) identified these elements as credit and recognition, equitable power, communication, trust and commitment, vision and mutual responsibility. Others were identified as are problem sharing, explicit decision making process, leadership, attention to the process and interdependency and complementarity. Graci (2013) suggest that these key elements are the underlying principles for a multi-stakeholder partnership, which provides a cohesive environmental vision, enabling the tourism destination to focus resources, share information, increase environmental and social action in the destination, learn from the leaders and ultimately protect the resources that sustain the destination.

2.12 Situational Analysis of PPPs in Kenya

Kenya has a very robust private sector which comprises several associations and business member organisations. To enable a structured engagement with Government, where the private sector can speak with one voice, the private sector formed KEPSA which is the umbrella body for all business member organisations and associations. It was incorporated in August 2003 under the Kenya laws (Lubembe, Ochieng, & Kariuki, 2010). In tourism sector, KTF is the umbrella private sector association and in extension a member of KEPSA; all

sectoral trade associations are encouraged to join an umbrella association to facilitate coordination and engagement with the Government (UNWTO, 2010).

In practice, PPPs are facilitated by different forums; these include informal meetings between politicians and the industry; through debates and round table discussions; by spreading information in the media; by advisory committees and coordination bodies (Campos & Hall, 2012). The existing PPPs mechanisms in Kenya have been; the Presidential Private Sector Working Forum, a forum where the President meets with select private sector representatives bi-annually to discuss the general economic climate in the country, as well as fast tracking private sector issues that have been agreed upon under the various fora. During the last government we had the Prime Minister's Round Table (PMRT), the Prime Minister together with several Cabinet Ministers would meet with several private sector players on a quarterly basis. The agenda was to discuss set a National Business Agenda (NBA), and seek solution to thematic issues and other areas of concern of the private sector and Government (Lubembe, Ochieng, & Kariuki, 2010).

Another forum has been the Ministerial Stakeholders Fora (MSFs), the line ministries meet with the various sector boards of the private sector. Meetings are held bi-monthly at the ministries, co-chaired by the minister and a member of the private sector (Lubembe, Ochieng, & Kariuki, 2010). There is also the Speaker's Round Table Meetings, this is a recent development, and it is aimed at creating a forum for the private sector to engage with the law makers and participate in law formulation where possible, through the Parliamentary Departmental Committees (GoK, 2007).

2.13 Legal Framework for Partnerships Kenya

2.13.1 The Tourism Act

The Tourism Act 2011 is an Act of Parliament which aims to provide for the development, management, marketing and regulation of sustainable tourism and tourism-related activities and services, and for any other connected purposes in Kenya (GOK, 2011). Over the years, the existing legal framework for the tourism sector was fragmented into several Acts of Parliament and Kenya Gazette Notices (Sindiga, 2000). These included Hotels and Restaurants Act (Cap. 494), Tourist Industry Licensing Act (Cap 381) and Kenya Tourism Development Corporation Act (Cap. 382) of the Laws of Kenya.

In addition, other institutions have been established vide Kenya Gazette. These include Kenya Utalii College (Legal Notice No. 317 of 24 November 1987), Kenya Tourist Board (Legal Notice No. 14 of 7 February 1997), Kenyatta International Conference Centre (Legal Notice No. 77 of 9 July 2004) and Bomas of Kenya (incorporated under the Companies Act). The main purpose of creating a single Act was to harmonize and streamline the existing legislation and regulations to make them transparent and enforceable (GOK, 2011).

The Act came into operation in July 2012, among its area of operation is; formulation of a National Tourism Strategy at least once every five years which will guide how the tourism sector shall be developed, managed, marketed and regulated. In terms of collaboration and partnerships arrangements, the Act prescribes innovative schemes, incentives and ethics to be applied in the development and marketing of sustainable tourism among stakeholders, these schemes include establishing PPPs in tourism development (GOK, 2011).

2.13.2 The Public Private Partnerships Act

This is an Act of Parliament that provide for the participation of the private sector in the financing, construction, development, operation, or maintenance of infrastructure or development projects of the Government through concession or other contractual arrangements; the establishment of the institutions to regulate, monitor and supervise the implementation of project agreements on infrastructure or development projects and for connected purposes (GOK, 2013).

The Act provides for establishment of the PPPs committees, PPPs unit and PPPs nodes to actualize its operation. The Act defines PPPs as an arrangement between a contracting authority (public) and a private party under which a private party undertakes to perform a public function or provide a service on behalf of the contracting authority, receives a benefit for performing a public function by way of compensation from a public fund, and is generally liable for risks arising from the performance of the function in accordance with the terms of the project agreement (GOK, 2013).

The functions of this Act are to ensure that; each project agreement is consistent with the provisions of this Act, formulate policy guidelines on PPPs, ensure that all projects are consistent with the national priorities specified in the relevant policy on PPPs, formulate or approve standards, guidelines and procedures for awarding contracts and standardized bid documents, review the legal, institutional and regulatory framework PPPs (GOK, 2013).

2.14 Summary and Gap of Literature Review

This chapter presents a review of literature of the complex and fragmented nature of the tourism industry using various subtitles. The importance of involving different industry stakeholder organisations in tourism development forms a central debate in the various discussions. The high degree interdependence among stakeholder organisations means that for tourism development to be effective, it must allow for participation of a wide range of sectors representing the full spectrum of industry.

The concepts of collaboration and partnerships as collaborative arrangements in tourism development have attained urgency over time. They have taken different forms and organized over different forums, which over time has had implications on their effectiveness. The adoption and application of PPPs as a model collaborative arrangement is seen as a mechanism that can guide the development and implementation of effective arrangements in the industry. This has not been well researched especially in the context of Kenya as an important Sub-Sahara Africa tourism destination.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the research methodology that was adopted in the study under various sub-headings; research design, location of study, target population, sampling techniques, research instruments, pilot study, validity, reliability, data collection techniques and ethical considerations.

3.1 Research Design

Research design is the overall plan for connecting the conceptual research problems to the pertinent empirical research. A research design achieves three things, it provides a description of the various component of the investigation, provides a rationale for the choice of the research strategy in relation to the research questions (and objectives), and finally it explains how the key components of research are linked. Essentially, a research design explain in details how the researcher intends to conduct the tasks in a study in order to ensure that the evidence obtained enables us to answer the initial questions as unambiguously as possible (Denscombe, 2010).

The purpose of research design is to; offer guidance that direct research action, help to introduce systematic approach to research operation, entail openness and accountability and helps to control, minimize or even eliminate eventual influences on data collection. Further, it can be shown that it offers order and clarity in the study process, makes the steps in research clear, encourages the effective organisation and coordination, and makes replication of the study easier and more effective. It also enables accurate assessment of validity and reliability of the study and helps in estimating the budget of the study (Sarantakos, 2013).

This study was undertaken under a mixed method research design. The specific mixed method design approach of the study is the QUAL + quan research approach. This involves including quantitative data approaches into an otherwise qualitative research study. The researcher concurrently collected information from respondents using qualitative and quantitative data collection techniques, analyzed the two data sets separately and mixed the two databases by merging the results during interpretation as illustrated in Figure 3.1;

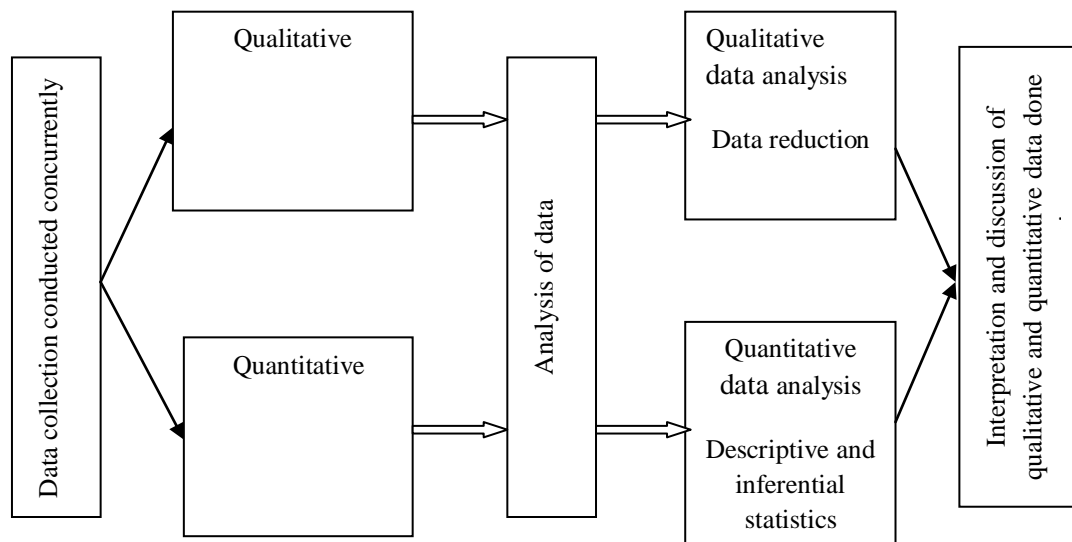


Figure 3.1: Design of the research study

The rationale for adopting the QUAL + quan mixed method design in this study included; first as a qualitative research, the population of the stakeholder organisations involved was thirty three, which is ideal for qualitative studies, unlike quantitative studies which require larger samples of the population. Secondly, qualitative research approaches can fully describe the phenomenon of collaboration and partnerships arrangements, by providing rich details and insights into respondents' perception. The quantitative approaches was use complement the qualitative approach; the quantitative data collection techniques and analysis interpretation are easier to implement, thus yielding a more viable route to the understanding of the complex collaboration and partnership arrangements in the tourism industry (Creswell, 2008).

Symonds and Gorard (2008) developed an argument in support of mixed methods research. They argued that the epistemological rationale for mixed methods includes; that all singular methods (i.e. interview, survey) and data types (numerical, audio, visual, word based) can be classified under one of two succinct paradigms (quantitative and qualitative), that elements from each of these two paradigms can coexist in a single study, that a third category is needed to refer to studies which use elements of both paradigms, that pragmatism is the philosophical basis for this third category, that this third category of mixed methods should be in itself be seen as a separate paradigm.

3.2 Research Study Area

The study was conducted in Nairobi County; the County was selected because it is the political, administrative, legislative and economic capital of the country. Most of the stakeholder organisations in Kenya have their headquarters or operate within the city. Planning and policy making in many developing countries tend to be highly centralized Tosun (2001), with public sector, private sector and related civil society organisations operating from the capital cities of their respective countries (Akama, 2002).

A further justification for choice of Nairobi County as the study area is that many multinational and national organisations in the private sector, NGOs and development partners have set up base in Africa over the past years. This has led to a need of having Africa regional headquarters, Kenya (read Nairobi City) can boast of being the African regional headquarter of more than 20 multinational companies.

This can be attributed to variables such as location, economic status, political stability, market potentiality and labour as the main factors that would qualify Nairobi to be their regional headquarter. Nairobi City further boasts as the headquarters of United Nations Office that hosts UNEP and UN-Habitat headquarters. This has had a trigger effect on international, national and local organisations including those in tourism having their headquarters in Nairobi.

3.3 Target Population of the Study

The target population for this study was drawn from thirty three (33) stakeholders' organisations (Appendix 1). The target population in research means a well-defined collection of individuals or objects known to have certain characteristics, and must be defined specifically and unambiguously (Burns, 2000). Punch (2005) also noted that it is the total target group who would in the ideal world, be the subject of research, and about whom one is trying to say something, in our case the various stakeholder organisations.

Tourism comprise of diverse sectors, these sectors have organized structures which govern their day to day operations. The population of the public sector was derived from the Ministry in charge of tourism and related state corporations, while the private and civil society organisations were represented by various stakeholder organisations. The NGOs and development partners in the country are represented by their local chapters of the international organisation respectively.

Each of these stakeholder organisations was represented by the senior management in terms of Chief Executive Officers (CEOs), Managers, Chairpersons or any other defined senior position in their hierarchical structure during data collection. Participation by this cadre of

personnel ensured that the data collected and in extension findings were solidly grounded in experience and practice. Again, like in the management theory, the senior management act as the representative of the organization, giving information to people outside the organization about its performance and policies (Koontz & Weihrich, 2009).

3.4 Research Instruments

This study utilized concurrent triangulation of various quantitative and qualitative techniques during data collection. Primary qualitative data was collected through semi structured interviews and participant observation, while primary quantitative data utilized semi structured questionnaires (Appendix 3 and 4). Secondary data was collected through analysis of documents and website related to these organisations. These are further discussed below;

3.4.1 Semi Structured Interviews

Interviews are in way questionnaires that are presented verbally, they are can be referred to as '*talking questionnaires*' (Sarantakos, 2013, pg 268). The semi-structured interviews in the study were based on the four objectives of the research. The resultant questions were hinged on broad items addressed in the study, they were not standardised as they made use of open-ended questions that allowed for interviewee digression during the interviews (Appendix 4). In this study, interview was used on CEOs and other holders of senior management position. Some twelve (12) interviews were conducted on stakeholder organisations.

The technique of probing during interviews was adopted in order to get deeper and richer qualitative data. Unlike questionnaires which tend to be shallow and rigid, semi structured interviews tend to probe more deeply and allow for explanations from respondents without necessarily jeopardizing the goal of the research. Further, because of the open nature of semi structured interviews, they have shortcomings; in that they are time consuming to undertake,

hinder reliability, and in that results cannot be easily replicated in other situations (Veal, 2006).

3.4.2 Semi Structured Questionnaires

This study also adopted semi structured questionnaires in the collection of quantitative data as in (Appendix 3). Some qualitative studies augment qualitative data by seeking to capture some quantitative information to provide a context against which qualitative decision can be interpreted and understood (Barbour, 2008). The semi structured questionnaires allow respondents to state their answers in the way they see as appropriate, in their own ways and their own words (Veal, 2006). The questionnaires were based on objectives of the study and further went deeper to specific issues in each research question. The questionnaire method was adopted when the researcher realized that it was hard to get all the key respondents (CEOs and Senior Managers) of various organisations to undertake personal interviews. Some nineteen (19) questionnaires were issued to the said respondents.

3.4.3 Participant Observation

Participant observations technique involves attempting to understand and interpret the meanings and experiences of a group; a task which anthropologists argue is only possible through participation with the individuals involved (Cole, 2005). It is the most appropriate method when the research is concerned with human meanings and interactions from the insiders' perspective, especially where there are important differences between the views of insiders as opposed to outsiders.

Participant observation in the current study involved observing the interaction of the respondents during various forums like meetings, conferences, gala nights and exhibitions. This in many ways could give a perception or how they relate to each other, the weak and

powerful, the loud and silent, the big and small which have some implication on effectiveness of collaboration and partnerships arrangements in the tourism industry.

Critiques of this data collection strategy contend that participant observation cannot be employed when a large group or extensive events are studied (which was not the case with this study), cannot provide information about future or unpredictable events, cannot offer data related to frequency of behaviour, it is relatively laborious and vulnerable to observer bias (Sarantakos, 2013). Jennings (2010) concluded that, participant observation does not have temporal comparability, as it is focused on the present. Past and future settings are unable to be observed, it is also inappropriate for opinion and attitudes unless coupled with other techniques like interviewing in the current study. As a data collection technique, it may not be ideal for some situations as some events may be taboo to watch or record.

3.4.4 Documentary Analysis

Documentary analysis basically refers to the study of existing documents to reveal deeper meanings particularly in cases where investigation of events may not be possible through questionnaire or interviews (Creswell, 2008). In essence, document analysis is concerned with 'mute evidence' is associated with key documentary sources include institutional, journal, websites, and personal and media records. The study adopted three ways of gaining access to the sources; first, there are the informal channels such as personal contact and personal solicitation on the respondents.

Secondly, there the formal channels, such as professional conference papers presentations which the researcher attended. And finally, the secondary sources which included texts; like books, bibliographies and databases from the internet. Document analysis involved gathering as much materials as possible on collaboration and partnerships arrangements, analysing

them in relations to the objectives of the study and coming up with answers pertinent to the research questions.

3.5 Pre-Testing Research Instruments

Pre-testing is used to check the mechanical structure of a research instrument especially the questionnaire and the interview schedule, the response categories needed to be tested as some questions may be have been misleading and ambiguous. Pre-testing has the advantage of making the relevant corrections before the instrument go to the field, while on the other hand, pretesting the instrument may have the disadvantage of being influenced by those used in pretesting them, thus ending up only having their perceptions to the subject under study. The instruments were tested on Fifty Treasures a stakeholder organisation involved in earmarking tourist sites in Kenya. The result of the pretesting was used to make appropriate amendments in the research instruments to improve their effectiveness in data collections.

3.6 Validity and Reliability

Validity is the degree to which results obtained from the analysis of the data actually represents the phenomenon under study. Validity therefore, has to do with how accurate the data obtained in the study represents the variables of the study. Veal (2006) observes that, validity is the extent to which information collected by the researcher truly reflect the phenomenon being studied. He goes on further to observe that validity in tourism and leisure data can rarely be certain as in natural sciences.

Reliability on the other hand is the measure of the degree to which a research instrument yields results after repeated trials. Joppe (2000) as cited in Golafshani (2003) defines reliability as the extent to which results are consistent over time, and can be reproduced under a similar methodology. The two concepts have their background in positivist-quantitative research approaches and certain aspects stand out; Firstly, with regards to reliability, whether

the result is replicable, secondly, with regards to validity, whether the means of measurement are accurate and whether they are actually measuring what they are intended to measure (Golafshani, 2003).

There has been a lot of debate as to whether validity and reliability have any meaning within qualitative research. Stenbacka (2001) argues that since reliability issue concerns measurements then it has no relevance in qualitative research. She adds the issue of validity and reliability is an irrelevant matter in the judgment of quality of qualitative research. But Patton (2001) also cited in Golafshani (2003) observes that validity and reliability are two factors which any qualitative researcher should be concerned about in designing a study, analysing results and judging the quality of the study.

The terms are essential criterion for quality in quantitative paradigms and may be replaced by the terms credibility, neutrality or conformability, consistency or dependability and applicability or transferability (Lincoln & Guba, 1985). Triangulation of methods has been used a strategy to solve the problem of validity and reliability, it is typically adopted as a strategy (test) for improving the validity and reliability of research or evaluation of findings.

The validity of the instrument in the current study was established through discussion of items in the instrument with the supervisors, later, the researcher discussed with colleagues in the Department Tourism in the University on how to improve the instruments. The discussants were expected to indicate by tick or cross on every item in the instruments, based on whether it measures what it is supposed to measure or not.

The suggestions were incorporated through making relevant changes. Also, during the personal interviews, efforts were employed to ensure careful note taking in order to reduce

the risk of wrongly interpreted answers during transcription of interviews, and to be able to double-check the answers after the interview. Further, follow-up questions were also used during interviews to make sure that the respondents understood the questions and to allow the collection of more richer data. The reliability of the instruments, especially of the questionnaire was further established through pre- testing the instrument on a group of post graduate students at the School of Hospitality and Tourism at Kenyatta University.

3.7 Data Collection Techniques

The exercise of data collection was undertaken for a period of four months between August 2012 and March, 2013. The data collection involved acquiring two researcher assistants for issuing out questionnaires; the two research assistants were briefed on the data collection procedures before going out for data collection by the assistants. The nineteen (19) questionnaires were issued to respondents stakeholder organisations and collected later.

The face to face in depth interviews were carried out by the principal researcher both within and outside the respondents' work place. Some were undertaken in the offices, while some interviews were carried out during conferences, workshops and other forums the researcher attended. The interviews were recorded through note taking as the respondents went through the various steps. Observation and document analysis took place concurrently with the two techniques; this involved carefully isolating themes as per objectives of the study, and building information from document analysis and observation related to various categories.

3.8 Research Data Analysis

Data analysis in this study consisted of two categories; analysis of secondary and primary data.

3.8.1 Secondary Data Analysis

The secondary data analysis process started at the beginning of the research and involved a critical review of literature mainly from journals, books, various government and organization documents and reports. The process involved a thematic analysis process in order to identify key issues, patterns and themes that would form the basis for the research as per the research objective (Manyara, 2005).

3.8.2 Quantitative Primary Data Analysis

Qualitative data analysis used both descriptive and inferential statistics. Descriptive statistics involved percentages, pie charts and graphs and cross tabulation. Inferential statistics involved correlation of relationships amongst variables.

3.8.3 Qualitative Data Analysis

Qualitative data analysis involved a three-stage process. The three stages are: data reduction, data discussion and drawing conclusions.

3.8.4 Data Reduction

Data reduction involved the extraction of the huge amounts of data that resulted from the transcription of interviews to reveal the key issues by separating the relevant issue from the non-relevant ones. In undertaking this three requirements are essential, first key terms, phrases, or expressions should be retained as much as possible in the participant language, second, interpretation should be kept at minimum at this stage and third materials should not be dismissed as irrelevant if its inclusion is not clear. It involved first identifying themes and patterns from ideas presented. The themes were based on the objectives of the study which were existing tourism collaboration in terms of scale, structure and scope. Also, the themes were based the factors that foster multi-stakeholder collaboration, condition necessary for implementation and institutionalization of multi-stakeholder collaboration. Other themes were based on factors that hinder successful multi-stakeholder collaboration and the best practices that that may be adopted for effective multi-stakeholder collaboration in sustainable

tourism development in Kenya. Secondly, this involved organizing the data into coherent categories and finally identifying emerging issues.

3.8.5 Data Discussion

The next step involved data discussion; this involved the compilation of the reduced data into an organized and compressed logical framework. This not only serves to reduce the amount of materials to a more manageable level but also begins the process of distilling the essence for latter representation (Ritchie, Spencer & O'Connor, 2009). The main reason for this was to enable the use of the logical framework to facilitate the elicitation of critical issues arising from the data from which conclusions could be effectively drawn thereby leading to the third stage of the data analysis, drawing conclusions.

3.8.6 Data Conclusion

This last stage involved interpretation of data through a critical search for logical explanations arising from the various patterns and categories of data and analysis of how or why these were interlinked. This was achieved through combining and cataloguing related patterns into sub-themes. Themes that emerged from the informants' responses were put together to form a comprehensive picture of their collective experience and categorized into the study factors. In the attempt to summarize the data and review any underlying relationships between the individual data categories and themes, descriptive statistics such as graphs, pie charts and percentage that were used to inform qualitative analysis.

3.9 Logistical and Ethical Considerations

First, the research respondents were informed in details about the nature and purpose of the study, the procedures to be used, their roles and the possible expected impacts of the study to the participant and/or organisation. Secondly, in order to ascertain whether the research participants understand what is expected of them, they were given an opportunity to ask questions and to raise any unclear issues. Third, the research respondents are required to

participate in the study on voluntary basis, that is, without physical or psychological coercion or promises of benefits unlikely to result from their participation. And finally, the potential research respondents are required to willingly accept their participation in the research study. Additionally, privacy and confidentiality was maintained, primarily to safeguard the research respondents from unwanted exposure.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents research findings and discussion on collaborative arrangements in the tourism industry. This was undertaken under thematic areas as per the four research study objectives. The findings and discussion involved respondents derived from the thirty (n=30) of thirty three (n=33) selected stakeholder organisations in the tourism industry in Kenya. The response rate was 90.9% (n = 30) for the study.

4.1 Background Information

4.1.1 Sector of Stakeholder Organisations

The researcher sought information on the various sector represented by the various stakeholder organisations in Kenya. The stakeholder organisations in the industry are usually grouped into sectors which include; public, private, existing PPPs, local community and the civil society. This analysis was important in order to relate their roles and functions to the collaborative arrangements they engage in. The responses were as in the Table 4.1;

Table 4.1: Sector of tourism stakeholder organisations (n=30)

Sector of tourism	Frequency	Percent	Valid Percent	Cumulative Percent
Public	10	33.3	33.3	33.3
Private	11	36.7	36.7	70.0
Civil Society	4	13.3	13.3	83.3
Public-Private	2	6.7	6.7	90.0
Community	3	10.0	10.0	100.0
Total	30	100.0	100.0	

From the analysis, the public sector related organisations accounted for 33.30 % (10) of the respondents in the study. These included the respondents from the Ministry in charge of Tourism and related state corporations who carry out specific mandates for the Ministry. These state corporations include the KTB, KTDC, KICC, BoK etc. The private sector or the tourism industry comprised of 36.6% (11) of the respondent organisations, they represent

players from tour operators, travel agencies, accommodation providers, transport providers etc. The civil society accounted for 13.3 % (4) which are usually organisation involved in advocacy, local community based tourism stakeholder organisations accounted for 10% (3). This finding is in line with the argument by Tosun (2001) and Dieke (2005) that tourism development is dominated by both the public and private sector interventions in many tourism destinations. The public sector (government) has the moral and long term interest to engage in the industry mainly due to its perceived positive economic impacts, while the private sector tourism industry organisations take the financial risk in investing in the industry.

In the recent years, some form of PPPs as collaborative arrangements have come of age in the tourism industry accounted for 6.7% (2) of the respondents. One organisation involved in this kind arrangements include MeetingKenya which bring together a range of stakeholder organisations in MICE tourism development segment. One respondent gave a perspective on this scenario that ;

“I know the public sector through the government has been involved in tourism development as a dominant player, mainly in funding and skills which accounted development. But i believe this role is changing, and is being pushed towards developing policy and leaving the industry to run. I see a situation where the government and the private sector have to come together.” (Manager7)¹.

4.1.2 Duration of Existence / Age of organisations

The age and duration of existence of specific organisation has some implication on the collaborative arrangement in the industry. The general assumption is that the longer an

¹ Former Managing Director at KICC

organisation has been in existence, the more likely it is recognized and thus has a higher probability to be involved in collaboration and partnerships arrangements within the industry.

The duration of existence can be illustrated in Table 4.2;

Table 4.2: Cross tabulation of duration of existence of stakeholder organisations (n=30)

Tourism sectors		Duration of existence				Total
		Less than 5 Yrs	6-10 Years	11-20 Yrs	21 and above	
Public	Count	0	1	0	9	10
	% of Total	0.0%	3.3%	0.0%	30.0%	33.3%
Private	Count	3	0	1	7	11
	% of Total	10.0%	0.0%	3.3%	23.3%	36.7%
Civil Society	Count	2	1	1	0	4
	% of Total	6.7%	3.3%	3.3%	0.0%	13.3%
Public- Private	Count	2	0	0	0	2
	% of Total	6.7%	0.0%	0.0%	0.0%	6.7%
Community	Count	2	1	0	0	3
	% of Total	6.7%	3.3%	0.0%	0.0%	10.0%
Total	Count	9	3	2	16	30
	% of Total	30.0%	10.0%	6.7%	53.3%	100.0%

The study findings show that most stakeholder organisations are more than 21 years old at 53% (16), while between 11-20 years old accounted for 7% (2). Between 6-10 years we account for 10 % (3) while less than five years account for 30 % (9). The analysis shows that public and some private sector comprise some of the of the oldest organisation at 21 years and above which is supported the argument that; most the public sector organisation were established in 1960's with the coming of independence, while some the oldest private sector stakeholder organisations like the KAHC and MCTA date back to 1940's albeit sometimes in different names. Other relatively new entities have sprung up to fill the needs of niche tourism sectors like the PERAK (pubs and entertainment), Meetings Kenya (MICE) as the destination evolves.

Many of the public sector stakeholder organisations were a by-product of the political independence era from Britain in 1963. The incoming government attempted to

‘Africanize’ or in her case ‘Kenyanize’ her operations. Many of the pre independence colonial establishments were reorganised to reflect the new circumstances. This led to the establishment of the first post-independence Ministries under the new constitution headed by local politicians, tourism was placed under the docket of the Ministry of Information, Broadcasting and Tourism under, Ramogi Achieng Oneko². Ironically, his son Ong’ong’a Achieng would latter serve as Managing Director of Kenya Tourist Board now Kenya Tourism Board, albeit with some success.

Since independence, the tourism docket and mandate in the government has been housed in various ministries depending on the whims of incoming governments after every five years National Elections. It has over the years been placed in different ministerial arrangements including Ministry of Information, Culture and Tourism at independence, Wildlife and Tourism, Ministry of Tourism as standalone ministry in the last government. In the current government it is a department housed under the Ministry of East Africa, Commerce and Tourism. This according to the one respondent begs the question of how seriously the industry is taken, who was of the view that;

“... the challenge for tourism is that, since independence the tourism docket has been placed in various Ministries by each incoming government. We tout the industry as a major foreign exchange earner, contributing at times, 10% of GDP. Ironically, this continued shifting of this supposedly ‘important’ Ministry raises issues of recognition of tourism as genuine sector of the economy, while also affecting policy implementation and continuity”.
(Officer1)³

² Ramogi Achieng Aneko was among the independence heroes immortalised as Kapenguria Six.

³ Simon Kiarie - In charge of Research and Statistics department at the Ministry

The established parent Ministries are not well tailored to handle some specialized mandates in their operations; this has led to establishment of state corporations to undertake the said functions. Based on age, the oldest public sector organisation is KTDC. This is a corporate body established in 1965 through an Act of Parliament, Cap 382 of the Laws of Kenya. The corporation is a specialized Development Financial Institution (DFI) with the mandate of facilitating and providing affordable development funding and advisory services for long-term investment in Kenya's tourism industry. In the new harmonized Tourism Act 2011, the KTDC is earmarked to be replaced by a new entity, Tourism Finance Corporation. To further complicate these arrangements, a Presidential Taskforce on Parastatals formed by GoK to streamline the operations of state corporations has proposed further rearrangements. As one of the respondent observed;

"...since coming to power, the Jubilee government (the incoming government elected after the 2013 elections!) has set a taskforce to harmonize the operations of the many state corporations. One of the recommendations is to bring together all state corporations with a financing mandate under one body the Kenya Development Bank (KDB); example of other corporations include Industrial Development Bank (IDB), Agricultural Finance Corporation (AFC) etc. I believe this will only complicate the operations of KTDC, while also failing to appreciate the unique financing needs of tourism sector". (CEO7)⁴

Other public sector state corporations include the Tourism Fund; it was first established as Catering Levy Trustees (CLT) in 1972 as a corporate body under the Hotels and Restaurants Act, Cap 494 of the Laws of Kenya. The name was changed to CTDLT in 1997 through the Finance Act, which has been renamed the Tourism Fund in the Tourism Act 2011. The BoK

⁴ Agatha Juma - The CEO of Kenya Tourism Federation (KTF).

was started in 1971 as wholly owned subsidiary of the KTDC to preserve, maintain and promote the rich diverse cultural values of various ethnic groups of Kenya. The KUC was established in 1975 with the mandate to train high and middle level personnel for the tourism sector. Each one of these bodies undertakes a specialized function of the tourism industry in Kenya.

The oldest private sector organization is KATO which was established in 1977 to replace the East African Association of Tour Operators (EAATO) that disintegrated with the East African Community. KATA which represent the interests of travel agents was established 1979 to replace its forerunner, the East African Society of Travel Agents (EASTA), which had been in existence since 1957. The KAHC was founded in 1944; it is the principal umbrella organization bringing together hospitality establishments in the country. These include hotels, lodges, camps, membership clubs, and other types of accommodation providers with a common theme of rendering services in the hospitality industry. The MCTA has been in existence since 1948 albeit under different names. Between 1948 and 1962, it was under the umbrella of The East African Tourist Travel Association (EATTA). Currently it is in the process of rebranding as Kenya Coast Tourism Association (KCTA). Talking to the Marketing and Communication Officer, he noted;

“Yes, the MCTA is the process of rebranding itself to reflect its wider mandate of representing the entire coast region. For years, the name Mombasa in the abbreviation has depicted Mombasa it as the epicentre of tourism relative to other regions in the greater Kenya coast tourist circuit. We know that tourism at the coast is bigger than Mombasa, thus the reason for the proposed name change to Kenya Coast Tourism Association. This has also is being

undertaken to re-energize this poorly performing, but very crucial organisation.” (Officer2)5.

The emergence of tourism stakeholder organisations in both public and private sector organisations in the last 11-20 years can be attributed to the need for destination rejuvenation amidst the emerging challenges. Around the 1990’s, the country which had by that time distinguished itself as the best performing tourism destination in Sub-Saharan Africa started experiencing competition East and Southern African countries. The wildlife based tourism product experienced competition from South Africa (which had just emerged from years of apartheid) and other Southern African countries like Botswana, Namibia etc, while the beach tourism product experienced the same from Tanzania, Zanzibar, Seychelles and other smaller Indian Ocean islands. In words of one respondent;

“I see the country tourism industry as having undergone evolutionally stages, Kenya was a dominant tourism force between the 1960’s -1980’s but we went to sleep, why care, after all we were the best. But come the 1990’s there emerged competition from neighbouring countries (Tanzania, Uganda and Rwanda) and other African countries, notably South Africa which became independent around that time. They all offered more or less the same tourism product (wildlife and beach tourism). This trend is set to continue with the the entry of South Sudan which is the newest African state with her vast untapped wildlife tourism potential and the resumption of peace in Somalia which has one the longest coastline in Africa, and thus beach tourism potential. I see a situation which require cooperation among stakeholder organisations in order to maintain destination competitiveness.” (CKC1)6

⁵Julius Owino – Marketing and Communication Officer at MCTA

⁶Waturi Matu – Coordinator of East African Tourism Platform (EATP) Kenya chapter

It was during stage phase of destination evolution when the Kenya Wildlife Service (KWS) (1990), KTB (1996), KTF (1996) and EK (1996) were formed. This was a result of the reaction toward addressing the deficiencies being experienced in the industry, in a way the destination started experiencing the rejuvenation stage of the tourism destination life cycle (Akama, 2002).

This reorganisation is set to continue as a destination to undergoes changes and new stakeholder organisation emerge to address these interests, currently, we are experiencing scenario where more sector specific organisations are coming to the equation, these include the KWTA (women), proposed ATTHEK (educators), DTA (domestic) and many regional organisations representing specific circuits in the industry. The more a destination evolves, the more the expansion of the various representative associations (WB, 2010).

4.1.3 Membership Size of the Stakeholder Organisations

The private sector and civil society stakeholder organisation were asked about the size and type of membership in the collaborative arrangements in their organisations. This is because membership size can have a direct relationship with the power an organisation can command in the industry. This was analysed as in Figure 4.1;

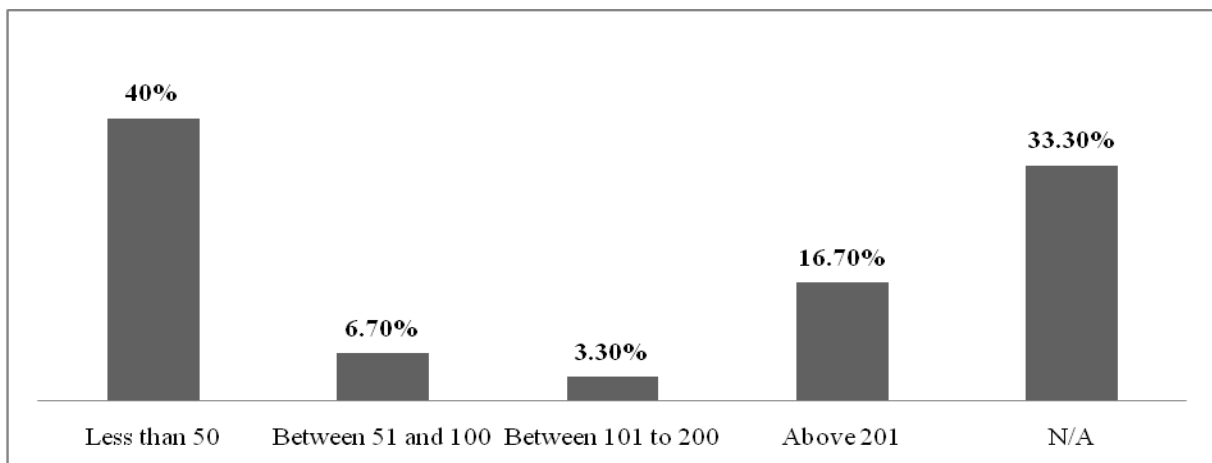


Figure 4.1: Membership size among the tourism stakeholder organisations (n=30)

From the above analysis, stakeholder organisations having a membership size below 50 members accounted for 40% (12) of the respondents, 6.7% (2) accounted for 52-100 membership size cluster, 3.3% (1) for between 101-200 members and the really large organisations that accounted for 16.7% (5) with more than 201 members. The public sector organisations do not attract membership and accounted for 33.30% (10) of the respondents. A cross tabulation was done, on age/duration of existence versus membership size of stakeholder organisation as in Table 4.3;

Table 4.3: Cross tabulation of stakeholder tourism sectors versus membership size (n=30)

Tourism sectors	Total Membership					Total
	Less than 50	Between 51 and 100	Between 101 to 200	Above 201	N/A	
Public	0(0.0%)	0(0.0%)	0(0.0%)	0(0.0%)	10(33.3%)	10(33.3%)
Private	4(13.3%)	1(3.3%)	1(3.3%)	5(16.7%)	0(0.0%)	11(36.7%)
Civil Society	10(33.3%)	1(3.3%)	0(0.0%)	0(0.0%)	0(0.0%)	4(13.3%)
Public-Private	2(6.7%)	0(0.0%)	0(0.0%)	0(0.0%)	0(0.0%)	2(6.7%)
Community	10(33.3%)	0(0.0%)	0(0.0%)	0(0.0%)	0(0.0%)	10(33.3%)
Total	12(40.0%)	2(6.7%)	1(3.3%)	5(16.7%)	10(33.3%)	30(100.0%)

The cross tabulation analysis shows that the public sector is not membership based. The others are membership based, the largest of the well-established private sector organisations which included KATO, KAHC, MCTA, KAAO and KATA accounted for largest membership sizes, this can partially be attributed to a mandatory legal requirement that, any persons or organisations providing tourism services must belong to an appropriate and legally registered industry association; this condition has over the years accumulated these organisations large membership sizes, which in some instances may not be active.

A unique membership size cluster arose where there is sometimes double membership to more than one industry association at the same time. Two cases suffice, some members of KATA happens to be members of KATO. There tend to be a thin line between the tour operations and travel agency businesses. Traditionally, the tourism industry distribution channel has destination organizers who are the ‘producers’, the tour operators who are ‘wholesalers’, the travel agent who are ‘retailers’ while the tourist are ‘customers’. Over the years there has been a blurring of the line separating the functions of the different industry principals, more so especially between the tour operators and travel agents. Another case was PERAK which in the past under members of KAHC; this newly established organisation draws its membership from the pubs, restaurant and entertainment facilities in the country. But over the years there evolved a need to separate the unique functions of accommodation from food and entertainment. Apparently, it is members of KAHC who are members of PERAK and not vice versa.

4.1.4 Sources of Funding for Operations

The respondents were asked about the sources of funding available to an organisation. Availability of funds to undertake the day to day operations of the organisation is essential if an organisation is to be effective in delivering its mandate to members. The main sources of funding were identified as below in the cross tabulation as in Table 4.4;

Table 4.4: Cross tabulation of tourism sectors versus sources of funding

Tourism sectors	Source of Funding				Total
	Government of Kenya	Membership fees	Revenue from business	Donor money	
Public	10(33.3%)	0(0.0%)	0(0.0%)	0(0.0%)	10(33.3%)
Private	1(3.33%)	8(26.66%)	1(3.33%)	1(3.33%)	11(36.66%)
Civil Society	0(0.0%)	1(3.33%)	0(0.0%)	3(10.0%)	4(13.33%)
Public-Private	0(0.0%)	2(6.66%)	0(0.0%)	0(0.0%)	2(6.66%)
Community	0(0.0%)	1(3.33%)	0(0.0%)	2(6.66%)	3(10.0%)
Total	11(36.66%)	12(40.00%)	1(3.33%)	6(20.0%)	30(100%)

From the analysis, the governments and public sector at (11) respondents remains a major single source of funding in tourism development, this can be attributed to the fact that the governments have the financial resources and more long term interest to engage in tourism development (Dieke, 2005).

The membership fee as source of funds was (12) respondents especially to private sector organisations. The organisations have different types of membership clusters; these are individual or corporate memberships at of the respondents, this is open to individuals while corporate membership is open to institutions and other relevant tourism related organisations. The others were umbrella based membership in KTF and DTA, while also we also have one organisation having individual PPPs in MICE tourism by the Meeting Kenya. Like previously observed, the large membership size enjoyed by the well-established associations and in extension the resulting large members fees can be attributed to the legal requirement that any individual/organisation wishing to go into hospitality and tourism business must be members of a relevant and recognized association.

Donor money (6) is another major source of funding for organisation especially the civil societies representing vulnerable groups like local communities and sustainable tourism. In the current study they are represented by EK, FECTO, KECOBAT and Kenya Community Wildlife association (KCWA). At the inception, the donor money provide a ready source of financing to run the said organisation, the challenge facing the organisation is the is for continuity, many of these organisations remain more or less like 'briefcase' organisations (with no offices), bent on extorting money from international donor's programmes and other well-wishers.

Some organisation gets operating funds by undertaking and operating some form of revenue from business (1). This is is the KPSGA which is in charge of examining and testing tour guides in the country is a case in point. Another such organisation is KATO; it owns and operates its own secretariat in Upper Hill section of Nairobi City, one of the most lucrative addresses for local and international corporate organisations in the city. It houses other trade association like EK and KATA as part of their income generating activity, KATA apparently moved out of the offices during the time of the study due to inability to finance the arrangement. This illustrates the disparity in power and recognition among the various organisations.

A Correlation analysis was undertaken to establish if there exist any significant relationship between tourism sector and sources of funding that may influence the effectiveness of the collaborative arrangements as in Table 4.5;

Table 4.5: Correlation analysis of tourism sector versus sources of funding

		Tourism sectors	Source of Funding
Tourism sectors	Pearson Correlation	1	.673**
	Sig. (2-tailed)		.000
	N	30	30
Source of Funding	Pearson Correlation	.673**	1
	Sig. (2-tailed)	.000	
	N	30	30
**. Correlation is significant at the 0.01 level (2-tailed).			

The analysis is significant at 0.673 at 0.01 level, this show that there exist some relationship between the tourism sector and sources of funding, the public sector organization can afford to operate from the annual national budget, while the others have to struggle to meet their

budgets using various range of techniques. A steady source of funds has an implication on the effectiveness of collaborative arrangements (Bramwell & Lane, 2004).

4.1.5 Stakeholder Organisation Operating Offices and Secretariats

The respondent organisations were asked about their operating secretariats, this was important because the type of secretariat may represent the seriousness, the influence the ability to be recognized in the industry, it may also give an organisation some legitimacy and visibility in its operations. The study findings are displayed in Figure 4.6;

Table 4.6: Responses on ownership of secretariat (n=30)

	Frequency	Percent	Valid Percent	Cumulative Percent
Owens office	14	46.7	46.7	46.7
Lease office	3	10.0	10.0	56.7
share office	13	43.3	43.3	100.0
Total	30	100.0	100.0	

From the study findings, 46.7% (14) of the organisations owns or provide their own office, 43% (13) of the respondents organisation use donated space as they are housed by other well established public and private sector tourism organisations while 10% (3) lease their secretariats. A cross tabulation can illustrate this further in Table 4.7;

Table 4.7: Cross tabulation of tourism sectors versus kind of offices

Tourism sectors	Kind of office			Total
	Owens office	Lease office	Share office	
Public	10(33.3%)	0(0%)	0(0%)	10(33.3%)
Private	4(13.3%)	1(3.3%)	6(20.0%)	11(36.7%)
Civil Society	0(0%)	1(3.3%)	3(10.0%)	4(13.3%)
Public-Private	0(0%)	0(0%)	2(6.7%)	2(6.7%)
Community	0(0%)	1(3.3%)	2(6.7%)	3(10.0%)
Total	14(46.7%)	3(10.0%)	13(43.3%)	30(100.0%)

The public and the some older private sector organisations own their operating secretariat, which sometimes may house others at (14) of the respondents. A case in point is KWS,

which houses the KTF, KPSGA, KCWA and East African Tourism Platform (EATP) at its headquarters in Nairobi; again KATO houses EK and for some time KATA. A few stakeholder organisations especially the civil society have leased premises at (3) of the respondents, mainly funded by donor organisations, while (13) share offices. The implication of office ownership or type of secretariat arrangements has a bearing on the effectiveness of collaborative arrangements among the stakeholder organisations.

The smaller, financially constrained stakeholder organisations which share operating secretariats tend to be ignored in collaborative engagements. Accordingly, as one respondent observed;

“...this is simply a question of what you are bringing to the negotiation table, most of the time some organisation are riding on the coat tails of others. A case in point is where some organisations expect the government and other related public sector organisations to provide them with an operating secretariat. The government views this as selfishness and opportunistic. Why should they be willing to influence the industry, and not ready to bear the costs involved including even an office. The basic requirement for any serious organisation is an operational secretariat, which most of the private sector bodies lack or share which raises the question of their long term commitment. ” (Head2)⁷

A chi square test was undertaken to establish if there exist any relationship between the source of funding and operating office and secretariats as in Table 4.8;

⁷ Dr James Njogu Gichia – Head of Biodiversity Research and Monitoring (KWS)

Table 4.8: Chi square test of funding and kind of office

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.000 ^a	6	.125
Likelihood Ratio	9.503	6	.147
Linear-by-Linear Association	.960	1	.327
N of Valid Cases	30		
a. 12 cells (100.0%) have expected count less than 5. The minimum expected count is .20.			

The analysis shows there is no statistically significant relationship between the availability of funding and type of offices at 0.125 (2 tailed) as this is greater than 0.5. This shows that there exist no relationship between the sources of funding and the type of secretariat operated by the said organisations.

4.2 Objective One: Scope of Collaborative Arrangements

4.2.1 Meaning of Collaboration Arrangement

The key respondents were asked about what they understood by the concept of collaboration as an arrangement in the industry, this was deemed necessary as it is important establish their understanding of the term at the onset of the study. The findings were as Table 4.9;

Table 4.9: Cross tabulation of meaning of collaborative arrangements

Tourism Sector	Association	Partnership	Alliance	Network	PPPs	Cooperation	Platform	Total
Public	0(0.00%)	0(0.00%)	0(0.00%)	0(0.00%)	10(33.3%)	0(0.00%)	0(0.00%)	10(33.3%)
Private	2(6.66%)	4(13.33%)	2(6.66%)	2(6.66%)	0(0.00%)	1(3.33%)	0(0.00%)	11(36.66%)
Civil Society	0(0.00%)	2(6.66%)	0(0.00%)	1(3.33%)	0(0.00%)	0(0.00%)	1(3.33%)	4(13.33%)
PPPs	0(0.00%)	1(3.33%)	0(0.00%)	1(3.33%)	0(0.00%)	0(0.00%)	0(0.00%)	2(6.66%)
Community	0(0.00%)	1(3.33%)	0(0.00%)	2(6.66%)	0(0.00%)	0(0.00%)	0(0.00%)	3(10.00%)
Totals	2(6.66%)	8(26.99%)	2(6.66%)	6(20.00%)	10(33.3%)	1(3.33%)	1(3.33%)	30(100%)

The key informants provided a wide range of terminologies associated with collaboration as an arrangements. The highlighted terms included partnerships at 26.7 % (8) and PPPs arrangement which accounted for 33.3% (10). The use of the term networking was at 20 % (6) while association and alliance cited at 6.7% (2), while platform and cooperation were quoted at 3.3% (1) each. This shows there are wide range of terminologies used to describe collaborative arrangements in the industry (Fyall & Garrod, 2005).

Apparently, the combined use of the term Partnerships and PPPs arrangements are more acceptable meaning among the key respondents by having a combined total of 60% (18) of the respondents. This supports an argument by Bramwell and Lane (2004) that, the terms collaboration and partnerships are used interchangeably, but while the term collaboration is commonly used in academic circles, the use of the term partnerships is especially popular among governments other practitioners circles.

Some of the sampled standout responses on the meaning of collaborative arrangements cutting across the key respondents in the study can be analysed as in the Table 4.10;

Table 4.10: Understanding of the concept of collaboration arrangements

No	Respondent understanding of term concept	Key Respondents
1.	To work in association with each other in tourism development.	AC1
2.	Undertaking organisational activities in a coordinated manner.	Manager1
3.	Working in cooperation to achieve some set objectives	Manager2
4.	A partnerships arrangement among industry organisation.	AC2
5.	Forming alliances of working partnerships among stakeholders.	CKC1
6.	Voluntary agreement on working together.	CEO1
7.	Informal and formal arrangement among stakeholders .	CEO2
8.	Enhancing cooperation and reducing competition among players.	CKC2
9.	Working towards a common end.	CEO3
10.	Creating working forums among different organisations.	AC2

According to these key respondents, the meaning of collaborative arrangements cut across different concepts with the general idea of working together towards achieving set goals. Gray (1989) defined collaboration as a process of joint decision making involving key stakeholders of a problem domain with a view of resolving conflicts and advancing shared visions. Jamal and Getz (1995) also defined collaboration as a process of joint decision making among autonomous, key stakeholders of an inter-organisational domain to manage issues related to the planning and development of the domain. The problem domain in the current study is tourism development in Kenya.

4.2.2 Institutional Collaborative Arrangements

The key respondents were asked about the institutional collaborative arrangements that exist within the industry that may facilitate collaboration and partnerships. They identified the membership to public initiatives like state corporation's boards, umbrella tourism associations, tourism advisory boards and *ad hoc* task forces initiated mainly by government. Private sector initiated arrangements include the umbrella trade associations and other private public initiatives. A cross tabulation in Table 4.11 illustrates the following;

Table 4.11: Cross tabulation of sectors versus institutional arrangements

Tourism sectors	Institutional arrangement					Total
	Umbrella sector association	Ad hoc committees	Working forums	Advisory boards	State corporation boards	
Public	0(0.00%)	1(3.33%)	0(0.00%)	0(0.00%)	9(30.00%)	10(33.33%)
Private	8(26.66%)	0(0.00%)	2(6.66%)	1(3.33%)	0(0.00%)	11(36.66%)
Civil Society	1(3.33%)	0(0.00%)	0(0.00%)	3(10.00%)	0(0.00%)	4(13.33%)
Public-Private	0(0.00%)	0(0.00%)	0(0.00%)	2(6.66%)	0(0.00%)	2(6.66%)
Community	0(0.00%)	0(0.00%)	2(6.66%)	1(3.33%)	0(0.00%)	3(10.00%)
Total	9(30.00%)	1(3.33%)	4(13.33%)	7(23.33%)	9(30.00%)	30(100%)

From the analysis, the public sector initiated collaborative arrangements accounted for 30% (9) which fall under the government, through the NTO as Ministry in charge of tourism and various state corporations. Some specific tourism mandates are carried out by the State Corporation or parastatal organisations which include the KTB, KICC, KTDC, KUC etc. Each one has a board of authority in charge of the day to day operations of the organisations the boards are constituted by law and their formation follow specific requirement as below;

“There shall be a board consisting of a chairperson appointed by the President, the Permanent Secretaries in the various ministries for the time being responsible for matters relating to the tourism undertaking, the CEO of state corporation shall be the secretary, other members, not being public officers, nominated or selected through a competitive process taking into account regional balance and gender parity and appointed by the Minister, of whom two shall be nominated by the registered tourism sector associations. Again the public sector through the government is the appointing authority in this collaborative arrangement”
(Tourism Act⁸).

⁸ The Tourism Act was promulgated in 2011 and became effective in 2012

This is supported Selin's typology of sustainable tourism partnerships theory that collaborative arrangements are products of legal requirement. These said organisations are legally mandated or authorized to engage in some kind of collaborative arrangements with other stakeholders in undertaking tourism development activities.

Another public sector initiated collaborative arrangements include the working forums which accounted for 13.4% (4), these includes Round Table Meetings and the Presidential Private Sector Working Forum (PPSWF), this is a forum where the President meets with select private sector representatives bi-annually to discuss the general economic climate in the country, as well as fast tracking private sector issues that have been agreed upon under the various fora.

The Ministerial Stakeholders Fora (MSFs); is where the line ministries meet with the various sector boards of the private sector. the Speaker's Round Table Meetings (SRTM); which is aimed at creating a forum for the private sector to engage with the law makers to mainly participate in law formulation where possible through the Parliamentary Departmental Committees. According to KEPSA respondent,

“We used to have Prime Minister's Round Table (PMRT) in the last government. The Prime Minister together with several Cabinet Ministers would meet with several private sector players on a quarterly basis, to discuss the National Business Agenda (NBA); thematic issues and other areas of concern to the private sector and Government, and agree the way forward. This was the most active PPP platform in the country at the time, and its functions must have been forgotten in the incoming government arrangements, or if still there, they should be buried and forgotten somewhere in the Deputy President office” (Manager5).

This according to Selin's typology of sustainable tourism partnerships theory is represented by the continuum of locus of control where active consultation among diverse stakeholders is an important ingredient in creating long lasting collaborative arrangements in destinations.

Another public sector stakeholder organisations arrangement is the tourism Advisory Boards which accounted for 23.4% (7) which brings together players in the public and private sector organisation. Recently, the Cabinet Secretary Phyllis Kandie set up one to help in the recovery of the tourism sector. Members of the advisory board are KTB, KTF, KAHC, KATO, South Coast Tourism Stakeholders Representative, Watamu Tourism Stakeholders Representative, and three other non-tourism stakeholders.

During its launch, President Uhuru Kenyatta urged stakeholders' organisations to consolidate their efforts in marketing Kenya as a popular tourist destination. He said players in the tourism sector should pool resources in ensuring that Kenya attracts more tourists. He particularly observed that, "*You first have to put all the resources for marketing the country as a tourist destination in one basket and if you still have a short fall, the Government can step in.*" This according to Selin's typology of sustainable tourism partnerships theory represents an *ad hoc* arrangement with a short time span to address and manage a crisis in the industry.

Private sector initiated collaborative arrangements is the umbrella association which accounted for 30% (9), they bring together stakeholder trade association within certain sector the tourism industry. Trade associations are encouraged to join an umbrella body to facilitate coordination with the Government. The umbrella association act as platform for a common voice and self-regulation, The KTF has brings together seven strong main tourism associations, KAHC, KATO, KATA, PERAK, KAAO, EK and MCTA. KTF is the

mouthpiece for the country's private sector tourism associations. According to one key respondent;

“the KTF is the recognized body undertaking this function, Some times back, a sister organisation, The Kenya Tourist Concern (KTC) was mooted whose role seemed to duplicate that of the KTF. Fortunately or unfortunately depending on which side of the debate you are in, the body did not succeed. It could have been a blessing or a curse, In one way it would have duplicated and complicated tourism industry collaborations, while on the hand, it could have brought competition on KTF and improved on efficiency in the whole industry”.(CEO2)⁹

According to Selin's typology of sustainable tourism partnerships these collaborating organisations are fewer in number and relatively homogeneous and thus can be able to articulate their issues in a more harmonized manner. But like the respondent observed this may be complicated by membership expansion and emergence of related umbrella organisation.

Another umbrella association arrangement is the DTA which aims at the development of a vibrant domestic tourism industry that can effectively sustain the tourism sector during low seasons. It bring together associations which are not members of KTF, they include LVTA, RTA, MKTCA, Greater Tsavo Community Eco Tourism Association (GTCETA), Ol Donyo Sabuk Tourism Development (OSTD), Coast People's Forum (CPF), North Rift Tourism Association (NRTA), Kenya Association of Local Tour Operators (KALTO), North Eastern Tourism Association (NETA), Lake Turkana Tourism Association (LTTA), Lamu Tourism Association (LTA), Driver Guides Tourism Association (DGTA), Homa Bay County Tourism and Cultural Association (HBCTA).

⁹ KPSGA represent tour guide association in Kenya

As per the Selin's typology of sustainable tourism partnerships the DTA collaborating organisations are numerous and diverse and representing relatively heterogeneous areas. When Terpstra and Simonin's coverage-form-mode-motive typology is applied to DTA, this can be illustrated by the diverse geographical coverage of these regional organisations. These in word of a respondent can create conflict;

"I see KTF as aloof, and only articulate issues of the moneyed and well established industry associations who fund her activities The voice of medium and small tourism associations is never heard. The well established associations have been there for so long, they can afford to ignore the rest of us the hohe hahe (Kiswahili language for helpless or useless). The fact is we all need each other big or small, moneyed or poor, old or recently established for the good of the entire industry"(AC2)¹⁰

Another umbrella association is KEPSA which is a multi –sectoral trade association aimed at developing the private sector through advocacy, projects and partnerships both local and international. This is achieved through influencing public policy through policy formulation and implementation. According to one respondent;

We in KEPSA are the the umbrella body the government recognizes and listens to. We are member of many government task forces, enjoys a good financial base, and have great support locally and internationally. What I see now is proliferation of sector specific organisations which may not go very far. You should equate KEPSA to what Central Organisation of Trade Union (COTU) is to trade union movement in Kenya. We have the ability to represent and cut across different sectors and thus have more impact" (Manager5)

¹⁰ DTA is a recently created umbrella stakeholder association

Through Business Membership Organization (BMO) arrangement, sectoral organisations including those in tourism industry can join as members. This may go a long way to having one body to engage the government.

The regional tourism associations are in the process of creating the Alliance of Regional Tourism Organization (ARTO) as an umbrella organisation to act as a voice for the member associations. Examples of these regional organisations include; MCTA, MKTCA, LTA, LVTA, CRTA and Mid Rift Tourism Association (MRTA). These organisation promote tourism in particular tourist circuits or regions in the country, the goal of these organization is to bring together all stakeholders (public, private, local community and development partners) in those region in collaborative arrangements. Again this is a furtherance of coverage in Terpstra and Simonin's coverage-form-mode-motive typology. According to Simon Wachira, a renowned voice in MKTCA¹¹

"...Each one of these regions is unique in term of tourism products and has specific challenges. The regional tourism associations are in dire need for a common voice more so in face of devolution of government services to county governments. KTF is struggling to provide a this, but may not be best placed organisation due to its preference for the bigger well esablished association"

Another arrangement is MICE tourism National Convention Bureau, Meeting Kenya is a quasi-independent unit of the Kenyatta International Convention Centre and operates as a convention bureau. It is responsible for; creating awareness of MICE and coordinating its development in the country, marketing Kenya as a preferred MICE destination, and securing future meetings, congresses, exhibitions and other related business events to the destination.

¹¹ MKTCA is a regional tourism association encountered in a KTF forum

The management and organisation structure of this convention bureau is shared between representatives of both public and private sector operators who have MICE products.

The MICE member and venues includes; Kenyatta International Convention Centre, Bomas of Kenya, Sawela Lodge, Heron Portico, Fairmont Mount Kenya, Fairmont (formerly Norfolk), Intercontinental Hotel, Leisure Lodge Beach Hotel, Nairobi Safari Club, Naro Moru River Lodge, Serena Hotels, and National Stadium Management (representing national and regional stadiums). In terms of Selin's typology of sustainable tourism partnerships, the collaborating organisations are fewer in number and relatively homogeneous in terms of the activities. This arrangement is the closest the country has to a public-private collaborative arrangement.

A chi square test was undertaken to establish if there exist any significant relationship between the tourism sectors and institutional arrangements adopted in the tourism industry as in Table 4.12;

Table 4.12: Chi test of tourism sector and institutional arrangements

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	52.987 ^a	16	.000
Likelihood Ratio	55.109	16	.000
Linear-by-Linear Association	.068	1	.795
N of Valid Cases	30		
a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is .07.			

This analyses show that there an alpha value of 0.000 which is less than 0.05 and a significant relationship tourism sectors and institutional arrangements. It implies that stakeholder organisations participate in wide range of specific collaborative arrangements that affect, as

tourism is widely fragmented industry have many core functions (Aas, Ladkin, & Fletcher, 2005).

4.2.3 Core Business Undertaken in Collaborative Arrangement

The respondents were asked about the spread of issues covered in collaborative arrangements. This was important as it may form a basis of identifying important area for partnerships. The responses are illustrated in the Table 4.13;

Table 4.13: Core business in collaborative arrangement (n=30)

Business	Frequency	Percent
Rep Body	4	13.3
Sustainable tourism	4	13.3
Training and skills development	4	13.3
Conservation	3	10.0
MICE	2	6.7
Marketing	2	6.7
Culture and Heritage	2	6.7
Funding	2	6.7
Tour Operation	1	3.3
Food and Entertainment	1	3.3
Travel Agency	1	3.3
Air operation	1	3.3
Regional Representation	1	3.3
Lobbying and advocacy	1	3.3
Accommodation	1	3.3
Total	30	100.0

From the above analysis, it illustrates that tourism is a fragmented industry involving stakeholder organisations drawn from diverse sectors; collaborative arrangement are spread in these diverse sectors, which include the more traditional sectors of tour operations, travel agency, accommodation and food provision. Other unique and emerging areas include sustainable tourism, MICE, lobbying and advocacy. This supports the Terpstra and Simonin

coverage-form-mode-motive typology, specifically the parameter on coverage which appreciates the diversity of issues covered in various arrangements (Fyall & Garrod, 2005).

While appreciating the existence of traditional tourism sectors of tour, travel and accommodation, other like sustainable tourism and food and entertainment have come to fill some niche requirements. Like a respondent in PERAK observed,

“We advocated for the creation of PERAK to address the issue of food and entertainment. For years, KAHC carried out the mandate, but concentrated more on accommodation provision. It became important to create another body to address this. You see, restaurants and pubs have become a reality, especially in major towns. Not every customer require accommodation and overnight stay. Makutis¹² and other expensively assembled pubs and resaturant are our members. Some of the well known big establishments include the Carnivore Restaurant and the K Clubs just to name a few They mainly provide ready meals, espessially Nyama Choma¹³ and Digital Sattelite Television (DSTV), for popular English Premier League and other European football Leagues.”(CEO8).

A correlation analysis was undertaken to determine if there exist any significant relationships between the tourism sectors and the core business undertaken by the organisation in tourism as in Table 4.14;

¹² Roughly constructed facilities using local material, especially coconut leaves known as Makuti

¹³ Nyama Choma is roast meat, a popular delicacy served in the establishments

Table 4.14: Correlation analysis of core business versus tourism sector

		Core Business of the organization	Tourism sectors
Core Business of the organization	Pearson Correlation	1	-.044
	Sig. (2-tailed)		.817
	N	30	30
Tourism sectors	Pearson Correlation	-.044	1
	Sig. (2-tailed)	.817	
	N	30	30

The correlation analyses show that at 0.044, there is no significant relationship at 0.01 levels between the tourism sector and core business undertaken. It means that organisations engage in wide range of core businesses, and that the public and private sector represent the greatest potential for development of PPPs in tourism development in Kenya.

4.2.4 Appointments to Public Sector Collaborative Arrangements

In the current set up especially appointment to the state corporation boards, the government comes across as the main convenor and the appointing authority in the collaborative arrangements. To cite from the Tourism Act 2011 on the requirements for appointment to such a positions;

“There shall be the Board of the Authority which shall consist of a chairperson appointed by the President, the CEO of the state board, who shall be the secretary. The Permanent Secretary in the ministry for the time being responsible for matters relating to tourism or his representative, other Permanent Secretaries (varies from two to four) in ministries related to tourism. Six other members, not being public officers, nominated or selected through a competitive process taking into account regional balance and gender parity and appointed by the Minister,

of whom two shall be nominated by the registered tourism sector associations; and four shall be persons who have expertise in tourism or tourism-related disciplines” (Tourism Act 2011).

The appointing authority is the government through the President and Minister (now Cabinet Secretary) in the current set up. Where is the equality in such a collaborative arrangement where the public sector does the appointments while the other sectors are bystanders? Even the said appointments by the relevant public authority are never far from controversy. Like the appointment to KTDC in 2012 which drew a lot of heated debate within the industry;

“Well known media personality Caroline Mutoko has been appointed chairperson of the KTDC, in a move by the Ministry of Tourism to boost service delivery in its tourism institutions. Mutoko was appointed by Tourism Minister Danson Mwazo along with eight new board members after the KTDC board was dissolved” (http: www.capitalfm.co.ke)

While the industry and the academia boast of a wide range of professionals, the former minister went for someone so out of the industry, she had to withdraw from the appointment after much criticism from the industry.

The private sector umbrella associations lack inclusiveness in handling their specified mandates. The KTF is a good example. In their website they put across the following information;

“The Tourism Industry in Kenya has traditionally had seven active private sector bodies representing the associations of Tour Operators, Hotelkeepers and Caterers, Travel Agents, Air Operators, Mombasa & Coast Tourism and Ecotourism Kenya. Whereas each association worked very hard on their own, the ability to effectively address the entire industry's concerns was limited, as the

priority needs of one association's membership are quite different from those of another. This situation led to the birth of the KTF, with the primary objective of uniting the seven associations under one umbrella”(http://www.ktf.co.ke/section).

This is an organisation that purports to represent the whole of the private sector through providing a single voice for the tourism industry. Yet they admit they represent only seven sectors. According to Terpstra and Simonin (1993) this is an example of a non-equity arrangement in terms of the unrepresented sectors. According to a respondent;

“With all due respect, I see KTF as representing the interest of an “exclusive club” of seven select tourism associations. It cannot claim in its wildest dreams to represent the diverse interest of all stakeholders. Tourism industry is too large and comprise of many players which it cannot claim to be serving ”(AC4)¹⁴.

The public sector has over the years made an effort at developing some kind of PPPs stakeholder arrangements, by including the tourism industry in the policy making and other issues pertaining to tourism development. This has been through the appointment of the private sector to various boards of state corporations and other task forces. As a requirement various legal framework support as in the following requirements;

“There shall be the Boards of the Authority/Management for various state corporations related to tourism industry. The private sector will be represented by members nominated by the registered tourism sector associations.”(Tourism Act 2011)

The members nominated to represent the private sector are mainly drawn from the seven associations under KTF which represent a ‘power’ grouping of recognized organisations. This selective nomination has led to questioning of how inclusive the collaborative

¹⁴ Kenya Women in Tourism Association represent women in tourism industry

arrangements are in the industry, which can partly explain the emergence of DTA which represent the other less glamorous industry associations.

4.2.5 Forum Facilitating the Collaborative Arrangements

The key respondents were asked what forums facilitate the effectiveness of collaborative arrangements; this was important because the forums serve as mediums of exchange of information for the various sectors. This was analysed in the Figure 4.15;

Table 4.15: Cross tabulation of sectors and forums facilitating

Tourism sectors	Forums for facilitating collaborative arrangements				Total
	Official Meetings	Conferences	Dinners and Gala nights	Exhibition and trade fairs	
Public	10(33.3%)	5(16.67%)	2(6.67%)	3(10.00%)	10(33.3%)
Private	10(33.3%)	4(13.33%)	3(10.00%)	3(10.00%)	10(33.3%)
Civil Society	4(13.33%)	1(3.33%)	2(6.67%)	1(3.33%)	4(13.33%)
Public-Private	2(6.67%)	1(3.33%)	2(6.67%)	1(3.33%)	4(13.33%)
Community	3(10.00%)	1(3.33%)	1(3.33%)	0(0.00%)	2(6.67%)
Total	29(96.67%)	12(40.00%)	10(33.3%)	8(26.67%)	30(100.00%)

Official meeting accounted for 96.70 % (29) of the forums that facilitate collaborative arrangements. A meeting can be defined as a group with at least three people to discuss on specified things, make consensus, and solve problems. It often divided in several types including; workshops and seminars which are more informal lectures. Meetings, especially board meeting of State Corporation where the major private sector stakeholders are included account for the main forums of interactions.

Conferences were selected by 40% (12) as forums that enhance collaborative arrangements. The term conferences can apply to a variety of gatherings who meet to discuss or ‘confer’ on specific themes in a certain subject, types of conferences includes academic conferences, medical conferences, business conferences, training conferences and the more recent internet

conferences (e-Conferences). Recently EK organized an international conference in conjunction with the Ministry in charge of tourism and other stakeholders notably, The International Ecotourism Society (TIES). Also, KTDC had organized the African Hotel Investment Conference in liaison with other stakeholders in the industry.

Dinners and Gala nights accounted for 33.3 % (10) of the forums to enhance the arrangements. These are part of long-standing corporate tradition to conclude fiscal years, celebrate new milestones or to get in contact with key customers. Many of these are organized on the sidelines of major conferences and events. Award ceremonies accounted for 46.7% (14), these are great events to honour and motivate key stakeholder in the industry. EK organizes the *Eco-Warrior Awards* which recognizes sustainable tourism practices, while KTF organizes the *Kenya Tourism Awards* which also recognizes good practices in the industry.

Exhibition and trade fairs accounted for 26.7 % (8) of the responses, these are events bringing buyers and sellers and interested persons together to view and/or sell products, services, and other resources to a specific industry or the general public, and they may be scheduled alone or in conjunction with other events. They are important for companies to present their products and to get in touch with its customers and business parties. To the general public, these offer an excellent way to find out more about local businesses, particularly if people are interested in a tourism and travel issues. The Ministry in charge of tourism through KTB and other stakeholder organizes Travel Expos locally, while internationally, there is World Travel Mart held London and International Tourism Bourse (ITB) held in Berlin.

4.2.6 Inclusiveness in participation in collaborative arrangements

Participation in decision making is crucial parameter of inclusiveness in the various collaborative arrangements. A major challenge has been the non-participation of some stakeholder organisations in these forums. A case in point is the forum during the development of the Tourism Strategic Plan (2013-2018) as in Appendix Six and analyzed in Table 4.16;

Table 4.16: Attendance to a forum for Tourism Strategy (2013-2018)

Industry Sector	Frequency	Percentage
Public Sector	24	72.7
Private and other sectors Industry	5	15.1
Consultants	4	12.2
Total	33	100.0

An analysis of participants who attended the retreat at Mombasa Beach Hotel, on 24-27 June, 2013 shows that there is a skewed arrangement with the government represented by 72.7 % (24), tourism industry organisations had 15.1% (5) representatives, while the consultants who were contracted by the same the public sector accounted for 12.2% (4) representatives. As a respondent observed;

“The government is dominant in policy and planning and mostly invites the other stakeholders to rubberstamp its ideas in tourism development in order to justify participation of all the stakeholders, that is the reason you find such skewed arrangements in the invitations”

This has an implication on effectiveness of stakeholder collaborative arrangements, especially in light of acceptance of the policy document and implementation in the tourism industry (Terpstra & Simonin, 1993).

4.3 Objective Two: Intensity of Collaborative Relations in the Arrangement

4.3.1 Stakeholder Organization Structure

The respondents were asked about the structure of their interactions, this was important in order to establish the intensiveness of the arrangements in terms of organisation structure. The industries have both formal and informal structures. Most of the respondents are involved in formal collaborative arrangement structures. Formal structures according to Saxena (2009) can be defined as;

“Formal structures are the way an organisation is structured by those with responsibility for managing the organisation, and enables the organisation to meet its stated objectives. Often these formal structures are set out on paper in the form of organisational charts, Further, they can be seen as set of rules of intra-organisation procedures and structures” (pg43).

Alternatively, collaborative arrangements may operate through informal arrangements. These are organisation structures that arise temporarily to solve specific problem in the domain. For example, in the wake of Westgate Shopping Mall¹⁵ terrorist attack, a coalition of the major hotel chains representing Marriots International, TPS Serena and Heritage Hotel came up to address the challenge brought by the action. In the ensuing press conference interviews, Alex Kyriakidis, the Marriots International hotel chain’s president for Middle East and Africa, said Sept. 25;

“...The al-Shabaab attack won’t dissuade Marriott International Inc. (MAR) from proceeding with the construction of two new hotels in Nairobi. This was an “isolated incident” and it’s unlikely to have a long-term effect on Kenya’s tourism industry”.

¹⁵ Westgate is an upscale shopping mall in Nairobi that was attacked by terrorist during the month of September 2013.

This kind of arrangement is an informal arrangement to address a specific issue, mainly a crisis and lack any form of structures in the operation, and stakeholder come together to address an issue that affect them. Palmer (2002) sees these forms of collaborative arrangement in terms of the governance style adopted, the governance style is represented in form of a continuum, ranging from the loose (informal) governance style at one end and tight (more formal) governance style at the other end.

4.3.2 Coverage and Scale of Collaborative Arrangements

The coverage of collaborative arrangement among stakeholder organisations is another area that the respondent were required to explain, coverage this refers to extensiveness in terms of scope of geographical areas or activities. Collaborative arrangements can span across various planning scales. These can be local, regional, national or international initiatives; organisations can collaborate within and across these spatial domains. The respondent organisations in the study engage in myriads inter- related activities analysed in Table 4.17;

Table 4.17: Cross tabulation of sectors and scale of operation the arrangements (n=30)

Tourism sectors	Operation scale		Total
	National	Regional	
Public	10(33.33%)	0(0.00%)	10(33.33%)
Private	10(33.33%)	1(3.33%)	11(36.67%)
Civil Society	3(10.00%)	1(3.33%)	4(13.33%)
Public-Private	2(6.66%)	0(0.00%)	2(6.66%)
Community	3(10.00%)	0(0.00%)	3(10.00%)
Total	28(93.33%)	2(6.67%)	30(100.00%)

Among the stakeholder organisations, 93.3 % (28) have a national coverage. In Kenyan case, tourism development is dominated by the government through the ministry as the NTO and related State Corporations. The NTO has been MOT which was recently restructured and renamed MEACT. Further, the private and other sectors stakeholder organisations also have national coverage as Jeffries (2001) in Rajko et al (2008) highlighted;

"there is need for a comprehensive managerial approach in tourism development at the national level. This collaboration between the public and the private sectors is crucial in improving, planning and coordinating the tourism industry as this is where it shows the greatest weakness (pg 56)."

This has some implication for tourism development in Kenya. In the current spirit of constitutional and political devolution, any development requires decentralisation from the centre (national) to some extent, of political, administrative and financial powers of national government to lower levels of governance (counties) which is under experimentation in Kenya.

The coverage was also regional in context, there were 6.7% (2) of organisations that had inter – regional collaborative arrangement. This was the EATP; a private sector organisation in East Africa established to foster private sector interests and participation within the East African community integration process. It works closely with the East African Community (EAC) state relevant ministries, the EAC secretariat, and East African Business Council (EABC) and tourism private sector organisations in all member states.

The objectives of the association are to intermediate and reduce obstacles to intra and inter regional tourism through lobbying and advocacy, promote a regional tourism marketing approach for the region as a destination, encourage continuous skill development which is a prerequisite to a competitive industry, harmonize standards and code of conduct of tourism facilities and services, facilitate access to finance and provide information and networking opportunities among the member states. Discussing the place of the organisation in the industry, the key informant from EATP noted that;

“...this organisation has a unique role to play in the tourism industry in the region, but struggling to create its space in the current arrangements of things. While regional cooperation is often celebrated and encouraged in many forums, the EAC governments have failed to develop practical mechanisms to make it succeed. But like other such organisations, we are hampered by conflict with national governments, low funding and general of lack recognition in the wider scheme of the operation of the tourism industry in the region”(CKCI).

The other intra-regional organisations among respondents was the MCTA, it promotes tourism in the coast region of Kenya; the goal is to bring together all stakeholders (public, private, local community and development partners) in this said region. Other regional organisations include the MKTCA, LTA, LVTA, CRTA and NRTA. In a KTF organized retreat, one respondent observed;

“I see a scenario whereby, in this age of devolution of governance and services in Kenya, the regional organisations can have a major role in providing advice for incoming technocrats. We have come up with a suggestion of forming the ARTO, this will bring together all the regional organisations in Kenya under one umbrella national organisation. This will go a long way in creating a common voice for engaging the industry at the national level” (LVTA)¹⁶

A chi square test was undertaken to establish if there exist any relationship between the coverage and the type of collaborative arrangement as in Table 4.18;

¹⁶ Lake Victoria Tourism Association represents the stakeholders in the western tourist circuit in Kenya. The respondent was encountered in a KTF organized forum.

Table 4.18: Chi square test between the coverage and the type of collaborative arrangement

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.336 ^a	4	.503
Likelihood Ratio	3.495	4	.479
Linear-by-Linear Association	.209	1	.648
N of Valid Cases	30		
a. 8 cells (80.0%) have expected count less than 5. The minimum expected count is .13.			

The chi square test alpha value at 0.503 which is more than 0.5 at 0.01 level which is not significant. It implies there is no relationship between the sectors and the scale at which organisation operates; it means that any one of organisation can operate at any one scale, national, regional or local level.

4.3.3 International Scale Coverage and Affiliations

Further the stakeholder organisations were asked if they are affiliated to international organisation globally. This was important because it has some implications for the collaborative arrangement in terms of funding, cooperation and borrowing of best practice from other countries. The findings are tabulated in Table 4.19;

Table 4.19: Cross tabulation on international affiliation among organisations (n=30)

Tourism sectors	Affiliated organization		Total
	Yes	No	
Public	0(0.00%)	10(13.33%)	10(13.33%)
Private	7(23.33%)	4(13.33%)	11(36.67%)
Civil Society	3(10.00%)	1(3.33%)	4(13.33%)
Public-Private	2(6.67%)	0(0.00%)	2(6.67%)
Community	0(0.00%)	3(10.00%)	3(10.00%)
Total	12(40.00%)	18(60.00%)	30(100.00%)

From the study findings, it shows that 18 (60%) are local/non-affiliated as they may be national or national or locally formed organisation. The rest 12 (40 %) are an extension of chapters of international organisation, examples include EK which is affiliated to TIES, Global Tourism Travel Programme (GTTP) Kenya which is a chapter of global GTTP, and KATA which is affiliated to IATA. The local chapters react to local needs in their specific sectors under the auspices of the mother international body.

What this means such entities have access to funding which may enhance their participation in the collaborative arrangements. This also a reflection how much globalization has become a reality in tourism industry in the world. A chi square test was undertaken to establish if there exist any relationship between international affiliation and availability of funding for the organisation activities as in Table 4.20;

Table 4.20: Chi square test on affiliation and availability of funding

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.269 ^a	4	.003
Likelihood Ratio	21.461	4	.000
Linear-by-Linear Association	1.493	1	.222
N of Valid Cases	30		
a. 8 cells (80.0%) have expected count less than 5. The minimum expected count is .80.			

The chi square test alpha of 0.003 is less than 0.5 which is statistically significant and shows that international affiliation to international bodies can translate to tangible benefits in terms of availability of funds, also affiliation may add more legitimacy and recognition (WB, 2010).

4.3.4 Legal Framework of the Collaborative Arrangements

The key respondents were asked about the legal basis of the collaborative arrangement they are involved in. This was important to establish if are legally mandated, authorised or compelled. These was analysed as Table 4.21;

Table 4.21: Legal framework of tourism sector organisations (n =30)

Legal Status	Respondents	Frequency
Legally mandated	10	33.4 %
Not legally mandated	20	66.6 %

The legally mandated organisations accounted for 33.4% (10). These include the public sector-private related arrangements under various legal frameworks of the Laws of Kenya.

This is supported by the following excerpt;

“The existing legal framework for the tourism sector is fragmented into several Acts of Parliament and Kenya Gazette Notices. These include Hotels and Restaurants Act (Cap. 494), Tourist Industry Licensing Act (Cap 381) and Kenya Tourism Development Corporation Act (Cap. 382) of the Laws of Kenya. In addition, other institutions have been established vide Kenya Gazette. These include Kenya Utalii College (Legal Notice No. 317 of 24 November 1987), Kenya Tourist Board (Legal Notice No. 14 of 7 February 1997), Kenyatta International Conference Centre (Legal Notice No. 77 of 9 July 2004) and Bomas of Kenya (incorporated under the Companies Act).” (GOK, 2007)

This mixed up legal framework was harmonized into the Tourism Act 2011 which became operational in July 2012 the act suggested a new institutional framework as in (Appendix Seven).

Other collaborative arrangements are not legally mandated, but a result of policy recommendation and accounted for 66.4% (20). These included the industry umbrella organisations and related task forces. These are not legally authorized, but have been recommended by the various policy papers on tourism development in Kenya as essential in managing an efficient industry, as cited in the Sessional Paper (2010);

“It shall be mandatory for persons providing tourism services to belong to an appropriate and legally registered industry association, which have developed a code of conduct recognized by the Ministry of incharge of tourism. Trade associations will be encouraged to join an umbrella body to facilitate coordination with the Government”

In the recently established Tourism Advisory Board by President Uhuru Kenyatta, we have representation by stakeholder referred to as *“The South Coast Tourism Stakeholders and Watamu Tourism Stakeholders”*. These two are not legally established entities, but represent stakeholder interest from two popular coast tourist circuit hotspots of South Coast (around Diani) and Watamu in the North Coast of Kenya. This kind of arrangement is *ad hoc* in nature, lack policy or legal backing, but created to address an urgent issue in time.

The regional associations represent a unique arrangement in the tourism industry by representing specific regions. The oldest is MCTA, while in recent years many more have been established in other region. The struggle for these organisations is legitimacy and fitting in the wider arrangement of the tourism industry dominated and controlled by central government, and in recent scenario, the devolved government; a respondent noted;

“We (regional association) are viewed as noise makers, gate crushers, rubble rousers in tourism development in the region. The government structures at most ignore them, or misuse them to legitimize certain decisions in tourism

development. Thus the more the need for tourism development to go regional as in many developed countries” (MRTWF)¹⁷

4.3.5 Time Frame in the Collaborative Arrangements

Time frame is concerned with the life span of the collaborative arrangements in tourism development. The key respondents were asked about the time frame in the collaborative arrangements. This was analysed as in Table 4.22;

Table 4.22: Cross tabulation of tourism sectors and time frame

Tourism sectors	Duration of existence				Total
	Less than 5 Yrs	6-10 Years	11-20 Yrs	21 and above	
Public	0(0.00%)	1(3.33%)	0(0.00%)	9(30.00%)	10(33.33%)
Private	3(10.00%)	0(0.00%)	1(3.33%)	7(23.33%)	11(36.67%)
Civil Society	2(6.67%)	1(3.33%)	1(3.33%)	0(0.00%)	4(13.33%)
Public-Private	2(6.67%)	0(0.00%)	0(0.00%)	0(0.00%)	2(6.67%)
Community	2(6.67%)	1(3.33%)	0(0.00%)	0(0.00%)	3(10.00%)
Total	9(30.00%)	3(10.00%)	2(6.67%)	16(53.33%)	30(100.00%)

From the analysis, public sector bodies (9) like the state corporation boards of KTDC, KUC, CTDLT and BoK have been in existence since independence for more than 21 years while umbrella associations like the associations under KTF accounted for (7) are also long term in nature. Some arrangements tend to be short term in nature; examples are task forces and tourism advisory boards and react to demanding issues affecting the industry. A case in point is illustrated below,

“The crisis resulting from The West Gate Mall terrorism attack in Nairobi and the National Elections infighting resulted to negative international press coverage. This has resulted to the need to counter these using ad hoc informal

¹⁷ Mr Kimosop represented the Mid Rift Tourism and Wildlife Forum in Rift valley region.

structures within the industry. Thus the development of tourism advisory boards”

([http://www.capitalfm.co.ke/business/2014/03.](http://www.capitalfm.co.ke/business/2014/03/))

Time frame is an important variable in the Terpstra and Simonin’s coverage-form-mode-motive typology and Selin’s Typology of sustainable tourism partnerships utilized as theories in the current study.

4.4 Objective Three: Prerequisites of Effective Collaborative Arrangements

4.4.1 Requirements for Effective Stakeholder Collaborative Arrangements

The key respondents were asked about the requirements of effective collaborative arrangements among the stakeholder organisations. This was important because the presence or absence of the same has implications on the development of the tourism industry in the country. The responses were as shown in Table 4.23;

Table 4.23: Case summary analysis on requirements (n=30)

	Cases					
	Valid		Missing		Total	
	Count	Percent	Count	Percent	Count	Percent
Shared problem domain	20	66.7%	10	33.3%	30	100.0%
Trust among shareholders	7	23.3%	23	76.7%	30	100.0%
Shared vision	17	56.7%	13	43.3%	30	100.0%
Good communication	8	26.7%	22	73.3%	30	100.0%
Availability of funding	9	30.0%	21	70.0%	30	100.0%
Perceived benefits	19	63.3%	11	36.7%	30	100.0%
Clear objectives	12	40.0%	18	60.0%	30	100.0%
Existence of formal structures	4	13.3%	26	86.7%	30	100.0%

The shared problem domain accounted for 66.70 % (20) in the requirements in effective collaboration. The concept of collaboration can be seen as;

“Collaboration occurs when independent stakeholders of a shared problem domain come together through mutual rules, norms and structures, and react on a problem domain (Wood & Gray 1991 cited in Bramwell & Lane 2000, p. 74)”.

The shared domain is defined as by stakeholder organisations as that becomes joined by a common problem or interest. Collaborative arrangements are evolving processes of alliances in working together in addressing a problem domain (Gray 1989; Medeiros de Araujo & Bramwell 2002; Jamal & Stronza 2009). The process has the potential to allow organisations to pool their knowledge, share expertise, capital and other resources in their area of strength and complement each other in their areas of weakness in the collaborative arrangements (Plummer et al. 2006).

Another requirement for effective arrangements was the perceived benefits that may accrue among the stakeholder organisations which was analysed at 63.3% (19). The stakeholder organisations represent members with business interest and the overriding benefit is to maximize profits and other gains from the arrangements. The perceived key benefit of collaborative arrangements were seen to include; gaining a better market sector position, contributing to policy and generally helping each other in their day to day operations (Tremblay & Wegner, 2009). As one key respondent observed “*sharing in the potential benefits makes the collaborative arrangements useful and worthwhile, while also increasing their chances of success*”.

The shared vision was rated at 56.7% (17); it involves subordination of parochial interests and the willingness to accept shared risk for the greater common good of the tourism industry (IWT, 2006). Medeiros de Araujo and Bramwell (2002) observe that;

“As tourism organisations work together; they may gain competitive advantage against their rivals. Also, policy implementation and enforcement of plans and regulations resulting from collaborative arrangements may be more accepted by

organisations who were involved in creating them as part of their collaborative arrangement”.

Having clear objectives in the collaborative arrangements accounted for 40 % (12). Ideally, sound objectives should have the following features; they must be clear and specific so as to avoid confusion and misunderstanding, they should be measurable so as to act as standards for control, objectives must be result oriented and as such focus on results rather than work, they should as much as possible be in written form in order to act as reference and reminder, objectives should be realistic and attainable and they must also be well coordinated among the various stakeholder organisations if they are to be achieved. Some of the organisations so established tended to have vague and conflicting objectives driven by the desire to attract funding from donors, as an interviewee noted;

“A good example is the Rift Valley circuit is represented MRTF, NRT, and CRTA while EK, FECTO, and KECOBAT all claim to represent the community based tourism. Another conflict is between the MKCTA and soon to be launched Aberdare Tourism Association (ATA). This multiplicity can be partly attributed to lack of clear mandate and objectives among the convenors, it can also be viewed as a fight to attract donor funding”. Officer5

It can be demonstrated that clear objectives lead to unified plans, act as motivators to those who are assigned tasks to accomplish them and serve as rationale for resource allocation. Clear objectives can also control expectation and also spells the rules of engagement among the various organisations (Saxena, 2008).

Availability of funding in the collaborative arrangements accounted for about 30% (9), funds is essential in organizing for venues, payment of allowances and stipends which act as a

motivation to participant. A cross tabulation was done on sources of funding and availability of funding as a requirement as in Table 4.24;

Table 4.24: Availability of funding as a requirement for effective collaboration

Sources of Funding	Availability of Funding as a Requirement for Effective Collaboration
Government of Kenya	0(0.00%)
Membership fees	2(33.33%)
Revenue from business	1(16.67%)
Donor money	3(50.00%)
Total	6(100.00%)

The above analysis show that the public sector and the major private tourism sector organisations do not view funding as important because they already have it, the smaller (in membership size) and newly established view it as very significant. Availability of funding has direct relation to ability to fund forums and run secretariats. An observation made during the study was on the Kenya Climate Change Working Group (KCCWG) - Tourism Thematic Group which was to hold a joint retreat forum on a wildlife policy document on climate change with KWS. KCCWG requested one of their key donors if could they help in co-funding the retreat, who replied in a correspondence seen by the researcher;

“The funding request for the said forum between you and KWS does not constitute core business as previously agreed in our financial arrangements. Kindly therefore do seek funding from alternative sources” (AC1)

Good communication is also a requirement in effective collaborative arrangement and accounted for 26.7% (8) of the responses. According to IWT et al (2006), frequent, candid and empathetic communication among partners help to dispel any misunderstanding and

suspicion the various stakeholders may harbour. Partnerships as collaborative arrangements can be describes as;

“Regular, cross-sectoral interactions between parties based on at least some agreed rules or norms, intended to address a common issues”. (Bramwell and Lane, 2004)

The regular, cross sectoral interaction is where communication comes in; the forum identified in the study were meetings, conferences, dinners and gala nights, exhibition and trade fairs, and award ceremonies. The challenge has been who to invite among the many stakeholder organisations in the very fragmented industry, especially the non-public sectors players , who most of the time claim they either *“did not know of the said forums”* or they *“were never invited”* for the same.

Trust among stakeholders accounted for 23.3% (7) of the responses. Pesämaa and Hair (2008) define trust as personal relationships that are based on earlier experiences and involve honesty as well as confidence, trust encourage stakeholder organisations to rely on each other in their collaborative arrangements. Many of the stakeholder organisations are suspicious of each other and many times duplicate the roles of each other. Good examples are the EK, FECTO, and KECOBAT, who all represent players in community based tourism sector. When asked why they cannot work together, one key respondent observed that;

“Each one of us do more or less the same things, but in different settings. We have a different history and approach, each one is striving to create their own niche in the vicious world of NGOs and donor supported funding. Each organisation has to justify its existence ”.(CEO1)

In Terpstra and Simonin's Coverage-Form-Mode-Motive typology, in the Form parameter, trust is identified as an essential component of collaborative arrangements, the stakeholder organisations need to trust each other, if the arrangements are to be effective.

The existence of formal structures also has some influence on the effectiveness of the arrangements and accounted for 13.3% (4) of the responses. According to Bramwell and Lane (2004);

“Collaboration and partnerships occurs when independent stakeholders of a shared problem domain come together through mutual rules, norms and structures”.

Palmer (2002) as in Terpstra and Simonin's Coverage-Form-Mode-Motive typology sees these forms of collaborative arrangements in terms of the governance style adopted. The governance style is represented in form of a continuum, ranging from the loose (less formal) governance style at one end and tight (more formal) governance style at the other end. The structure in the current study includes state corporation boards, umbrella associations, task forces and other advisory boards.

A cross tabulation was undertaken to establish the relationship between the various sectors and the prerequisites in for collaborative arrangements as in Table 4.25;

Table 4.25: A cross tabulations of sectors versus prerequisites for the arrangements

Tourism sector	Shared domain	Trust	Good comm.	Perceived benefits	Availability of funding	shared vision	Clear objective	Existence of formal structures	Total
Public	8(8.25%)	0(0.00%)	2(2.06%)	8(8.25%)	0(0.00%)	10(10.31%)	6(6.18%)	2(2.06%)	36(37.11%)
Private	7(7.22%)	5(5.15%)	4(4.12%)	4(4.12%)	7(7.22%)	5(5.15%)	4(4.12%)	1(1.03%)	37(38.14%)
Civil society	0(0.00%)	1(1.03%)	1(1.03%)	3(3.09%)	1(1.03%)	1(1.03%)	1(1.03%)	1(1.03%)	9(9.28%)
Public private	1(1.03%)	0(0.00%)	1(1.03%)	2(2.06%)	0(0.00%)	1(1.03%)	1(1.03%)	1(1.03%)	7(7.22%)
Community	0(0.00%)	1(1.03%)	1(1.03%)	2(2.06%)	2(2.06%)	0(0.00%)	1(1.03%)	1(1.03%)	8(8.25%)
Total	16(16.49%)	7(7.22%)	9(9.28%)	19(19.57%)	10(10.31%)	17(17.53%)	13(13.40%)	6(6.18%)	97(100.00%)

The main prerequisites for public sector organisations is shared problem domain (8) and shared vision at (10) respondents. For the private sector, it was shared domain (7) and availability of funding (7) while for civil society was the perceived benefits (3) from the said collaborative arrangements. The existing public– private identified perceived benefits (2) while communities identified perceived benefits (2) and availability of funding (2). Overall the main drivers of collaborative arrangement can be identified as perceived benefits (19), shared vision (17) and shared problem domain (16) of the respondents. Thus stakeholder organisations are clearly led by perceived benefits in the arrangements, if there are no benefits, they tend to go it alone. Again have a shared vision and domain is essential, like the MICE grouping, community related and KAHC and PERAK.

The respondents were asked about factors that may enhance collaboration and partnerships in organisations. This was important because the factors act as facilitators in the effectiveness of the collaborative arrangements and to some extent contribute to some degree contribute to

the success of the said arrangements. The respondents identified the respondents as in Figure 4.26;

Table 4.26: Cross tabulation of sectors versus Factors enhancing effectiveness of collaborative arrangements (n=30)

Tourism sector	Power differential	Leadership skills	Membership size	Age of organisation	Institutional structure	Total
Public	0(0.00%)	8(14.81%)	0(0.00%)	0(0.00%)	10(18.52%)	18(33.33%)
Private	7(12.96%)	2(3.70%)	9(16.67%)	4(7.04)	2(3.70%)	24(44.44%)
Civil society	1(1.85%)	2(3.70%)	1(1.85%)	1(1.85%)	0(0.00%)	5(9.26%)
Public private	0(0.00%)	1(1.85%)	0(0.00%)	0(0.00%)	0(0.00%)	1(1.85%)
Community	1(1.85%)	0(0.00%)	1(1.85%)	2(3.70%)	2(3.70%)	6(11.11%)
Total	9(16.67%)	13(24.07%)	11(20.37%)	7(12.96%)	14(25.03%)	54(100.00)

Power differentials among the stakeholder organisation have an influence on the success of the arrangement and accounted for six responses (6). On one hand, like KTF affiliated KAHC and KATO represent the most powerful multi-national organisations as their members and have a strong voice in the industry; these include the TPS Serena, Sarova, Somak and Abercrombie and Kent, etc. On the other hand DTA affiliated KALTO and DGTA draw their membership from local establishment and tend to have a weak voice in the industry. Which supports the assertion that;

“Tourism industry in many developing countries including Kenya is externally owned, dominated and managed by multinational corporations with little regard for socio- economic impact of the industry on local communities” (Akama, 2011).

Leadership skills and personality of those involved in the tourism development can also enhance the success of the arrangement was rated at (11) of the respondents. During the study, it was observed that in the sector leadership skills and personality influence the success of the collaborative arrangements;

“I see a situation where some private sector CEOs are quite vocal in articulating tourism issues, most notable are KTF CEO Agatha Juma, EK CEO Kahindi Lekalhaile and recently launched EATP CEO, Waturi Matu. Other personalities include the Serena Hotels group Managing Director, Mahmud Jan Mohamed and the founder and Chairman of the Sarova Group of Hotels late GS Vohra . their ‘word is law’ in the industry, and as a CEO of a recently launched organisation, that is how I aspire to be” (AC3)

In Terpstra and Simonin’s Coverage-Form-Mode-Motive Typology, the Mode parameter refers to the intrinsic nature of relationship among the members involved. According to Palmer (2002), the personal characteristics of individuals involved have an influence on effectiveness of the arrangements. In this regard, the dedication of CEOs and senior management to the the arrangements is often seen as as an essential ingredient to the effectiveness of the arrangements.

The key respondents identified the membership size as an important facilitator and rated it at (14) of the respondents, membership size and the resultant financial resources have big implications on the clout an organisation can wield in the industry as highlighted in Selin’s Typology of Sustainable Tourism Partnerships on organization diversity and size of participating organisations. KAHC and KATO command the highest membership sizes, and

thus enjoy prominence and visibility in tourism industry issues. But a respondent observed that member size may not be a reflection of the importance of an organisation in enhancing collaborative arrangements;

“...As much as membership size is important in collaborative arrangements, there is need to note some incoming association have undertaken and represent sectors that are unique. We may want to believe KATO and KAHC are more important than others in the Kenyan context, there is need to see tourism as a wide sector and emerging associations representing communities, sustainable tourism, domestic, regions and educators as equally important. They I believe, should be allowed time to grow in membership in order to represent their niche areas”. (CEO8.

The age or duration of existence the stakeholder organisations has implication on collaborative arrangement, and was rated at (7) respondents. Some of the oldest stakeholder organisations date from pre –independence days, KAHC was founded in 1944, MCTA in 1948, others especially the public sector government related emerged after independence; KTDC was formed in 1965, Utalii and CTDLT currently Tourism Fund were established in 1970’s. The older an organisation is, the more it is recognized and the higher the chances of been included in collaborative arrangements. In the words of ATTHEK acting Chairperson Dr. Damianah Kieti;

“...As recommended, during appointment to state corporation boards, advisory boards and taskforces in tourism industry, some positions are reserved for recognized tourism association in the industry. Most of the appointees to such positions are from the the old private sector associations. We can substitute ‘recognized’ by a select few association who have enjoyed this privellage over the years, especially those under KTF”(AC1).

The main factors that enhance effectiveness of collaborative arrangements were institutional structures (14) in existence, leadership skills and membership size both at (11) of the total respondents. The presences of these have the potential that can lead to effective arrangements.

4.5 Objective Four: PPPs as a Model of Best Practice in Collaborative Arrangements

4.5.1 Awareness of PPPs in Tourism Development

The key respondent were asked about their awareness PPPs as a tool of effective collaborative arrangement in tourism development, this was important because PPPs is recently adopted concept and it application in development including tourism is still not widely understood and is at its academic infancy. The responses were as in Table 4.27.

Table 4.27: Response on awareness of PPPs in tourism development (n=30)

Tourism sectors	Application of PPP		Total
	Yes	No	
Public	10(33.33%)	0(0.00%)	10(33.33%)
Private	10(33.33%)	1(3.33%)	11(16.67%)
Civil Society	4(13.33%)	0(0.00%)	4(13.33%)
Public-Private	2(6.67%)	0(0.00%)	2(6.67%)
Community	3(10.00%)	0(0.00%)	3(10.00%)
Total	29(96.67%)	1(3.33%)	30(100.00%)

From the analysis 96.7% (29) were aware of the opportunities of PPPs as arrangement in tourism development while 3.3 % (1) was not aware of the same. Historically, PPPs have wide application in infrastructure development rather than in service delivery sector like tourism. Campos and Hall (2012) supports the currency of the PPPs debate by noting;

“Since the 1980’s PPPs have gained popularity as avenues for tourism planning, destination management and marketing as cited in” (pg5)

4.5.2 The Meaning of the PPPs Concept

The respondents were asked about their conception of PPPs as models of collaborative arrangements, this was essential in order to establish the understanding, and in extension the potential for adoption of PPP's in tourism development. One public sector respondent observed;

“I see this as the government working together with the private sector to do some project; this involves including all interested parties in a deliberation. I envisage this should be organized in an open and agreed manner. Each participant should contribute resources in a way, as part of this commitment. This may improve their commitment to the cause.” (Officer4)

Asked about the same concept of PPPs as an arrangement, a private sector respondent stated;

“When I think about PPPs, it is a more of an official arrangement between public and private sectors, based upon achieving some set goal. It should have a degree of equality and guidelines for participation. It should identify who is to participate, to what degree, and how much to bring to the table. It is a way of addressing the Jua Kali¹⁸ way of doing things among stakeholder in the industry.”(Officer 7)

From the responses, it shows that PPPs involves a systematic approach of engagement in collaborative arrangements, the idea of set goals, rules and regulation (guidelines), who to participate, equality in the said arrangement come up from the responses related to PPPs.

4.5.3 Areas Requiring PPPs in Collaborative Arrangements

Key respondents were asked about specific areas that requires PPPs as a collaborative strategy. This was important because the history of PPP's has shown that, the concept was

¹⁸ Jua Kali is equivalent to laissez faire (free for all) management style.

originally designed to solve infrastructural challenges in various countries, the responses were as Figure 4.2;

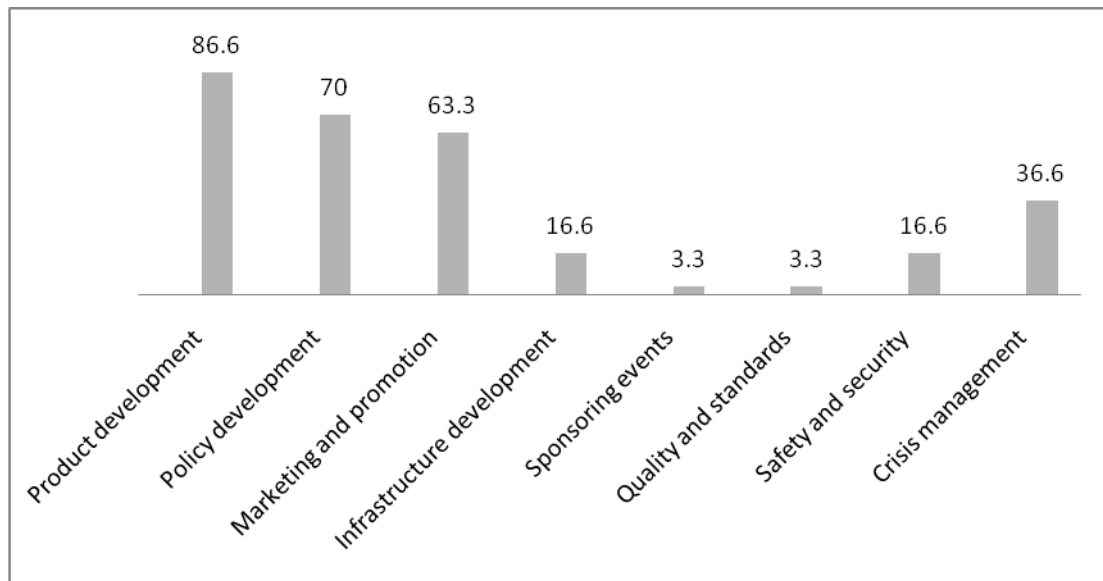


Figure 4.2: Areas requiring PPPs (n=30)

The area of tourism product development in PPPs was analyzed at 86.6 % (26). Tourism is a composite product requiring input from a wide range of stakeholders (Bramwell & Lane, 2004), this requires diverse stakeholder organisations to come together to create and develop the tourism product. At times, tourism product development cause of conflict between stakeholder organisations. A case in point in the current study was between two state corporation the KWS and Kenya Forest Service (KFS), KWS is in charge of national parks while KFS is incharge of forests. Their conflict arose when we have forested national parks; like Mount Kenya, Elgon and Aberdares National Parks. The two do not seem to agree on who is incharge of what conservation, KWS claims to be incharge of animals (fauna) while KFS is incharge of plants (flora). Like Director Incharge of Security in KFS Alex Letosio noted, it becomes “*everybody’s business and nobody’s business*” in the said conservation areas.

Respondents identified tourism policy development at 70% (21) as a central area of engaging in the arrangements; this provides an important rationale for collaborative engagement in PPPs. For example, during the development of the Draft National Tourism Policy (2007) the MOT (currently MEACT) pursued a consultative approach through a National Task Force as evidenced in the following excerpt;

“The process was guided by a National Task Force with representatives from key tourism sector stakeholders supported by an Advisory Panel through the following consultative activities: (a) technical committee comprising of experts from public and non-public sectors; (b) Provincial stakeholder meetings countrywide during which oral submissions were made by various stakeholders; (c) National stakeholder workshops; (d) Consultative sessions with key tourism sector stakeholders and lead agencies; and (e) Submission of written memoranda”.(National Tourism Draft, 2007)

In a way PPPs represent participation various stakeholder organisations in collaborative arrangements among . In terms of participation, partnership can be defined as;

“...institutional relationships between the state and the private for-profit and/or the private not for-profit sector, where the different public and private actors jointly participate in defining the objectives, the methods and the implementation of an agreement of cooperation”. Ongolo (2006)

As in the definition, the the joint participation of public and non-public stakeholder organisations is a is a important factor in the success of the arrangements, and it can be used to address the traditional dominance of the public sector in policy development. As Tosun (2000) noted,

“However, and too often in many developing countries the policy and planning process is very fragmented with the one authority (public sector) dominating decisions of tourism development. In many such tourist destinations in developing countries such as Turkey, Thailand, Kenya and Bali, participation in policy and planning may be the missing ingredient of the tourism development process” (pg8).

Marketing and promotion accounted for 62.10% (19) and was highlighted as another area that requires collaborative arrangements. In the current arrangements, the marketing and promotion budget is mainly undertaken by the government, with the private keeping a keen eye on the proceedings. More often than not, the private sector organisations complain about the inadequacy of the budgetary allocation as highlighted in the Daily Nation excerpt below;

“We (KTF) as the private sector voice note that the Government has been notorious and continues to give preference to Ministries with serious misappropriation issues. Yet the MOT (now MEACT) can create more wealth if given enough resources, we are therefore demand more marketing budgetary allocation for this crucial and often unappreciated industry ”(Daily Nation, July 6, 2012)

Donaldson and O’Toole (2002) as cited in Fyall and Garrod (2005) noted that traditional marketing approaches are now insufficient to meet the demands of a more complex tourism market place. The consequence is that stakeholder organisations have to come together in creating collaborative arrangements in marketing and promotion. The public sector through KTB coordinates marketing and promotion tourism in Kenya at regional, national and international levels. But again the public sector cannot do it alone, this calls for bringing stakeholders in tourism development. A key avenue for doing this is through hosting local

trade fairs, expos and exhibitions; this may also include participating together in international events like the World Travel Market in London, the International Tourism Bourse in Berlin and the American Travel Market.

Tourism infrastructure development accounted for 16.6 % (5) as an area that requires PPPs model of collaborative arrangements. In its historical context, infrastructure development is at the core of PPPs, as a public sector respondent noted;

“...You may not know that some of the iconic hotels in Nairobi City, like the Hilton and Intercontinental are co-owned between the government and private sector. This was made possible through the establishment of the KTDC, the organisation was created in 1965 to provide long term financing for potential investors, especially the small and medium-scale operators in the tourism industry. We have over the years helped the private sector players establish many other such facilities, this may not have possible for them taking into consideration that the industry is capital intensive, which may locked out some players ”. (Head1)

Through KTDC, the public and private sectors organisations have joined together to develop tourism facilities in destinations. Some renowned facilities under this PPPs arrangements include; the Sirikwa Hotel in Eldoret, Sunset Hotel in Kisumu, Kabarnet Hotel in Kabarnet, Homa Bay Hotel in Homa Bay and Golf Hotel in Kakamega. Farlam (2005) notes that, through PPPs the public and private sectors can radically improve infrastructure networks in their countries and enhance service delivery in all sectors including tourism. This model of collaborative arrangement in delivering public works and implementing social projects require involvement, support and cooperation of all sectors (Rajko, Krajnović, & Tomčić, 2008).

The sponsoring of events accounted for 3.3% (1) and was identified as area requiring PPPs as collaborative arrangements. The public sector though KTB and other related State Corporation are involved in such sponsorship as part of her promotional strategies. KTB co-sponsors sports events such as; marathons, golf, Rugby Sevens, Rhino Charge, Maralal Camel Derby, Lamu and Loiyangalani Cultural Festival. The public sectors also partners the private sector in sponsoring various tourism awards in the country, these include; the Kenya Tourism Awards administered by KTF and the Eco Warrior Awards administered by EK. Using this strategy, the public and private sectors come together to celebrate their achievement as one. A case of sponsorship can be illustrated in the excerpt below;

“The Jockey Club of Kenya is partnering with the Kenya Tourist Board this weekend to bring Kenyans to the Ngong Race Course, to promote both horse racing as well as domestic tourism across the country, now generally known as #TembeaKenya.” ([http:// www.ktb.co.ke](http://www.ktb.co.ke))

Collaborative arrangements in the area of quality and standards also accounted for 3.3% (1). This is essential if a destination is to remain competitive, destination have to have a mechanism of maintaining high standards in all areas of operation. As observed during the study, EK in collaboration with tourism sector stakeholders launched an *Eco-Rating Scheme* and the *Eco-warrior Awards* in 2002.

The scheme and the awards recognize responsible and sustainable tourism practices in the industry. The Kenya Tourism Federation in partnership with tourism industry stakeholders also has the Kenya Tourism Award whose goal is recognizing and encouraging best practice in responsible tourism in Kenya. These are significant attempts for quality and standard self-

regulation in the industry. While interviewing the then CEO of EK, Kahindi Lekalhaile, he observed that *“the only challenge with this voluntary self-regulation is that they are voluntary and there are no penalties for non-compliance, also they are open to abuse by those who feel they can benefit from them”*.

The image of tourism destination is partially defined by safety and security and accounted for 16.6 %(5) of the respondents; tourism industry is a sensitive industry, susceptible to changes in external environment. One of the most obvious of these is the safety and security of tourists while at a destination. There have been attempts for collaborative arrangements in this;

...The KTF provides a private sector driven initiative through her Safety and Communication Centre; the Centre provides a countrywide communication network for tourism operatives to report and record of any emergencies that may occur (sickness, accident, robbery etc.), tourist emergency command and control centre, professional staff to assist tourists with the necessary formalities in case of an incident and provide the necessary follow-up, a source of information on prevailing conditions (roads, weather, safety etc.) in any intended destination, a co-ordination Centre between the tourism industry and relevant organisations/bodies including Police, Kenya Wildlife Service, Flying Doctors and a monitoring unit for reported and non-reported incidents involving tourism (<http://www.ktf.co.ke>).

The government through the Tourism Police Unit (TPU) - a formation within the Kenya Police provides security for tourists in the major entry points and other popular circuits in Kenya. Interviewing the Officer Commanding Police Division (OCPD) at Kasarani Divisional Headquarters, Nairobi, where the TPU is based, he observed that *‘the unit is not as popular with serving policemen/women like other formation e.g. traffic or security related*

ones'. This is for obvious reasons, tourists and related industries provides little if any opportunities for 'Kitu Kidogo' (read bribe), prevalent within the corruption prone force. The Tourism Act 2011 provides for establishment of TPS, which shall be a specialized police service under the supervision of the National Police Service and the command of the Inspector-General of the National Police Service (GOK, 2011).

Finally crisis management accounted for 36.6% (11) of the respondent and is a unique area in dire need of collaborative arrangements among stakeholder organisations. The industry is faced with myriads of crisis; these include outbreak of disease epidemics (Ebola, H1N1 and SARS) natural disasters (floods, eruptions and earth quakes) and terrorism attacks, mainly due to our Kenya proximity with Somalia. This calls for establishing relevant task forces as a collaborative arrangement, as Kuto (2004) concludes;

...a crisis management task force needs to be set up. This task force should consist of committees or departments that should be headed by dedicated people in the industry. Whenever possible, the heads of each department should be professionals with expertise in the respective disciplines they head. For example, the task force should have a media executive to spearhead communications and public relations; a marketing executive to oversee marketing and promotion efforts; a qualified information coordination team to coordinate damage assessment and gather disaster-related information for accurate dissemination; and a Certified Public Accountant (CPA) to head the finance and fundraising team, which will track expenditure and raise funds to aid crisis management activities (pg26).

Aktas and Gunlu (2005) notes that unless the destination stakeholder organisations address such crisis in an effective collaborative manner, the situation can get worse. What is also true of the fragmented and interconnected tourism industry is that crises occurring in one of the sub- sectors of the industry such as the accommodation, transportation, or attraction sectors may soon cause a domino effect across the whole industry.

4.5.4 Benefits of Engaging in PPPs

The key respondents were asked about the benefits derived from engaging in PPPs. Tremblay and Wegner (2009) recognize benefits as the key driver to collaborative arrangements; the key responses were as below in Figure 4.28;

Table 4.28: Benefits of PPPs as collaborative arrangements (n=30)

	Tourism sectors					Total
	Public	Private	Civil Society	Public-Private	Community	
Pooling of capacities and resources	10(10.64%)	6(6.38%)	2(2.13%)	2(2.13%)	3(3.19%)	23(24.47%)
Creating synergy	10(10.64%)	6(6.38%)	2(2.13%)	1(1.06%)	2(2.13%)	21(22.34%)
Improved coordination	10(10.64%)	3(3.19%)	1(1.06%)	1(1.06%)	2(2.13%)	14(14.89%)
Enhanced policy acceptance	5(5.32%)	7(7.45%)	1(1.06%)	1(1.06%)	0(0.00%)	17(18.09%)
Bringing change	5(5.32%)	2(2.13%)	2(2.13%)	1(1.06%)	1(1.06%)	11(11.70%)
Increased democratization	0(0.00%)	4(4.25%)	1(1.06%)	1(1.06%)	2(2.13%)	8(8.81%)
Total	40(42.53%)	28(29.79%)	9(9.57%)	7(7.45%)	10(10.64%)	94(100.00%)

The pooling of capacities and resources accounted for 76.7% (23). The major reasons for adopting collaborative arrangements in tourism development is the belief that stakeholder organisations may gain competitive edge by bringing together knowledge, expertise, capital and other resources of several stakeholders (Bramwell & Lane, 2004). Tourism is majorly a fragmented industry and each one of the sector organisation have access to different expertise and resources. For example, the old and well established organisations tend to have

a better access to finances due may be to their well established memberships, while the upcoming and recently established ones may gifted in terms of skills and expertise, in this way they tend to complement each other.

Creating synergy and creativity accounted for 70.0% (21). Among the aims of the Sessional Paper No.1 of 2010 on *Enhancing sustainable tourism in Kenya* is establishing synergies in areas of complementarity with relevant sectoral policies and institutions by bringing together their strengths (GOK, 2010).The resultant synergy among the stakeholders has capacity for improving their working together, leading to greater innovation. The private sector for example works under the KTF and DTA, while MICE stakeholders operate under Meeting Kenya, the idea of bringing together the tourism stakeholders has the potential to produce an effect different from or greater than the sum of their individual efforts.

Improved coordination accounted for 56.7% (17) of the respondents in the study. The lack of co-ordination and cohesion within the highly fragmented tourism industry is a well-known problem to tourism professionals (Jamal & Getz, 1995). It is obvious that no one business or government establishment can operate in isolation. Thus, development of co-ordination mechanisms among the tourism bodies, between the public and the private sector, and among private enterprises is essential for the for the highly fragmented tourism industry (Tosun, 2001).

Enhanced policy acceptance accounted for 46.7% (14) of the study respondents. According to Gunn and Var (2002), a policy is a guide to decision making, it provides a framework within

which decisions are made. It defines the rule of the game, under which tourism stakeholders must function and thus establishes a level playing ground. Tourism policy making in many developing is dominated by the public sector through the NTO and other related public sector players (Tosun, 2001; Dieke, 2005). Sometimes the private and other sector participation is limited to invitation to rubberstamp and give legitimacy to already existing agreements and documents.

Bringing change in the industry is a long term goal of collaboration among organisations and was rated at 36.7% (11) of the respondents. Akama (1997) sarcastically noted that tourism in Kenya is dominated by foreign ownership, relies on narrow tourism product and traditional source markets in the west. To counter these, there is need to adopt change management, it is an approach which involve transitioning stakeholder organisations to a desired future state of collaboration. There is need to harness the diversity in the industry, like the CEO of MRWTF observed... *“Change cannot be championed by the same public sector stakeholder who have dominated the industry for years, but rather by involving everyone who matter”*.

Finally, increased democratization in management of tourism industry accounted for 26.7% (8). Tosun (2001) noted that in many developing countries tourism planning and policy making is a highly centralized, dominated by few organisations. It then hoped that the inclusion of various stakeholders has the capacity to involve a wider range of stakeholder organisations and thus spread participation. For example, during the development of the National Tourism Strategy (2013-2018) in the Kenya, the format of involvement and invitation of participants was not defined with member invited at the whims of who is who

at the Ministry in charge, this created a challenge of acceptance of the resultant policy strategy by the wider industry.

4.5.5 Factors that Hinder PPPs

The respondents were asked about factors that may hinder collaboration, this is important because the success of the arrangements depends on overcoming such barriers; the responses were as Table 4.29;

Table 4.29: Hindrances to collaborative arrangements (n=30)

Factors hindering	Tourism sectors					Total
	Public	Private	Civil Society	Public-Private	Community	
Set for window dressing	0(0.00%)	5(16.67%)	1(3.33%)	1(3.33%)	1(3.33%)	8(26.67%)
Lack of tradition	8(26.67%)	1(3.33%)	1(3.33%)	1(3.33%)	1(3.33%)	12(40.00%)
Poor institutional framework	2(6.67%)	1(3.33%)	1(3.33%)	0(0.00%)	1(3.33%)	5(16.67%)
Under resourced	0(0.00%)	1(3.33%)	0(0.00%)	0(0.00%)	0(0.00%)	1(3.33%)
Political skills and connection	0(0.00%)	0(0.00%)	1(3.33%)	0(0.00%)	0(0.00%)	1(3.33%)
Lack of interest	0(0.00%)	1(3.33%)	0(0.00%)	0(0.00%)	0(0.00%)	1(3.33%)
Vested interest	0(0.00%)	1(3.33%)	1(3.33%)	0(0.00%)	0(0.00%)	2(6.67%)
Total	10(33.33%)	10(33.33%)	5(16.67%)	2(6.67%)	3(10.00%)	30(100.00%)

A factor hindering collaborative arrangements is when they are viewed as set for window dressing and accounted for 26.6% (8) of the responses. Like earlier observed the tourism industry lack the institutional and legal structure that may enhance collaboration. The existing mechanisms allow for appointment of private stakeholders to public sector organisation as the legally recognized arrangements. Other arrangements including attendance to meetings and membership to task forces. These arrangements have been misconstrued as an attempt to give legitimacy to a flawed collaborative system that as a respondent noted “*has the public sector bossing everybody around and acting as Big Brother*”.

The lack of tradition in involvement of stakeholder in collaborative arrangements in tourism development accounted for 40 % (12) of the respondents in the study, the tourism institutional structure in Kenya is such that it is dominated by the public sector through the government input which makes most of the decisions (Dieke, 2005). From experience, it can be shown that the attitudes of professionals and technocrats in the public sector is such that they act as the 'know it all', and do not require input from other stakeholders as illustrated by the attendance list of who attended a forum at Sarova Whitesands Mombasa during the writing of Tourism Strategy (2013-2018) in Appendix Six.

The poor institutional framework was rated as the highest hindrance for collaborative arrangement and was rated at 16.6% (5) of the total respondents. There is considerable evidence of the need for an effective institutional framework if tourism development is to be coordinated, efficiently supervised, monitored and integrated into the overall scope of national economic, environmental and social planning. It is important that the institutional framework encompasses organisations from both the public and the private sectors.

A coordinated framework is necessary because of the fragmented nature of the tourism industry (Bramwell & Lane, 2004). This diverse nature and its susceptibility to pragmatic decision-making within particular industry sectors, coupled with the possibility that different government policies for tourism may not always be synchronized, creates the need for a coordinated institutional framework (Unescap, 2008).

The poor institutional framework in the tourism industry is further complicated by the GOK Presidential Taskforce on Parastatals¹⁹. An article in Daily Nation on 10 May 2014 titled *Chief Executives to be shown the door* sums this in the following excerpt;

...various public parastatals will be merged or dissolved, KTDC (now Kenya Tourism Finance Corporation (KTFC) has been placed under a new entity known as Kenya Development Bank (KDB) whose objective is to finance large scale investments and development projects. Other financial related state corporations under proposed KDB include Industrial and Commercial Development Corporation (ICDC), Industrial Development Bank (IDB), Kenya Industrial Estate (KIE) and the Agricultural Finance Corporation (AFC). KTB has been placed under a new entity; the Kenya Investment Corporation (KIC), its objective is investment promotion and marketing. Other bodies under the proposed KIC are Brand Kenya Board (BKB), Kenya Investment Authority (KIA) and Export Promotion Council (EPC) (pg 5).

Lacks of interest and vested interest accounted for 13.30% (4) of the respondents. There are those organisations which for some reason are anti- collaborative arrangements; these may be due to past experiences, fear of domination, and lack of results. Spyriadis (2002) in Fyall and Garrod (2005) identifies terminologies seen as negative forms of inter-organisational relationships which includes conflict, competition, co-option and collusion. Some of these organisations take low profile and engage on issues that affect them.

That the arrangements are under-resourced accounted for contributed 3.34% (1) while lack of political skills contributed 3.34% (1) of the respondents. Financial and skills availability are

¹⁹ The Presidential Taskforce on Parastatals was appointed by President Uhuru Kenyatta to harmonize the operations and reduce the number of Parastatals (state corporations) in Kenya.

essential required for effective collaborative arrangements. Both of these resources as in the study economics are scarce and wanting for the said organisation, especially in the context of third world. Thus, stakeholder organisation needs finances and skills to organize forums, participation fee and honorariums etc. As one respondent intimated, *“availability of finances to pay honorariums, however little to those who attend forums go a long way to motivate participant. Such simple gesture may act as the motivation to attend and contribute in future meeting”*. Again it may be taken for granted that involvement in these arrangements does not require any skills, the CEO of KTF Agatha Juma noted that *“negotiating the mine field that is collaborative arrangements in a fragmented and diverse tourism industry require a lot of knowledge, survival skills and LUCK”*.

4.5.6 Recommendation for PPP success in Kenya

The respondents were asked about the recommendation they would make for PPPs implementation and success and provided the following responses and provided the following answers as in Table 4.30;

Table 4.30: Cross tabulation and recommendation for success

Tourism sectors	Recommendation for PPP's success						Total
	Implementa tion of Tourism Act 2011	Creation of relevant PPP framework	Governmen t support	Adequate funding	Training	Learn from best practice from other countries	
Public	0(0.00%)	0(0.00%)	0(0.00%)	0(0.00%)	0(0.00%)	10(33.33) %)	10(33.33%)
Private	2(6.67%)	4(13.33%)	4(13.33%)	0(0.00%)	1(3.33%))	0(0.00%)	11(36.67%)
Civil Society	0(0.00%)	1(3.33%)	0(0.00%)	1(3.33%)	2(6.67%))	0(0.00%)	4(13.33%)
Public- Private	1(3.33%)	0(0.00%)	1(3.33%)	0(0.00%)	0(0.00%))	0(0.00%)	2(6.67%)
Community	0(0.00%)	2(6.67%)	1(3.33%)	0(0.00%)	0(0.00%))	0(0.00%)	3(10.00%)
Total	3(10.00%)	7(23.33%)	6(20.00%)	1(3.33%)	3(10.00 %)	10(33.33 %)	30(100.00%)

From the analysis on recommendation, the main reasons that can drive PPPs are to learn from best practice 33.4% (10) from various countries, these include case studies from various countries like Ghana and Australia which may act as learning ‘laboratory’ for the country, Others important recommendations are creation of relevant PPPs framework and government support at 23.4% (7) and 20% (6) respectively, others of importance is the implementation of Tourism Act 2011 and provision of training at 10% (3) respectively and finally adequate funding from stakeholders involved. A chi square was undertaken to establish if there exist any relationship between the sectors and any preference for any sectors as in Table 4.31;

Table 4.31: Chi square test on tourism sectors and recommendations

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51.504 ^a	20	.000
Likelihood Ratio	53.383	20	.000
Linear-by-Linear Association	6.694	1	.010
N of Valid Cases	30		
a. 30 cells (100.0%) have expected count less than 5. The minimum expected count is .07.			

From the analysis there is statistically significant relationship at alpha 0.00 which is less than 0.5, this implies that sectors have particular recommendations of interest, like public sector prefer best practices while the private sector prefer creation of PPPs framework and government support.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter comprise of the summary, conclusion and recommendation to the research study. It also offers recommendation for both practice and future research.

5.1 Summary of the Study

5.1.1 Objective One: The Scope of Collaborative Arrangement

Scope of collaborative arrangements is concerned with the levels of inclusion of the various stakeholder organisations in issues pertaining to the industry development. According to the findings, the respondents were aware of the meaning and opportunities of collaborative arrangements among stakeholder organisations in the industry; they see the collaborative arrangements as involving working together in order to achieve some set objectives. The tourism is a complex and dynamic industry, with linkages and interdependencies. It involves multiple stakeholders often with diverse and divergent views and values, and often lack of control by any one group or individual. The respondents see inclusion of these stakeholder organisations as essential in maintaining destination competitiveness.

All the respondents organisations were involved in some form of collaborative arrangements in the industry; these includes the membership to state corporation (parastatals) boards, advisory boards, task forces and the industry umbrella association like KTF, DTA and KEPSA. Like in Selin's typology of sustainable tourism partnerships, these legally and policy mandated institutional arrangements bring together stakeholder organisations in some kind of arrangements using some shared rules and norms. This involvement in the arrangements has potential to gives legitimacy to resulting plans and policies, making them more acceptable by the industry.

The scope of collaborative arrangements spans a spectrum of issues in the tourism industry. In the current study, these include tour operations, food and entertainment, travel agency, air operation, accommodation, regional representation, MICE, sustainable tourism, training and skills development, conservation and marketing and other niche sector in the tourism industry in Kenya. According to Terpstra and Simonin's coverage-form-mode-motive typology, tourism industry is unique in that the product is packaged by stakeholders drawn from a wide coverage of sectors; this fragmented nature of the industry has created an important need for collaborative arrangements.

The appointment to various public sectors institutional arrangements like the state corporation boards, advisory committees and task forces raise the issue of inclusiveness of all relevant stakeholders organisation. For years, the appointing authority in such arrangements has been the Cabinet Minister in charge of the Tourism Ministry (currently a Cabinet Secretary). This exposed the procedure to abuse, as appointing authority could appoint their cronies, tribesmen or even reward politicians. On the other hand other hand the appointees of private sector were usually sourced from the recognized tourism trade associations (read old and well established). The idea of recognized trade associations can mean different things on interpretation by the appointing authority.

Another area of contention was invitation to the various forums facilitating the collaborative arrangements in industry. The invitation and attendance has traditionally been skewed toward the public sector organisations and the well-established trade associations (by well established, it means the old and financially stable ones). Many of the new and emerging associations have little chance of participating, and only get to hear about the forums when

they have already happened. This has resulted in competition and enmity among the various stakeholders organisation, as some feel other are favoured.

5.1.2 Objective Two: Intensity of Collaborative Relations in the Arrangement

Intensity in collaborative arrangements is concerned with existing relations in the various arrangements. Many of the collaborative arrangements were formal; these are legally mandated or policy driven initiatives. According to Selin's typology of sustainable tourism partnerships, these organisations can range from voluntary arrangements at one end to those which are creation of law or legally mandated in the current study. The formal structures in the public sector are the Ministry and state corporation while the private sector and others have trade associations.

Collaboration and partnerships arrangements require the inclusion of all levels of tourism planning; that is at local, regional, and national levels. The coverage in the current study is mainly concentrated at the national level. The main reason for this scenario is related to governance structures in the country which have been highly centralized as the old constitution. Further it can be argued that, in many developing countries, policy and decision makings tend to be concentrated at the national level. This is being challenged by the devolution of governance into counties as per the new constitutional dispensation in the country. As per Terpstra and Simonin's coverage-form-mode-motive typology, coverage parameter is demonstrated by the regional tourism associations which represent various parts circuits of the country, these associations are more specific tourism issues in their geographical coverage and more important, represent the aspirations of the stakeholders in their coverage.

Others collaborative arrangements are at inter regional scale, these inter regional integration is a reaction to the need for developing regional cooperation in the face of East African Community. These arrangements can go a long in packaging the East African region as a single destination, rather than individual country as destination. The other arrangements are affiliations with international bodies; these affiliations can go a long way to demonstrate the influence of globalization in the tourism sector.

According to Selin's typology of sustainable tourism partnerships, time frame is an important component. The collaborative arrangements in the current study were mainly long term in nature. The longevity of these arrangements enhances their chances of success and gives the arrangements time to plan, organize experiment and work toward their success. Again, longevity can be a disadvantage; many *ad hoc* arrangements may be more successful, if they achieve their objectives in the shortest time possible. It has been shown that, some task forces and advisory committees unnecessarily prolong their life span, in order to continue drawing allowances and other fringe benefits associated with the arrangements.

5.1.3 Objective Three: Prerequisites of Effective Collaborative Arrangements

The main requirements for effective stakeholder collaborative arrangements are identified as shared problem domain, shared vision for the industry, perceived benefits from the arrangement. Some key attributes of successful partnerships have been identified as transparency, goal-oriented frameworks, and the sharing of information among the various stakeholders. These requirements when provided in full or partially have the capacity to make collaborative arrangements more successful.

Another factor that may facilitate the success of the collaborative arrangements is the leadership skills and personality of those involved in initiating and championing the

arrangement. In Terpstra and Simonin's coverage-form-mode-motive typology, mode is an important variable in the arrangements, mode is concerned with the personal characteristics of individuals involved, and the cultural characteristics of the organisations represented in the arrangements which enhances the success of the said arrangements. The membership size of the private and civil society organisations is also synonymous with power differentials and is a major influence on effectiveness of the arrangement.

5.1.4 Objective Four: PPPs as a Model of Best Practice in Collaborative Arrangements

Many of these stakeholder organisations were keen on adoption of PPP's as a best practice in collaborative arrangement in tourism development in Kenya. The respondents are generally aware of the existence and potential of PPPs as arrangements in tourism development, but their form, structure and application was vague. Many of the existing arrangements were formally structured, national in coverage, legally and policy-wise mandated. But their operationalization raises issues in terms of adoption in real sense as PPPs in the tourism industry.

Areas that may require PPP's arrangement were identified as product development, policy and planning, marketing and promotion, infrastructure development and sponsoring wide range events. A guiding characteristic of collaborative arrangements is identifying common problem domain, and having a shared vision. Clearly defined objectives and goals in the arrangements increases their chances of success, while also enhancing their effectiveness.

The effectiveness of collaborative arrangements was also guided by the benefits derived from the arrangements. Collaboration and partnerships involves bringing together individual organisations resources to achieve something the individual organisations may not have achieved alone, the organisations need real reasons for doing this. Finally, there is need to

address factors that hinder PPPs arrangements, it is only when these hindrances are clearly understood and solution identified, can we improve the chances of the success of PPPs.

5.2 Conclusion of the Study

The existing collaborative arrangements are not inclusive enough to allow for an effective, structured, formal engagement within the tourism industry. Therefore, if this arrangements are to move towards structured PPPs models, there is need to define who should be involved, what kind of forum exist for engagement, who organizes the forum and provides the funding. If the spirit of adopting PPPs is to grow in the industry, there is need to recognize all the various organisations in the industry, while develop mechanisms for involving them on issues pertaining to the industry.

The main types of collaborative arrangements in the tourism industry in Kenya are either public or private sector driven. The public sector is involved in appointment to state corporation boards, advisory committees and task forces, while the private and industry has the umbrella trade associations. There is need to move toward PPPs model , where both government and the industry come together in shared relationships which are based on trust, equality and mutual respect. Only in this way can the whole industry achieve consensus on issues touching on the industry.

There is also need to understand the conditions and prerequisites of effective collaborative arrangements at the onset. Such conditions when present in the right quantity and quality are the ingredients that may drive collaborative arrangements. Again these are factors which may enhance the effectiveness of the arrangements, factors like past experience, personal and leadership skills of those involved may facilitate the arrangements. This is usually undertaken

in the first stage of problem setting in Gray's three stage development model of collaboration (Fyall and Garrod, 2005).

Finally, PPPs adoption and application in tourism development presents an opportunity to address the shortcomings of the various collaborative arrangements that currently exist within the tourism industry. In whatever form they may take, PPPs provide a formal, institutionalized, legally accepted process for stakeholders to engage in a more effective manner in the industry. PPPs model offer a practical solution to an otherwise skewed collaborative arrangements; it offers hope and redemption to the belief that the fragmented and diverse industry can and should work together for the good of the industry.

5.3 Recommendations for Policy and Practice

There is need to create formal institutionalized PPPs framework among stakeholder organisation in the tourism industry. The existing arrangements in terms of appointments to boards in the public sector organisations and membership to task forces is open to abuse, and depends on who is the appointing authority. A well crafted PPPs arrangement can define roles and positions of all stakeholders, this may lead to understanding, trust and practical cooperation among the various players organisations.

Another recommendation is the need for public sector (read government) support in initiating the PPPs arrangement. In many developing countries, it is only the government that has the moral and the financial resources to invest on the long term tourism development. PPPs can be an expensive undertaking and the private sector may not be able or is unwilling to invest in them as core to their operation. Thus, provision of adequate funding, and developing relevant guidelines should be initiated and driven by the public sector.

The study recommends the full implementation of various legal Acts related to tourism and PPPs. First, the implementation the Tourism Act (2011) which recommends a new legal and institutional framework for the industry. It is hoped that, the operationalization of the Act can streamline the existing legislations and regulations to make them transparent and enforceable.

Secondly, the study recommends the operationalization of the Public Private Partnership Act (2013), the Act provide guidelines of adopting and implementing PPPs in the country, it therefore can facilitate the integration of PPP's in the the tourism industry. Finally, there is need for espessially all stakeholders espaessially the to learn from the best practice from other countries, there are numerous examples of collaborative arrangements approaches in the world. The industry need to borrow, experiment, modify and adapt such arrangement to improve on the current models. Without belabouring the point, global tourism industry provides numerous examples of effective collaborative arrangements that can can address the challenge of tourism development in Kenya.

5.4 Recommendation for Further Research

The following areas may require further research, these are;

- a) Investigate the contributions of regional tourism organisation in collaborative tourism development in Kenya.
- b) Explore the implications of the new constitution and devolved governance to stakeholder collaborative arrangements in tourism development in Kenya.
- c) Investigate the stakeholder collaboration and partnership arrangements in tourism marketing and promotion as a core area of the tourism development in the country.

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APPENDICES

Appendix One

Respondent Tourism Organisations in Kenya

	Stakeholder Organisation	Sector
1.	Association of Tourism Travel and Hospitality Educators of Kenya (ATTHEK)	Civil society
2.	Bomas of Kenya (BOK)	Public
3.	Brand Kenya (BK)	Public
4.	Domestic Tourism Association (DTA)	Civil society
5.	East African Tourism Platform (EATP)	Private
6.	Ecotourism Kenya (EK)	Civil society
7.	Federation of Community Tourism Organization (FECTO)	Local Community /Civil society
8.	Global Tourism Travel Programme (GTTP)	Private
9.	Kenya Association of Air Operators (KAAO)	Private
10.	Kenya Association of Hotels and Caterers (KAHC)	Private
11.	Kenya Association Travel Agents (KATA)	Private
12.	Kenya Association Tour Operators (KATO)	Private
13.	Kenya Community Based Tourism (KECOBAT)	Local Community /Civil society
14.	Kenya Association of Private Sector Association (KEPSA)	Private
15.	Kenya Forestry Service (KFS)	Public
16.	Kenya International Conference Centre (KICC)	Public
17.	Kenya Professional Safari Guide Association (KPSGA)	Private
18.	Kenya Tourism Board (KTB)	Public
19.	Kenya Tourist development Board (KTDC)	Public
20.	Kenya Tourism Federation (KTF)	Private
21.	Kenya Wildlife Conservancies Association (KWCA)	Private
22.	Kenya Wildlife Service (KWS)	Public
23.	Kenya Women in Tourism Association (KWTA)	Civil society
24.	Ministry In charge of Tourism	NTO
25.	Mombasa and Coast Tourism Association (MCTA)	Private
26.	Meeting Kenya (MK)	Private
27.	National Museum of Kenya (NMK)	Public
28.	Pubs and Restaurant Association of Kenya (PERAK)	Private
29.	Rural Tourism Network (RTN)	Civil society
30.	Tourism Fund (TF) Formerly (CTDLT)	Public
31.	Kenya Utalii College (KUC)	Public
32.	Fifty Treasures of Kenya (FTK)	Civil society
33.	Nairobi County Council (NCC)	Public

Appendix Two**Letter of Introduction**

I am a student at Kenyatta University pursuing a Doctor of Philosophy Degree in Hospitality and Tourism Management. I am undertaking a study entitled: **Effectiveness of collaboration and partnerships arrangements among stakeholder organisations in the tourism industry in Kenya.** The purpose of this study is purely for academic pursuits and information will be treated in strict confidence. Your help in the study will be highly appreciated.

Yours faithfully,

Albert Chege Kariuki

Appendix Three

Semi Structured Questionnaire for Stakeholder Organisations

This questionnaire is aimed at determining the effectiveness stakeholder collaboration and partnership arrangement among organisations in tourism development in Kenya. Please give your views openly and sincerely, the study is purely for academic pursuit and the views expressed are treated with confidentiality.

Questionnaire Number

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SECTION: A

Organizational Background

1. Name of organisation

.....

2. What is the core business of your organisation in the tourism industry?

.....

3. How long has the organisation being in existence?

0-5 years

6-10 year

11-20years

More than 20 years

4. What are the sources of your funding for the organisation

Government of Kenya

Membership fees

Revenue from business

Donor money

Others (indicate as necessary)

SECTION B

5. What do you understand by stakeholder collaboration in tourism development?

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

6. Which are scopes of issues covered in the objectives of your organisation which may require collaborative approaches?

- a)
- b)
- c)
- d)

7. What are the motives for collaboration by your organisation in tourism development?

- a)
- b)
- c)
- d)

8. What kind of /type of institutional arrangements exists in your organisation to facilitate collaborations?

- a)
- b)
- c)
- d)

9. What kind of structures the said arrangements are the said arrangements?

.....
.....

10. At what tourism development geographical scale level does your organisation operate?

[] National

[] Regional

[] Local

[] Other

11. Is the organisation an affiliate of an international organisation? If yes, identify the specific organisations.

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

12. In your opinion, what factors may enhance the scope of collaborative arrangement among stakeholder organisations?

- a)
- b)
- c)
- d)

13. What kind of forums facilitates your organisation involvement in major issues in the tourism industry?

- a)
- b)
- c)
- d)

14. What are the requirements for effective of stakeholder collaboration among tourism organisation s?

- a)
- b)
- c)
- d)

15. What benefits does your organisation derive from engaging in collaboration arrangements?

- a)
- b)
- c)
- d)

16. In what areas of scope operation has your organisation been involved in PPP's

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

17. What factors may hinder the development of Public-Private Partnerships (PPPs) as a collaborative concept in tourism in Kenya?

- a)
- b)
- c)
- d)

THANK YOU FOR YOUR TIME

Appendix Four

Interview Schedule for Stakeholder Organization

Preamble

Thank you for agreeing to take on this interview; I am a student at Kenyatta University pursuing a Doctor of Philosophy Degree in Hospitality and Tourism Management. I am undertaking a study entitled **‘Effectiveness of collaboration and partnerships arrangements among stakeholder organisations in tourism development in Kenya.**

Your help in the taking this interview is highly appreciated.

1. Background profile of stakeholder organisations

I would like to start by getting a brief background about the organisation.

- a) Which stakeholder sector is your organisation?
- b) How long has the organization being in existence?
- c) What is the total membership (if applicable) to your organisation?
- d) What are the sources of your funding for the organisation?
- e) What kind of a secretariat does your organisation have?

(Listen carefully and check if respondent has addressed the questions above, if so continue or if not probe further accordingly).

2. Scope of collaborative arrangements among tourism organisations

- a) What do you understand by concept of collaboration as an arrangement in among tourism organisations?
- b) What is the core business undertaken in collaborative arrangement organisation?
- c) How are appointments done public sector collaborative arrangements
- d) What kinds of forum facilitate the collaborative arrangements?
- e) Who convenes the various forums?

f) What the ratio of representation between the various sectors?

3. Intensity of collaborative relations in the arrangement

a) Do you have collaboration in your organisation?

b) What is the structure of the collaborative arrangement?

c) What is the coverage and scale of the collaborative arrangement?

d) Does your organisation have international affiliation?

e) What is the general coverage of sectors in the collaborative arrangement?

f) Does this the collaborative arrangement have legal basis

g) How long is the collaborative arrangement?

(Listen carefully and check if respondent has addressed the questions above, if so continue or if not probe further accordingly).

4. Prerequisites of effective collaborative arrangements

a) **Which are** requirements for effective stakeholder collaborative arrangements

b) Factors Enhancing the Collaborative Arrangements

(Listen carefully and check if respondent has addressed the questions below, if so continue or if not probe further accordingly).

5. PPPs as a model of best practice in collaborative arrangements

a) Are you aware of PPPs in tourism development?

b) What do you understand by the concept of PPPs?

c) Which the areas covered in PPPs in tourism development?

d) What are benefits of engaging in PPPs as collaborative arrangement?

e) Which factors hinder PPPs as collaborative arrangement?

(Listen carefully and check if respondent has addressed the questions below, if so continue or if not probe further accordingly)

6. Closing remarks

Please explain if you have any other suggestions that you feel you can contribute to collaboration?

- a) Do you have any further information that you feel would be relevant to this interview?
- b) Do you know of any other relevant people who have significant experience or knowledge of tourism collaboration that it would be worth me talking to?

THANK THE RESPONDENT FOR HIS/HER TIME AND INFORMATION GIVEN.

Appendix Five

Key Respondents Codes for Interviewees

Stakeholder Organisation	Sector	Role of interviewee	Interviewee Code
Association of Tourism Travel and Hospitality Educators of Kenya (ATTHEK)	Civil society	Acting Chairperson	AC1
Bomas of Kenya (BOK)	Public	Manager /Main Hall	Manager1
Brand Kenya (BK)	Public	Manager/Products	Manager2
Domestic Tourism Association (DTA)	Civil society	Acting Chairperson	AC2
East African Tourism Platform (EATP)	Private	Coordinator/Kenya chapter	CKC1
Ecotourism Kenya (EK)	Civil society	Chief Executive Officer	CEO1
Federation of Community Tourism Organization (FECTO)	Local Community /Civil society	Chief Executive Officer	CEO2
Global Tourism Travel Programme (GTTP)	Private	Coordinator/Kenya chapter	CKC2
Kenya Association of Air Operators (KAAO)	Private	Chief Executive Officer	CEO3
Kenya Association of Hotels and Caterers (KAHC)	Private	Chief Executive Officer	CEO4
Kenya Association Travel Agents (KATA)	Private	Manager /Accounts	Manager3
Kenya Association Tour Operators (KATO)	Private	Manager /Marketing	Manager4
Kenya Community Based Tourism (KECOBAT)	Local Community /Civil society	Chief Executive Officer	CEO5
Kenya Association of Private Sector Association (KEPSA)	Private	Manager training	Manager5
Kenya Forestry Service (KFS)	Public	Manager /training	Manager6
Kenya International Conference Centre (KICC)	Public	Managing Director	Manager7
Kenya Professional Safari Guide Association (KPSGA)	Private	Chief Executive Officer	CEO6
Kenya Tourism Board (KTB)	Public	Manager /Quality	Manager8
Kenya Tourist development Board (KTDC)	Public	Head/investment	Head1
Kenya Tourism Federation (KTF)	Private	Chief Executive Officer	CEO7
Kenya Wildlife Conservancies Association (KWCA)	Private	Acting Chairperson	AC3
Kenya Wildlife Service (KWS)	Public	Head /training	Head2
Kenya Women in Tourism Association (KWTA)	Civil society	Acting Chairperson	AC4
Ministry of East Africa, Commerce and Tourism	NTO	Delivery Unit Officer In Charge of Research and	Officer1

Stakeholder Organisation	Sector	Role of interviewee	Interviewee Code
(MEACT)		Statistics	
Mombasa and Coast Tourism Association (MCTA)	Private	Public Relation Officer	Officer2
Meeting Kenya (MK)	Private	Liaison officer	Officer3
National Museum of Kenya (NMK)	Public	Education officer	Officer4
Pubs and Restaurant Association of Kenya (PERAK)	Private	Chief Executive Officer	CEO8
Rural Tourism Network (RTN)	Civil society	Chief Executive Officer	CEO9
Tourism Fund (KTF) formerly (CTDLT)	Public	Officer /quality	Officer5
Kenya Utalii College (KUC)	Public	Officer/industrial linkages	Officer6
Fifty Treasures of Kenya (FTK)	Civil society	Chief Executive Officer	CEO10
Driver Guides Tourism Association (DGTA)	Private	Officer/Relations	Officer7

Appendix Six

Sample List of Participant in Developing National Tourism Strategy (2013-2018)

	Name	Position	Organisation
1.	Kipkorir Lagat	Director of Tourism	Department of Tourism
2.	P. Gakure	Deputy Secretary	Administration
3.	Daniel Kairu	Deputy Chief Economist	Planning
4.	Damiana Ndambuki	Economist	Planning
5.	Stella Amadi	Asst. Director Tourism	Ministry of Tourism
6.	Keziah Odemba	Asst. Director Tourism	Ministry of Tourism
7.	Fredrick J. Omondi	Chief Tourism Officer	Department of Tourism
8.	David Gitonga	Chief Tourism Officer	Department of Tourism
9.	Simon Kiarie	Chief Tourism Officer	Department of Tourism
10.	Vincent Bwire	Chief Tourism Officer	Department of Tourism
11.	Samson Odhiambo	ICT Officer	Ministry of Tourism
12.	Dr. Kenneth Ombongi	Principal	Kenya Utalii College
13.	Allan Chenane	Chief Executive	Tourism Fund
14.	Lemayian Ole Taiko	Executive Director	KECOBAT
15.	Lawrence Muthamia		Department of Tourism
16.	Charles Muthengi		Department of Tourism
17.	Ruth Kemunto	Tourism Officer	Kwale County
18.	Anderson Jumaa	Senior Officer	KTDC
19.	Willis Ondiek		Tourism Fund
20.	Bernard Ongeru		Bomas of Kenya
21.	Humphrey Odendo		KICC
22.	Joseph Aomo		Department of Tourism
23.	Mary Luseka	Strategy Manager	KTB
24.	Lilian Ayimba	Chief Tourism Officer	MOT
25.	Annastazia Wakesho	National Chairperson	DTA
26.	Kauli Mwembe		DTA
27.	Julius Owino		MCTA
28.	Nicholas Ayimba		Rural Tourism Network
29.	Moses Sauti	Beach Operator	Mombasa
30.	Prof. Maina Muchara	Consultant	GRE
31.	Dr. Joe Wadawi	Consultant	GRE
32.	Zena Lyaga	Consultant	GRE
33.	Ayub Odinda	Consultant	GRE

Appendix Seven

Stakeholder Organization the Tourism Act (2011)

Institution/Agency	Functions
Ministry responsible for Tourism	Overall oversight of the tourism sector.
Tourism Regulatory Agency	Setting regulations and standards of the tourism sector.
Kenya Utalii College	National tourism and hospitality training and capacity development.
Kenya Tourism Protection Agency (formerly Kenya Police Tourism Unit)	Safety of visitors and hosts in all tourist destinations.
Kenya Tourism Research Institute	In charge of research and development.
Tourism Fund (formerly CTDLT)	In charge of sourcing funding and disbursement
Kenya Tourism Board (formerly Kenya Tourist Board)	Responsible for tourism marketing and promotion
Tourism Development Financial institution (formerly KTDC)	In charge of tourism development financial credits and business advisory services.
Tourism tribunal	In charge of handling disputes in the tourism industry

Appendix Eight**Kenya Tourism Federation Membership**

No.	Stakeholder Organisation
1.	Kenya Association of Tour Operators
2.	Kenya Association of Travel Agents
3.	Kenya Association Of Hotel Keepers And Caterers
4.	Kenya Association Of Air Operators
5.	Ecotourism Kenya
6.	Mombasa and Coast Tourism Association
7.	Pubs, Entertainment And Restaurant Association Of Kenya

Appendix Nine

Domestic Tourism Association Membership

No.	Stakeholder Organisations
1.	Greater Tsavo Community Eco Tourism Association (GTCETA)
2.	Lake Victoria Tourism Association (LVTA)
3.	OL Donyo Sabuk Tourism Development (OSTD)
4.	Mt. Kenya Tourism Circuit Association (MKTCA)
5.	Coast People's Forum (CPF)
6.	North Rift Tourism Association (NRTA)
7.	Kenya Association of Local Tour Operators (KALTO)
8.	North Eastern Tourism Association (NETA)
9.	Lake Turkana Tourism Association (LTTA)
10.	Lamu Tourism Association (LTA)
11.	Driver Guides Tourism Association (DGTA)
12.	Rural Tourism Network (RTA)
13.	Homa Bay County Tourism & Cultural Association (HBCTA)
14.	Sotokoto Safari Marathon (SSM)
15.	Kenya Safari Hotels (KSH)
16.	Northern Kenya Tourism Association (NKTA)
17.	Mombasa and Coast Tourist Association (MCTA)

Appendix Ten
Suggested Membership of ARTO

No	Stakeholder Organisations
1.	Mombasa and Coast Tourism Association (MCTA)
2.	Lake Victoria Tourism Association (LVTA)
3.	Mt. Kenya Tourism Circuit Association (MKTCA)
4.	North Rift Tourism Association (NRTA)
5.	North Eastern Tourism Association (NETA)
6.	Lake Turkana Tourism Association (LTTA)
7.	Lamu Tourism Association (LTA)
8.	Northern Kenya Tourism Association (NKTA)

Appendix Eleven
Work Plan/ Time Schedule

ACTIVITY	PERIOD
Writing and defence concept paper	September 2011- October 2011
Writing research proposal	November 2011 – March 2012
Defence and Proposal correction	March 2012 – June 2012
Data collection	July 2012 – January 2013
Data Analysis	February 2013 – April 2013
Research report writing	May 2013 – October 2013
Submission of 1 st draft to Supervisors	November - 2013
Submission of 2 nd draft to Supervisors	December - 2013
Submission of 3 rd draft to Supervisors	January – 2013
Defence at school level	February – 2014
Submission of thesis for Examination	March - 2014
Defence at graduate school	April - 2014
Corrections and submission	May -2014

Appendix Twelve
Research Budget

No.	Activity	Cost	Total
1.	Proposal writing		
	- Literature review (travel & photocopy)	30,000.00	
	- Typing, photocopy& binding	50,000.00	80,000.00
2.	Data collection		
	- Research instruments (typing, piloting & copies)	50,000.00	
	- Administration (Transport and substance)	70,500.00	120,500.00
3.	Data analysis		
	- Coding and entry into SPSS	50,000.00	
	- Print outs	20,500.00	70,500.00
4.	Research reports		
	- Draft, typing and copying	30,000.00	
	- Final copy for Examination	50,000.00	
	- Final copy for submission	80,000.00	160,000
TOTAL			440,000.00