



NATIONAL DEFENCE UNIVERSITY-KENYA

**EVALUATION OF POST COVID-19 RECOVERY STRATEGIES ON
TOURISM SUSTAINABILITY AT KENYA WILDLIFE SERVICE.**

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ND601/0027/2022

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**A Research Project submitted in partial fulfilment for the Degree of
Masters in Arts in National Security and Strategy**

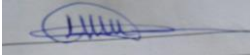
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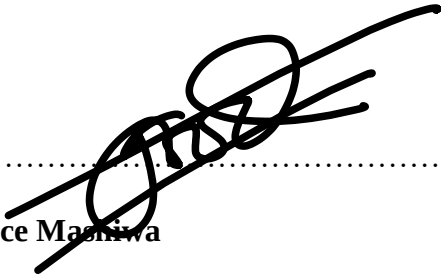
DECLARATION

I, Lucia Nthenya Makosi, hereby declare that this thesis is my original work and has not been presented for a degree in any other university.

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This thesis has been submitted for examination with my approval as University Supervisor;

Signed..........Date...21/10/2023.....

DR. Maurice Mashiwa

DEDICATION

To the Trail blazers, we made this happen!

ACKNOWLEDGEMENT

To God first, The Glory Is Yours Forever!

To my dear family and friends, May the Good Lord continue keeping you for me.

My gratitude to the Director General, Kenya Wildlife Service for giving me this opportunity to study; and to my fellow Kenya Wildlife Staff; you are the best.

To my supervisor Dr. Maurice Mashiwa, you made this look so simple; your guidance and wise counsel culminated in this quality work; thank you and May God keep blessing you sir.

To the NDC Commandant, Senior Directing Staff, lecturers, faculty members, resource persons, library staff, Kitchen staff, cleaners and the production staff; a big thank you to you ALL.

ABSTRACT

Background. This study evaluated the post Covid -19 recovery strategies on tourism sustainability in Kenya but with an inclination to Kenya Wildlife Service (KWS). Kenya Wildlife Service is the body that is mandated with protection of wildlife in the country. The post Covid-19 strategies were initiated by the Government of Kenya and implemented by relevant Ministries, Departments and Agencies. Strategies bestowed upon the Ministry of Tourism and Wildlife were therefore cascaded down to the various sectors under the Ministry ,key among the identified implementers being Kenya Wildlife Service; which is the major wildlife based tourism actor in the country. The study integrated knowledge from past pandemics in relation to tourism and general economic sustainability in a bid to understand the possible common impacts of pandemics under similar conditions.

Objectives. The study objectives included:-to identify the post Covid-19 tourism responses, to examine the Post-Covid-19 tourism recovery indicators and to assess the post Covid-19 opportunities for tourism sustainability in Kenya Wildlife Service.

Research Methodology. The study used a cross-sectional case study with a sample size of 85 individuals selected randomly from Kenya Wildlife Service, hoteliers, visitors and private tourism stakeholders within close proximity to the selected National Parks and Reserves in Kenya.

Data collection was through a survey method involving both structured and non-structured questions. **Data analysis** was done through qualitative and quantitative techniques using computer programmes and presented in graphs, charts and tables.

Study Findings. Findings based on the first objective: the study found that the sector employed various responses including policy a financial with the aim of reviving the sector. Findings based on the second objective: the study found marketing was the main strategy used with the aim of boosting the domestic tourism. Findings based on the third objective which to assess the post Covid -19 tourism opportunities identified domestic tourism, reduction in levies and fees, product diversification and embracing regional tourism opportunities.

Conclusion. The study concluded that, the objectives could only be achieved by getting the global and local industry responses, indicators of the sector recovery and the sector sustainability opportunities presented by the pandemic. This study involved a survey at Kenya Wildlife Service as a government agency mandated with wildlife conservation and management hence anchoring the key wildlife-based tourism. Sustainability and reliability of the general tourism sector in the wake of various setbacks like natural catastrophes and global pandemic was a concern that led to seeking opinion of the sector managers. This drew the research to the pre-Covid 19 tourism performance trends, the change in the general tourism landscape including the new opportunities presented by the pandemic based on the response, recovery, resilience and the reforms in adapting to the new normal.

Key Words: Covid-19, sustainability, resilience, strategies, opportunities.

LIST OF TABLES

Table 3.1 – Summary of Covid – 19 and Tourism in Kenya: Recovery Strategies.....	Page 43
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LIST OF FIGURES

1. Figure 1.1 The 4R Covid-19 mitigationpage 8
2. Figure 12 Protection Motivation theory framework.....page 17
3. Figure 2.1 UNWTO response strategies.....Page26
4. Figure 2.2 Post Covid -19 Tourism recovery strategies.....page 33
5. Figure 3.1 Post Covid-19 recovery comparative rates - period 2019 to 2022 trends..page 39
6. Figure 3.2 visitor trend at Kenya Wildlife Service selected Parks.....page 44
7. Figure 3.3 Visit preferences.....Page 47
8. Figure 4.1 International tourist arrivals in Kenya between 1995 – 2019.....page 50
9. Figure 4.2 –Tourism opportunities for sustainability post Covid- 19.....page 52

ABBREVIATIONS

USAID	:	United States Aid for International Development
IMF	:	International Monetary Fund
OECD	:	Organisation for Economic Development
KTB	:	Kenya Tourism Board
ITC	:	International Trade Centre
NACOSTI	:	National Commission for Science, Technology and Innovation
HIV AIDS	:	Human Immune - Deficiency Virus
UNWTO	:	United Nations World Travel & Tourism Organization
WTTC	:	The World Travel and Tourism Council
KWS	:	Kenya Wildlife Service
UNESCO	:	United Nations Educational, Scientific and Cultural Organization
WB	:	World Bank
SARs CoV:	:	Severe Acute Respiratory Syndrome Coronavirus
MERs CoV:	:	Middle East Respiratory Syndrome Coronavirus
SDGS	:	Sustainable Development Goals
MoTW	:	Ministry of Tourism and Wildlife

CONTENTS

DECLARATION.....	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
LIST OF TABLES	v
LIST OF FIGURES.....	vi
ABBREVIATIONS	vii
CHAPTER ONE.....	1
1.0 INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem	3
1.3 Research Questions.....	4
1.4 Study Objectives	4
1.4.1 General Objective	4
1.4.2 Specific Objectives	5
1.5 Literature Review	5
1.5.1 Pandemics and Global Responses.....	5
1.5.2 Empirical Literature Review	10
1.5.3 Gaps in the Literature.....	15
1.6 Hypotheses	16
1.7 Justification of the Study	16
1.7.1 Policy Justification	16
1.7.2 Academic Justification.....	16
1.8 Theoretical Framework	17
1.9 Methodology	18
1.9.1 Research Design	18
1.9.2 Study Scope	19
1.9.3 Research Target Population.....	19
1.9.4 Research Sample and Sampling Techniques	19
1.9.5 Data Collection method.....	20
1.9.6 Data Analysis and Presentation.	20
1.9.7 Piloting	20
1.9.8 Ethical Considerations	20
1.9.9 Definition of Terms	20
1.10 Chapter Outline	20

CHAPTER TWO	21
2.0 THE POST COVID-19 TOURISM INDUSTRY RESPONSE STRATEGIES.....	21
2.1 Introduction	21
2.2 The Tourism Industry Responses	23
2.2.1 Pre - Covid-19 Tourism Promotion Strategies	23
2.2.2 Policy Responses Strategies.....	23
2.2.3 International and Global Institutional Covid -19 Response and Recovery Promotion Strategies	24
2.2.4 United Nations World Tourism Organization (UNWTO) Response Strategies	25
2.2.5 Organization for Economic Cooperation and Development (OECD) strategies	26
2.2.6 The United Nation World Tourism Organization (UNWTO) and the World Travel and Tourism Council (WTTC) Strategies	27
2.2.7 United Nations Educational, Scientific and Cultural Organization (UNESCO)	27
2.2.8 Regional Covid-19 Response.....	27
2.2.9 Kenya's Response to Covid-19	27
2.2.10 Recovery Strategies	28
2.2.11 Kenya and Covid -19.....	30
2.3 Conclusion	36
2.3.1 Chapter Summary	36
CHAPTER THREE	37
3.0 INDICATORS OF TOURISM SUSTAINABILITY IN THE POST COVID - 19 ERA	37
3.1 Introduction.....	37
3.1.1 Global sustainability approaches	38
3.2. Tourism Sustainability Post Covid-19	38
3.2.1 Covid -19 and Tourism Recovery Indicators	38
3.2.2 The Concept of Sustainability in Tourism.....	40
3.2.3 Pre Covid -19 Tourism Strategies and Trends	41
3.2.4 Pre- and Post Covid-19 Tourism Trends Evaluation in Kenya Wildlife Service.....	43
3.2.5 Visitor Behavior- Post Covid-19 Recovery Period	44
3.2.6 Tourism Reliability in the face of pandemics and other catastrophes	45
3.3 Chapter Summary.....	47
CHAPTER FOUR.....	48
4.0 POST COVID-19 OPPORTUNITIES FOR TOURISM SUSTAINABILITY.	48
4.1 Introduction.....	48
4.2 Post Covid -19 Opportunities for Tourism recovery and Sustainability in KWS	48
4.2.1 Promoting Domestic Tourism as a Recovery Strategy	49
4.2.2 Regional Tourism Integration	50
4.2.3 Opening New Tourism Circuits	51

4.2.4 Reduction in Payable Fees.	52
4.2.5 Role of Stakeholder in Promoting Tourism.....	52
4.3 Chapter Summary.....	53
CHAPTER FIVE.....	54
5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	54
5.1 Introduction.....	54
5.2 Summary of the Key Findings	55
5.2.1 Findings based on the first objective - to identify the Post Covid-19 tourism Response strategies in Kenya Wildlife Service	55
5.2.2 Findings based on the second objective - to examine the Post-Covid-19 tourism recovery indicators in Kenya Wildlife Service.....	57
5.2.3 Findings based on the third objective to assess the post Covid -19 opportunities for tourism sustainability in Kenya Wildlife Service.	63
5.3 CONCLUSION	69
5.3.1 RECOMMENDATIONS	70
REFERENCES.....	73
APPENDICES.....	80

CHAPTER ONE

1.0 INTRODUCTION

This study evaluated the post Covid -19 recovery strategies on tourism sustainability in Kenya but with some inclination to Kenya Wildlife Service (KWS). Kenya Wildlife Service is the body that is mandated with protection of wildlife in the country. The post Covid-19 strategies were initiated by the Government of Kenya and implemented by relevant Ministries, Departments and Agencies. Strategies bestowed upon the Ministry of Tourism and Wildlife were therefore cascaded down to the various sectors under the Ministry ,key among the identified implementers being Kenya Wildlife Service; which is the major wildlife based tourism actor in the country. The study integrated knowledge from past pandemics in relation to tourism and general economic sustainability in a bid to understand the possible common impacts of pandemics under similar conditions.

The introductory chapter covered the background information of the study, statement of the problem, research questions, study objectives and relevant literature reviewed for supporting the study. It also covered the study hypothesis, study justification, theoretical framework and study methodology used in undertaking the study besides looking at the definition of terms and the chapter outline. The study used the Protection Motivation Theory in examining the tourism trends for the period during and one year after decline of the Covid-19 pandemic cases as observed in Kenya's ten highly visited parks and reserves.

1.1 Background of the Study

United Nations World Tourism Organization (UNWTO) defines tourism as any social, cultural or economic phenomena that involves movement of people from one area to another for leisure or business.¹ Globally, tourists are either domestic or international and visit different areas at different times with different interest. The sector which contributes highly on economic growth of a country and that of her citizen each year suffered a great set back during the Covid-19 pandemic. Just like some previous pandemics and epidemics that occurred with the same magnitude in Europe and Africa (e.g. Severe Acute Respiratory

¹ <https://www.unwto.org/tourism-covid-19>

Syndrome Epidemic in Asia (SARs), Influenza (H1N1) pandemic in 2009, Ebola epidemic West Africa, 2014, it was noted that some countries took long to recover economically, until after a long period of time and the phenomenon had displayed itself with the Covid-19 aftermath.²

Even though tourism sector was said to be volatile and adversely affected by aspects like insecurity, pandemics, natural catastrophes, just to name but a few, concerted efforts by different players were said to have had a crucial role of ensuring various strategies were put in place to revive the sector. Tourism does not exist in isolation and as the study talked about Covid-19, it also paid attention to earlier global pandemics and how they affected other sectors of economies like financial, security, agriculture, manufacturing just to name but a few.

A United Nations World Tourism Organization 2021 publication depicted tourism as one of the pillars that could support all Sustainable Development Goals (SDGs); and continued to highlight on how emergence of Covid-19 pandemic crushed the sector to almost zero from late 2019 when news about the pandemic and the nature it spread started spreading across the world. Containment measures entailed nations halting transport means, people cancelling travelling plans, working from home, staying at home and isolating from the rest of the population unless it was extremely critical to move out. All these prevailed as the pandemic ravaged the global human population; a trend that continued to mid-2021 when the world was almost at a standstill.

Economically, many countries realized a drop in their Gross Domestic Product (GDP) due to the Covid-19 impacts on the various sectors of the economy. Some of the affected European countries like Netherlands and Germany projected GDP decline at a rate of 7.5% and 7% respectively during the period upon assessment of how the pandemic had affected the various sectors detrimental to these country's general economy.³ Financial sector for example is grounded on macro and micro business ventures including tourism and is

² Selvanathan, E. A., Jayasinghe, M., & Selvanathan, S. (2022). International Tourism and Infectious Disease Transmission Nexus: A Cross-Country and Regional Study. *Journal of Travel Research*, 61(8), 1910-1927. <https://doi.org/10.1177/00472875211048932> Accessed on 19/8/2022

³ Meester, Jos, and Machteld Ooijens.. "COVID-19 Impact on the Value Chain — Conceptual Paper."Clingendael Institute, 2020. <http://www.jstor.org/stable/resrep25670>. Accessed on 19/8/2022

normally affected by pandemics and other impacts like the America's 9/11 world Trade Centre bombing, terrorism, political instability all leading to inflations and inability to service debts hence affecting the general economy.⁴

On the 27 March 2020 when the World Health Organization (WHO) declared Covid-19 as a global pandemic, this came with it several adjustments in different states. In Kenya for example, the head of state Introduced restriction on movements to and from Nairobi and Mombasa, all churches, mosque, learning institutions were henceforth closed down and priests, imams and pastors advised to preach online. Social distancing was introduced especially on pooled transport, suspension of domestic flights and rail transport were effected, night curfews were imposed and ultimately working from home for services that could still progress with those arrangements started.

Isolation, which means restricted movement, interaction with other people within your vicinity was enforced, and contact tracing prevailed during the period as has been observed with other re-known earlier pandemics worldwide. All these happened day by day as the pandemic ravaged the country and with health sectors being severely hit with overcrowding and less equipment to handle the escalating numbers of Covid-19 cases in need of oxygen supplementation. These conditions led to ultimate loss of specialists who contracted the virus in their line of duty and this posed a serious risk not only to the health sector but to National security of various countries and that's why the Protection Motivation Theory best promotes this study

1.2 Statement of the Problem

Decline in visitor numbers and associated revenue during the peak of Covid-19 pandemic was a serious threat to tourism sustainability in Kenya. The pandemic led to restrictions on people's movement except those handling essential services. The temporary halting of local and international air and road transportation means in Kenya and other countries globally translated to reduced visitation in Kenya's major tourist destination including National Parks and Reserves hence the subsequent decline in revenue collected all

⁴ Shipalana, Palesa, and Alexander O'riordan. "Impact of Covid-19 on Financial Stability in Africa." South African Institute of International Affairs, 2020. <http://www.jstor.org/stable/resrep27018>. Accessed on 19/8/2022

which compounded with impacts felt in other sectors led to decline in National Gross Domestic Product (GDP). Combination of these issues and other threats facing tourism in the face of both changing natural environment and human induced occurrences threatens the very existence of the sector and the dependent activities.

Kenya's orientation to foreign visitors had left the sector previously exposed whenever a global or regional catastrophe occurred hence leaving millions of employees in the sector jobless besides enhancing vulnerability to the sector. Domestic visitors had been identified as Kenya's tourism destination stabilization force and the call to the sector managers to rethink international versus domestic tourism. For institutions that largely relied on visitor revenue to finance their operations, the need to rethink tourism as the only source of revenue was seen as an opportunity that could help to re-look at alternatives as they grappled with the 'How' of tourism sustainability in Kenya. The strategies that many states like Kenya have been employing are purely on imploring the foreign visitors without necessarily looking at eventualities that can suddenly occur like it happened with the Covid-19; where the sector was almost grounded.

1.3 Research Questions

1. Which post Covid -19 tourism recovery responses were employed by Kenya Wildlife Service to revive the sector?
2. What Post Covid-19 tourism recovery indicators exist in Kenya Wildlife Service?
3. Which post Covid-19 tourism opportunities are available for tourism sustainability in Kenya Wildlife Service?

1.4 Study Objectives

The study was guided by one main objective and three specific objectives as follows:-

1.4.1 General Objective

To explore the contribution of post Covid-19 recovery strategies on tourism sustainability in Kenya Wildlife Service.

1.4.2 Specific Objectives

- i. To identify the post Covid-19 tourism responses in Kenya Wildlife Service
- ii. To examine the Post-Covid-19 tourism recovery indicators in Kenya Wildlife Service
- iii. To assess the post Covid -19 opportunities for tourism sustainability in Kenya Wildlife Service

1.5 Literature Review

This part will cover the literature reviewed to enable flag out the identified gaps in the literature.

1.5.1 Pandemics and Global Responses

Globally, many pandemics have occurred in different states for example in 1968, the ‘Hong Kong Flu’ was a transnational pandemic that spread in other countries like Singapore, Vietnam, Philippines, India, Europe, United States and Australia, but with low mortality rate reported within the range states at only one million people. The severe Acute Respiratory Syndrome (SARs) in China and Hong Kong in the year 2002 devastated the tourism industry because of the restrictions related to those of Covid-19. The impacts on tourism sector in Hong Kong were felt almost immediately but bounced back after the decline in infections due to high investment towards rebuilding the country’s image.⁵

Pandemics have existed from long time ago and in Canada for example, there has been a series of epidemics reported in 1918 and lately in 2003.⁶ These made people and the health sector vulnerable hence exposing the population and all the economic sectors including tourism.⁷ The 2003 SARs epidemic in Canada met an unprepared country yet in terms of handling pandemics or disasters and this was then a good baseline for realizing the need to focus on future strategies as promoted by the protection motivation theory.

The Middle East states were not spared by the pandemic and among the mostly visited destination like the Hashemite kingdom of Jordan employed similar strategies like in Kenya in the post Covid -19 mitigation which included a 4R strategy that was covering response,

⁵ Pine, Ray & McKerracher, Bob The impact of SARS on Hong Kong’s tourism industry. *International Journal of Contemporary Hospitality Management*. (2004). 16. 139-143. 10.1108/09596110410520034. Accessed 20.8.22

⁶ Susanne Becken, Asia–Pacific tourism futures emerging from Covid-19, *recovery responses and implications for sustainability Journal of Tourism Futures* , 2022.

⁷ MacDougall, Heather. “Toronto’s Health Department in Action: Influenza in 1918 and SARs in 2003.” *Journal of the History of Medicine and Allied Sciences* 62, no. 1 (2007): 56–89. <http://www.jstor.org/stable/24632350>.

recovery, resilience and reforms.

1.5.1.1 Covid-19 and Africa Regional Response Strategies

Regionally, many African countries had earlier reported epidemics including Rift Valley fever, dengue fever, meningitis, Ebola, yellow fever, hemorrhagic fever among others.⁸ These, like Covid-19 had devastated the economic sectors due to untrained personnel and inadequate health facilities and ready to go preparedness strategies. Impacts of these epidemics left the affected countries struggling to come up with strategies to reverse the trend especially of the highly affected service led economic sectors like tourism.

Heavy investment to rebuild tourism ensured visitor confidence before travelling to identified destinations as practical means that could assure a country of gradual revival of sectors like tourism; and in line with this, South Africa for example embarked on visitor confidence strategies that however did not revive the tourism sector immediately. Sierra Leone imposed a full year restriction without having a single case of Covid-19 case at least to protect her image that had been torn by the impacts of Ebola and SARs earlier.⁹

Though Africa was said not to have experienced serious impacts from Covid-19, the cases were still substantial with serious implications on human life. However, though resilience was comparatively better than in other regions of the globe, economic downturns remained the same. Covid-19 affected individual countries and sectors differently hence defining the specific responses ideal for each case in the different countries.

In Uganda for example, response to Covid-19 pandemic adopted a similar model like the one in Kenya which involved a multi-sectoral approach comprising of Government Ministries, Departments and Agencies (MDAs), Development Partners, Non-Governmental Organizations, (NGOs), private sector entities among other diverse stakeholders.¹⁰

⁸ Kebede S, Trends of major disease outbreaks in the African region, 2003-2007. East Afr J Public Health. 2010 Mar; 7(1):20-9. doi: 10.4314/eajph.v7i1.64672. PMID: 21413568. <https://pubmed.ncbi.nlm.nih.gov/21413568/> Accessed 20.8.22

⁹ Dorina A. Bekoe Report Part Title: Coronavirus In Kenya: Pandemic Restrictions and the Resilience of Institutions Report Part Author(S): Institute For Defense Analyses . 2020.Stable Url: <https://www.jstor.org/stable/Resrep26967.4>

¹⁰ Institute of Developing studies, Mitigating Socio-Economic Impacts of COVID-19 and Promoting Post-Pandemic

THE 4R STRATEGY AND MITIGATION

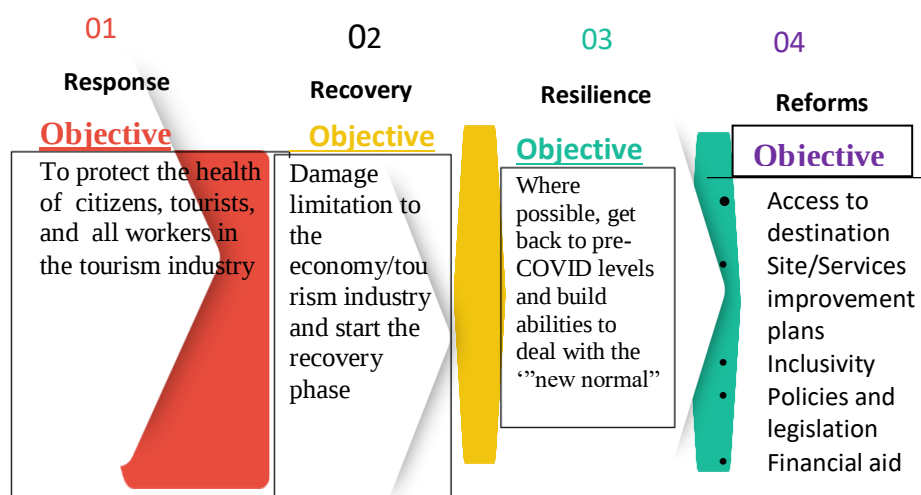


Figure 1.1 – The 4R in Covid-19 Mitigation Strategies (Source: UNWTO, 2022)

Other regional countries like South Africa and Nigeria had almost similar approaches that geared towards creation of more employment through the agro- food systems to promote food sufficiency and export besides supporting livelihood through informal employment towards resilience. Nigeria however gave emphasis to women development through women funding programs.¹¹ Other universal measures and strategies across countries in Africa included, tax deferrals like in Kenya where tax was reduced to 14% from the normal 16%. Stimulus package like employment of community wildlife scouts (youth) in Kenya was also a strategy to cushion youth in an effort to boost income and by extension National Security. Ghana provided free water and electricity.¹²

1.5.1.2 Covid-19 and Kenya's Response strategy

Kenya's economic recovery response had a whole of government approach and was skewed towards sectors that had cross cutting impacts on other sectors in their day-to-day

¹¹ CDKN Global,. Economic recovery from Covid-19: prospects for sub-Saharan Africa,2022. <http://www.cdkn.org/>

¹² Anzette W, Financial Sector Deepening Stay Informed With Monthly Updates From FSD Kenya,2021. Accessed 26.8.202

operations. A case in point was the Information Communication and Technology (ICT) sector, which ensures all other sectors thrive due to online engagements like e-learning, virtual meetings, Financial Technology (FinTech), marketing, online trade and information Dissemination, Agriculture, Food, Health, Industry and manufacturing are other sectors that government gave emphasis on due to their role in enhancing human security in terms of food provision, health and provision of necessary goods and services.¹³

Information Technology sectors was found critical especially in online advertisements and situating Kenya as a safe destination after the pandemic. It was an approach that had end to end impacts where country to country engagements were crucial for any fruitful gain. Locally, domestic marketing was also intense to woo domestic visitors into filling up the gap that was existed as a result of the restricted movement of visitors from abroad due to the pandemic. These strategies were also meant to revive the businesses for the small and medium enterprise sector of the economy.

1.5.1.3 Covid-19, Economic Impacts and National Security

The Kenya's Ministry of Health indicated that Covid-19 containment measures strained National security forces across the country through continuous enforcement to unwilling or disobedient citizens. Nation-to-Nation relationships also went to the extreme lowest based on the preferred models of containing the virus. Vis a Vis the interactions between citizens of the different Nations. In East Africa for example, border closures between the neighboring East Africa Nations and Somalia took place in mid - 2021 especially when some of the countries were not transparent on measures employed to control the pandemic Covid-19 in their countries.¹⁵ The cases worsened in all border points when the truck drivers delivering transit goods had to stay at border points between, Kenya Tanzania and Uganda before the Heads of state deliberated on measures and strategies to ensure the goods delivery went un-unhampered because these disagreements threatened to sever the nation's diplomatic relations.

¹³ <https://www.aljazeera.com/news/2020/8/1/tanzania-bans-kenya-airways-from-flying-into-country> august 1st, 2020 newspaper pg1

The Kenya's enforcement of the covid-19 related curfews left many people including visitors stranded at different areas before reaching their destinations and that meant the few visitors who managed to visit Kenya including the domestic had to spend their nights in their cars by the roadside for as long as the curfew period was still on. Special cases however had leeway of obtaining prior permits for travelling past the curfew hours and this made it easy for delivery and distribution of essential goods and services across the country. Various experiences during the Covid-19 period made many people withhold their plans for any visit to non-home countries until much later when things would be deemed normal for visitors to travel.

National Security was said to have been compromised because the security officers deployed to enforce the Covid-19 adherence to protocols at different sites including those at visitor's facilities appeared stressed because they were also not sure of their own safety from the virus. Canada's security intelligence and officers medically investigated and the level of stress were found to be high and in relation to the protection motivation theory, the law enforcers also were also in dire need of assurance of their own safety yet still they had to undertake their duties diligently.

As the wave eased, visitors on critical travel programmes from some nations were given different isolation period compared to those from other countries while airline operations were allowed depending on countries each of the other nation felt was more safer and was following the Covid -19 protocols religiously.¹⁴ This again threatened relations between nations and diplomatic indulgence had to play critical role in ensuring the pandemic was not an impediment to continued good relations between neighboring states. Loss of jobs, need to feed and general upkeep for families and online mode of learning-teaching meant a relatively strained population who could not afford to visit the various tourist facilities to

¹⁴ In Indonesia for example, the pandemic had very serious impacts on country's economy Alam, M.M, et al. *Impacts of Covid-19 pandemic on National Security issues, Case -Indonesia*. The Springer Security JOURNAL (2021), P.1 <https://doi.org/10.1057/s41284-021-00314-1>

intervene on the losses already realized from the international tourism market. which included far reaching impacts involving human security, like food, health and national security. This looked at when the security workforce is affected, the National security threat levels also went high hence presenting very high chances of external intrusion from adversaries.¹⁵ Weaker economy means essential health, food and military equipment would not be available for use hence exposing countries to easy intrusion by enemies or incursion by internal insurgents. This aspect therefore made countries across the globe work day and night in order to come up with Covid-19 vaccines.

Generally, Covid-19 re-configured how people do things and in the field of tourism, everything was upside down due to the restrictions of movement. However, easing of the pandemic globally due to the vaccine uptake and suspected buildup of immunity saw economies reopening gradually in the year 2021. This was possible after different countries put in place different recovery strategies. Though unanticipated, the pandemic exposed how countries are globally unprepared for eventualities.¹⁶ Many lives were lost, people became apprehensive of moving from one place to another in fear of infection, this called for a country, and region based strategies to convince and assure visitors that individual destinations were ok and secure. Though recovering, it's widely believed that the tourism sector was hard hit and recovery is lower than experienced during other pandemic.¹⁷

1.5.2 Empirical Literature Review

15.2.1 Covid-19 and Global Recovery Strategies

Globally, Covid-19 response involved different Policy strategies by different international Institutions and Nation's most of which involved extensive plans and expensive alternative approaches to reposition their economies and sectors like tourism to the world. Digital marketing was one approach used for interaction with visitors from global

¹⁵ Bliss K.E., Vaccine Confidence & National Security in the Covid-19 Crisis., Centre for strategic & International Studies article (2021) p.2. retrieved on 11.7.22 from <https://www.csis.org/features/vaccine-confidence-national-security-covid-19-crisis>

¹⁶ Bayraktar, Bora "Is Turkey Ready For The Post Covid-19 World Order?" *Insight Turkey* 23, No. 3117–40. (2021). <https://Www.Jstor.Org/Stable/48673701>. Accessed 20.8.22

¹⁷ Orîndaru, Andrea et.al Tourism in a Post-COVID-19 Era: Sustainable Strategies for Industry's Recovery Sustainability. (2021). 13. 6781. 10.3390/su13126781. Accessed 20.8.22

destinations while looking onto the domestic segment of the visitor market was also being favored by different nations and these were among strategies geared to improvement of tourism sustainability within different states across the globe.

Covid-19 was a wakeup call for better strategies to cater for other future pandemics. The Australian government for example embraced an all sectors approach in her economic recovery programmes and this was mostly after the Victoria state economy suffered a devastating slump due to the decline in visitor numbers.¹⁸ Australian government GDP is usually boosted by Victoria State by the fact that, for every dollar paid towards tourism within Victoria State, 50 cents goes to the national economy and this was therefore not forthcoming during the covid-19 pandemic.¹⁹

Britain like many other nations in Europe adopted almost same tourism recovery approaches including increasing visitor experience, improving on bed capacity in hotels, embracing technology in tourism promotion and interaction with visitors.²⁰ On the other hand, a joint Asia - Pacific regional strategies involved among other strategies, digitization, and awareness creation and with a nation-state approach to ensure destination countries have privilege over the regional marketing.

Regionally, while impacts of Ebola on tourism within some West African States linger to date in West Africa, Covid-19 brought more impacts on top of the earlier impacts from the Ebola pandemic. As a strategy to curb infection, most of the West African countries initiated stringent prevention protocols way before any infection occurred in most of the countries. This therefore indicate a reason why these West Africa states had very few infection cases. The mode of handling these Covid -19 was equivalent to that of SARs and Ebola that had hit these states hence prior comparative advantage compared to other states in Africa.²¹

¹⁸ Coyne, John, and Peter Jennings. "The World after Covid-19." *After Covid-19: Australia and the World Rebuild (Volume 1)*. (2020) Australian Strategic Policy Institute., <http://www.jstor.org/stable/resrep25138.6>.

¹⁹ The impact of the Covid-19 pandemic on the tourism and events sectors
https://www.parliament.vic.gov.au/images/stories/committees/SCEI/COVID-19_Tourism/Submissions/S144_Department_of_Jobs_Precincts_and_Regions_Redacted.pdf

²⁰ Bisson, Loïc, and Thea Hambleton. "COVID-19 Impact on West African Value Chains." Clingendael Institute, 2020.
<http://www.jstor.org/stable/resrep25675>.

²¹ www.tourism.go.ke ; <https://www.tourism.go.ke/wp-content/uploads/2018/06/Agenda-18-22-Final-4Launch.pdf>

Kenya's tourism agenda for 2018 to 2022 had stipulated various aspects that would boost tourism in the country. These were done way before covid-19 pandemic but the blue print looked at future dimensions making it useful even during the Covid-19 era. Aspects covered in the document includes product strategy, marketing strategy, investment strategy and infrastructure strategy

A research report done in the year 2020 by the State Department ministry of Tourism and wildlife looks at the contribution of the domestic tourism to different country's GDP.²² The post Covid-19 strategies identified by all actors in the tourism sector through the State Department Ministry of Tourism and Wildlife reinforces strategies in the 2018-2022 agenda.

However, although measures and policies to revamp the tourism market are in place in different parts of the globe, The Organization for Economic Co-operation and Development (OECD) indicates the need for reconstruction of a tourism sector that must be sustainable and able to withstand several pandemics and other catastrophes.²³ "Rebuilding tourism is a priority, but the sector must become more sustainable and resilient in the future". Different nation-states put in different structures and strategies that aimed and ensuring travelers safety, strategies to ensure resilience of the sector, endorsing local tourism, provision of adequate information to the end destinations and strengthening cooperation between and within countries to promote resilience and sustainability in tourism.

The UNWTO guiding strategies on tourism recovery strategies also revolves around earlier proposals by OECD which includes assistance to small scale entities and of protection of jobs, improving visitor confidence through strategies on safety and security, open borders with controls, and synchronization of processes and procedures besides increased Job value through innovation and technology,²⁴ while the World Bank points at the best areas of

²² GoK, Domestic Tourism Recovery Strategies For Kenya, Research Report , State Department, Ministry of tourism and Wildlife. 2020

²³ . OECD, Policy Responses to Coronavirus (COVID-19); rebuilding tourism for the future: Covid-19 policy responses and recovery. 2020

²⁴ World Tourism Organization (UNWTO), <https://web.unwto.org/s3.eu-west-amazonaws.com/s3fs-public/2020-05/UNWTO-Priorities-for-Global-Tourism-Recovery.pdf>

²⁶ World Bank. Rebuilding Tourism Competitiveness: Tourism Response, Recovery and Resilience to the COVID-19

Concentration in executing the post covid-19 strategies for tourism rebound at Small and Medium Income enterprises which are seen to contribute much of the GDP.²⁵

1.5.2.2 Covid -19, Environment and Tourism Sustainability Opportunities.

Covid-19 pandemic got people thinking widely in pursuit for human wellbeing and economic survival in the midst of the pandemic. Human thinking was geared towards current and future survival of the livelihoods including tourism. Basing on the creative destruction model, Covid-19 and other pandemics should be viewed as good openings for inventions in the tourism sector which would lead to resilience and sustainability. The pandemics opened other models of tourism like staycations, workstations all which could be undertaken with strict adherence to ministry of health safety protocols. These and many others are vital innovations and invention for survival of the industry in spite of the raging pandemic.

Environmentally, Covid -19 played a key role in ensuring clean environment because of reduced littering and production of greenhouse gases, greater standards of sanitation Innovation of digital technology is one other greater opportunity presented by existence of Covid-19 globally. Travel restriction gave relieve to environmental impacts including the wild animals which occasionally were seen playing on the roads that were earlier constantly used by visitors before the pandemic. Crisis management policies is another opening that came into light in the wake of Covid-19 that gave birth to interdisciplinary collaborations like in economic, research and other humanitarian related aspects like health and health protocols enforcement.

Pandemics continue to affect nations globally and their impacts are far reaching especially in recovery period of sectors like tourism; which differs from country to another. In the global North, tourism and recovery of general economy of Hong Kong and the

Crisis,2020. <https://openknowledge.worldbank.org/handle/10986/34348>

²⁵ World Bank. Rebuilding Tourism Competitiveness: Tourism Response, Recovery and Resilience to the COVID-19 Crisis,2020. <https://openknowledge.worldbank.org/handle/10986/34348>

surrounding states took very short period after the SARs epidemic. The Covid-19 hit the global north states harshly compared to the Global South but the North resilience and recovery has been faster compared to the South. Uptake of the Covid-19 doses and eventual freedom of movement to those fully vaccinated was one initial strategy the Global North adopted to open up their economies while the global south citizens were still under Isolation.

In the global South, impacts of earlier pandemics continue to be felt longer after they occurred and this could be associated to poor health and medical facilities, policies, lack on innovations, inventions and modalities of handling the pandemics and options of moving on afterwards. Sierra Leone for example continues to feel the pinch on her Tourism sector after the impacts of Ebola outbreak way back in the year 2013.

Regionally, South Africa for example, a total of South Africa Rands 189 billion was put aside to help in general economic recovery including Tourism. This was through a three tier programme of re-igniting demand, strengthening supply and strengthening capacity of the service providers while Kenya used a lot of time and funds in trying to refocus her tourism destination.²⁶ The situation was said to improve at a very slow pace compared to the Global North and this therefore increased vulnerability to different citizens who dependent on tourism for livelihoods.

The National domesticated post Covid-19 strategies had a bias towards Domestic Tourism, Promoting Regional Tourism, Product diversification and Tourism Digitization.³²⁷ Domestic Tourism was identified as a stop gap measure in different countries during issues of international importance like pandemics and this appeared to take shape in Kenya where citizens were seed to be developing a culture of travelling to different destination within thecountry. However, one fear associated with this group is lack of

²⁶ 22 Apr 2021 - Mackenzie; Tourism Sector Recovery Plan - Department of Tourism.
<https://www.tourism.gov.za> › Documents

²⁷ Government of Kenya, Ministry of Tourism and Wildlife, Impacts of Covid-19 on tourism in Kenya: Measures taken and recovery pathways, 2020.

consistency and hence the need for more strategies for harnessing the sub segment if sustainability of the tourism sector both in short and long run was to be met.

1.5.3 Gaps in the Literature

Covid-19 was found to have had affected different nations differently and the impacts did not only touch on the peoples lifestyles but much more so on their livelihoods including their jobs like it happened within the tourism sector. Similar trends were observed after the Severe Acute Respiratory Syndrome Coronavirus (SARs - CoV) and Middle East Respiratory Syndrome Coronavirus (MERs-CoV) episodes of 2003 and 2012, respectively. Earlier pandemics had adequate research on causes and best ways to deal with them under the field of virology and epidemiology but the public health research however needs to be undertaken through long range planning approaches in order to reduce such catastrophic crisis that lead to loss of human lives and livelihoods.

While the world continued to form national and regional tourism recovery alliances in an effort to enhance tourism sustainability, very little was being done within the East African States. Asia region had formed a wider and strong alliances that progressively saw immediate increase in visitor numbers as the visitation barriers like the need for production of Covid-19 immunization certificates were lifted hence making the regional visits less stressful. Unclear decision on available alternatives against complete reliance on international tourists which was seen as detrimental strategy to Kenya's Tourism, was not evident through the immediate, midterm or long term strategies. This therefore left so many loose ends and the big unanswered question; is Kenya's tourism sustainable in the face of frequent catastrophes and pandemics like Covid-19.

While studies have been undertaken on various pandemics, no longitudinal study on has been undertaken on Covid-19 recovery strategies as the impacts still linger to date. A research conducted in Hong Kong was on the impacts of SARs was on the temporal impacts the disease caused to travel and Tourism and used data spanning for 23 years (1978 – 2001); and involved a cocktail of information from other disasters that had impacts on tourism and travel. Another research by UNWTO on impacts of Ebola in West African countries and

specifically Gambia on the impacts of Ebola was a longitudinal study looking at impacts of crisis /disasters on travel and tourism. Though these studies are just related by the virtue of their being of high magnitude like Covid-19, some are short descriptive research on Covid-19 looking at the impacts and mitigation while none of them has looked at the aspects of the post pandemic tourism recovery strategy on sustainability and available opportunities and this is a gap this study wants to address through study.

1.6 Hypotheses

Ho: There was No positive change in visitor and revenue trends at KWS ten premium parks for the period 2019 to 2021

H1: There was a positive change visitor and revenue trends at KWS ten premium parks for the period 2019 to 2021

1.7 Justification of the Study

1.7.1 Policy Justification

Studies had been undertaken on how pandemics and epidemics related to economic sabotage and especially on service sectors that were highly dependent on both local and foreign national interactions and the subsequent impact on the generaleconomy. This study was meant to inform the policy makers on the need to be proactive in promoting alternative post Covid -19 tourism recovery strategies to enhance revenue generation and as a way of being proactive in dealing with the volatility presented by the challenges in the 21st century,

1.7.2 Academic Justification

The study was meant to inform the academic fraternity on how cooperation on global issues and strategies towards a universal interest could be handled collectively and efficiently, yet impacts on associated sectors could unfold differently.

1.8 Theoretical Framework

The study was guided by the Protection Motivation Theory (PMT), is a Rogers psychology theory which posits that, to protect oneself from danger, is a function of threat, severity, vulnerability threat, coping response and ability to perform the coping response.³³ It also adds that, PMT further indicates that, the emotional state of fear of arousal influence attitudes and behavior change.³⁴ The theory is used to understand individual human response to fear appeals. The marketing strategies employed by KWS and the Ministry Tourism and Wildlife at large

³³Westcott, R., Ronan, K., Bambrick, H. *et al.* Expanding protection motivation theory: investigating an application to animal owners and emergency responders in bushfire emergencies. *BMC Psychol* 5, 13 (2017). <https://doi.org/10.1186/s40359-017-0182-3>

³⁴ Plotnikoff, Ronald C.1,2,3; - Trinh, Linda32010. Protection Motivation Theory: Is This a Worthwhile Theory for Physical Activity Promotion?. *Exercise and Sport Sciences Reviews*: April Volume 38 - Issue 2 - p 91-98 doi: 10.1097/JES.0b013e3181d49612

Protection Motivation Concept

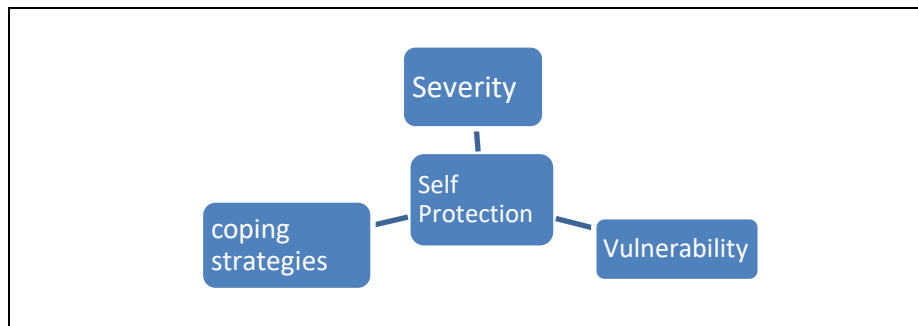


Figure 1.2 PMT framework (Source – data from the research study ,2022)

team were appeals to dispel fear and woo the visitors back to Kenya because it was now safe like all other destination in developed countries.

The theory is also educational and motivational in nature because it is associated with removal of fears after a threat and in this case, Covid -19 threat which was already contained through immunization and continued wearing of masks, hand washing and sanitization of person and areas of living areas had led to opening up of most economies in the world that included air travel. Other various measure employed in opening up of the global economy involved country to country arrangements. This theoretical research will therefore look at the post covid-19 strategies, Tourism sustainability indicators and the existing opportunities

presented by Covid-19 for tourism sustainability in Kenya wildlife service.

Protection Motivation Theory (PMT) developed by Rogers in 1975 states that, people react or behave in self-protection towards a perceived health threat or danger. This theory has been applied in United States of America and Europe during floods and Earthquake. Use of this theory will be premised on the health belief model which is both a psychological and behavioral model grounded on the desire to avoid illness, perceived susceptibility and perceived severity.³⁵ People were quite apprehensive of travelling during the intense Covid-19 period and this led to deterioration of the tourism business.

³⁵ Prentice-Dunn, Steven, and Ronald W. Rogers. "Protection Motivation Theory and Preventive Health: Beyond the Health Belief Model." *Health Education Research* 1, no. 3 (1986): 153–61. <http://www.jstor.org/stable/45109745>.

³⁶ Seabra, C. & Bhatt, K 2022 .Tourism Sustainability and COVID-19 Pandemic: Is there a Positive Side? Sustainability 14,8723. <https://doi.org/10.3390/> accessed 26.8.2022

However, Countries embarked on serious marketing strategies with the aim of dispelling the fears from the would be travelers. In trying to focus on the possible implications of Covid-19 on tourism, the tourism market response after various strategies evidently reinforced by the employed theory anchored on to a given situation.³⁶ The study observed a need for all actors to meet severally and put in place conditions to ensure contribution of tourism to national or institutional development was achieved. The study was therefore guided by the Protection Motivation theory in order to evaluate the sustainability of the tourism venture within Kenya Wildlife Service.

1.9 Methodology

This part explained the methods used in the study including the research design, scope, target population and data collection analysis and presentation.

1.9.1 Research Design

This research was a descriptive cross - sectional case study that was meant to evaluate tourism sustainability by use of data from Kenya Wildlife Service for the period June 2019 to June 2021. The qualitative and quantitative data was collected through a survey method using both structured and non-structured questions and review of literature. The research

sample size was 85 individuals obtained through a simple random sampling using the Taro Yamane formulae, for calculating a sample $n=N/(1+Ne^2)$, where n - is the target population sample , N -is the population size and e- as the margin of error in the research; with a statistical 90% confidence level, and 10% (0.10) margin of error of where(85 Individuals) individuals were picked at random

The data was collected and analyzed using computer applications. Quantitative data gave a concrete evidence of the tourism trends while qualitative was used to justify other aspects of the research from the main actors.

1.9.2 Study Scope

The study was based at Kenya Wildlife Service and looked at the post covid-19 strategies, sustainability indicators and opportunities associated with Covid -19. Indicators of possible recovery path that involved use of visitor data obtained from some of the Kenya's highly visited National Parks and reserves including Tsavo East, Tsavo West, Nairobi, Lake, Nakuru, Kisite Mpunguti, Amboseli, Aberdare, Meru National Park and Mt Kenya National Parks.

1.9.3 Research Target Population

The study targeted an homogeneous general population of two hundred individuals both men and women aged over 30 years, and with a ratio of 1:3 women and men respectively; based at ten protected areas under Kenya Wildlife Service. These were chosen based on their strategic working locations involving with tourists interactions; either at gate, office, finance, marketing department and the parks and reserves coordination (administration office) office. Hoteliers, other stakeholders and visitors to these parks were also targeted during the research.

1.9.4 Research Sample and Sampling Techniques

The study used Yamane formulae,³⁷ to calculate the sample size for the study which states: $n=N/(1+Ne^2)$, where n - is the target population sample , N -is the population size and e- as the margin of error in the research; with a statistical 90% confidence level, and 10% (0.10) margin of error of where individuals were picked at random. (= 85 Individuals).

1.9.5 Data Collection method

Data was collected through a survey method and responses on visitor numbers, revenue figures for the period 2020 and 2021 were obtained from sampled National Parks and Reserves. The data collected incorporated information on tourism status, recovery strategies, and responses

1.9.6 Data Analysis and Presentation.

Data obtained from the field was organized and summarized using frequency distribution tables for easy of analysis and for processing using Microsoft excel programmes. It was then presented in form of tables, charts and graphs for easy of reference and comparison.

1.9.7 Piloting

The survey piloting was done using a sample of 15 employees at the Kenya Wildlife Service at the Headquarters and this gave the area that required corrections in the survey data collection tool.

1.9.8 Ethical Considerations

The researcher was bound by the requirements of the research permit from the National Commission for Science and Technology and Innovation research permit number 819403 and would in no way divulge any information given by the respondents or use for other means the data obtained from the institution to unauthorized persons. A final copy of the research report would be open for scrutiny after distribution to relevant entities as per the National Defence University - Kenya requirements.

1.9.9 Definition of Terms

KWS – Kenya Wildlife Service

GDP – Gross Domestic Product

NACOSTI – National Commission for Science Technology and Innovation

1.10 Chapter Outline

The Introduction part covered aspects of background, statement of the problem, research questions and objectives. Under the same chapter, there was Literature review covering both theoretical and empirical literature reviews. Other aspects under chapter one included the hypotheses, study justification, theoretical framework, study methodology and definition of terms used in the study and references.

³⁷Agrasuta, Voramon. (2013). The Adoption of Green Dentistry among Dentists in Thailand. 10.13140/RG.2.1.3355.4403. accessed on .7.9.2022 from <https://www.researchgate.net/publication/281629128>

CHAPTER TWO

2.0 THE POST COVID-19 TOURISM INDUSTRY RESPONSE STRATEGIES

2.1 Introduction

Chapter one of this study provided a general background and indicated the objectives and the research questions. This chapter examined the post Covid-19 tourism industry responses towards tourism sector recovery after decline in the pandemic infections. Out of the sixty eight respondents, 28 were male and 40 were ladies distributed across five departments in the parks and reserves under the Kenya Wildlife Service. These departments included Finance, tourism, administration. Security scouts and customer care who made the majority of the respondents.

Tourism is a function of marketing and product diversification and it looks at various aspects as dictated by the market demand. It is about the products and the facilities that attract visitors into a country while marketing bridges the gap of retaining past customers as well as creating a pool of future visitors.²⁸ Traditional methods of interaction with visitors was through phone calls, letters, and emails payment through cash or by cheques. However, evolution of technology has brought new ways of communication including but not limited to zoom, WhatsApp, skype, twitter and Instagram while payment has evolved to electronic visa card, Telephone mobile money transfer(FinTech) among many others. Covid -19 therefore led Nations and Institutions in employment of different responses and strategies to retain their tourism market brand.

The year 2019 was one of the best in global tourism before onset of the Covid -19 pandemic and this was occasioned by the reduced costs on transportation and primary products like accommodation hence leading to the steady increase in visitor numbers ; with international visitors totaling to 1.5billion visitors form 680million between the period 2000 and 2019. Europe made a biggest international destination with Asia following closely; with most of the travels made for leisure, visit to friends, relatives or business.²⁹ It's also estimated that, domestic tourism related incomes have also doubled within the same period in many

²⁸ Hunt, J. D., & Layne, D. (1991). Evolution Of Travel And Tourism Terminology And Definitions. *Journal of Travel Research*, 29(4), 7-11. <https://doi.org/10.1177/004728759102900402>

²⁹ Walsh-Heron, J. (1991). Tourism. In: Borrett, N. (eds) *Leisure Services UK*. Palgrave, London. https://doi.org/10.1007/978-1-349-11621-8_8

³⁹UNWTO, 2019

states ,with the global north experiencing high numbers from this sub sector. The contribution are however associated with incomes generated from the hospitality, industries and associated sub -sectors like airlines, travel agents and tourist transport services.

An analyses of the past pandemics helped in grounding the assumption that, the earlier high magnitude pandemics and infections also had very significant impacts on economic performance across the globe. The analysis also established that, although Covid-19 had lower casualties the impacts were felt across different spheres including health, social and economic especially due to its high rates of contagion.

The emergence of each country from the pandemic however depended on the initial response strategies, choices put in place and analysis of the past pandemics. This helped in projecting the intensity of earlier impacts and strategies that could help improve on the recovery paths from the covid-19 pandemic scourge. A framework on the previous infectious diseases were used to predict international tourism flows including bilateral flows under parsimonious model, which looked at how the presence of asymptomatic individuals would lead to the dynamics in the covid-19 spread. The approach also led to the quantification of effects of restrictions like reduced visitation levels in travel programmes and how these reduced the spread of the pandemics; though the model was seen not to take care of all the parameters of the disease spread. It was also found that previous outbreaks of infectious diseases had significantly interfered with global bilateral tourist flows; for example as a point of comparison, a specification that just included macroeconomic, demographic, and conventional gravity elements was provided.³⁰

The role of infectious diseases could be gauged on how they affected the visitor flows from the international markets. The study established that, various vectors transmitting various diseases like Malaria and yellow fever were transmitted by mosquitoes while others like covid-19 were spread by humans and spread faster especially in densely populated areas. Some of the endemic diseases like malaria had known vaccines while cases like Ebola or SARs have no known cure hence increased the greater risk of spreading hence causing greater effects on international tourism. Outbreaks of Ebola and SARs were said to be temporary in nature and

³⁰ Cevik.2020.<https://www.science direct.com/science/article/pii/S1198743X20302317>

without any treatment or vaccine contributed to preventing people from travelling to preferred destinations.³¹

2.2 The Tourism Industry Responses

2.2.1 Pre - Covid-19 Tourism Promotion Strategies

Tourism promotion strategies involve processes by which individuals or organizations package tourism products and present them to potential visitors with the aim of arousing their interest to visiting the identified areas at one point or another.³² It is also defined as a process of marketing mix, which entails giving out information like pricing, the product and the place in order to create awareness and woo visitors into a destination.⁴² Tourism being among the key sectors supporting many countries economy, had new marketing orientation identified to target faster recovery strategies. These looked at the population segments, new generation customer needs which includes friendliness; empathy, fairness, customer control of own programme and alternatives at each point of the visit.

In Kenya, tourism promotion strategies were undertaken centrally by the Kenya Tourism board but in Collaboration with relevant personnel from tourism sub sectors. Kenya Wildlife Service was one such subsector dealing with the wildlife based tourism and was said to collaborate with the Kenya Tourism Board through the ministry of Tourism and wildlife to ensure the National Parks and Reserves were marketed accordingly.

Traditional marketing strategies like use of pamphlets, exhibitions, events and website information were identified as part of the marketing strategies that would lead to the sector recovery and were used by Kenya Wildlife Service and other subsectors on either domestic or international markets. Kenya Wildlife Service operates under the Ministry of Tourism and Wildlife, which oversees other sub sectors like the hospitality, coastal tourism and the diverse private entities engaging in tourism.

2.2.2 Policy Responses Strategies

Globally and regionally, many governments designed and implemented various policies strategies to mitigate Covid-19 impacts and stimulate recovery of the sector and the

³¹ UN World Tourism Organization; and World Health Organization.

³² Kotler, P. et al. Marketing moves: a new approach to profits, growth, and renewal. Harvard Business Press, 2002

whole economy in general. Key among these looked at allocating adequate resources to respond to the challenges associated with the pandemic and other anticipated future challenges. Four-dimensional responses cutting across nations and global institutions included provision of stimulus packages to mitigate the impacts, accelerate the general economic recovery post covid-19 era, putting in place measures for addressing similar issues and coming up with policies for ensuring sustainability of the sector, which would reduce further job losses. The desired recovery acceleration called for immediate measures to ensure that reduced human suffering and ensure decent living.³³

Among the fronted quick wins included diverse development of skill for tourism, which would see people engage in part time working schedules hence prevent loss of professionals to other markets. Digital skills transformation precisely was identified as a driver to interaction with potential visitor at all platforms and was to be used to situate the tourism sector in the global arena. Strict health safety protocols observance was another response strategy in all countries those which valued visitor's confidence along the value chain while strict regional and international cooperation was identified as ideal for reduction of response variations in different visitor destinations.

Some global countries identified for best practices in terms of tourism promotion policies and strategies included Greece, Kenya and the Philippines all which looked at potential for tourism sustainability and the long term anticipated trends. Policies for product diversification were fronted by various countries including Kenya; all which encouraged visitors to spread to other new areas especially counties, which were felt safer than the urban areas. Options like stay - cations were cited as well as development of digital infrastructure investment in tourism could achieve.

2.2.3 International and Global Institutional Covid -19 Response and Recovery Promotion Strategies

Various global institutions responded differently by aiding the less developed poor countries into coping with challenges posed by the Covid-19 pandemic. Global Institutions like International Monetary Fund (IMF), United States Aid for Africa Development (USAID). IMF

³³ UNWTO (2020d, 2019)

for example responded rapidly through financial support to the most vulnerable countries and set the stage for inclusive and sustainable recovery. The institution continued to support countries on the path to recovery by providing policy advice, capacity development and debt relief to the poorest countries.³⁴

United States Agency for International Development (USAID), the American Institution led the United States of America to increase vaccination uptake among the American people and containment measures in other countries in order to control the spread of virus and pave way for tourism and general economic recovery, besides strengthening global healthy security. USAID was in records for helping in combating other past pandemics and epidemics like HIV Aids, keeping children in school, combating gender based violence that was very common during the Covid-19 and helping halt the devastating impacts of the pandemic as advocated for by the PMT theory.

2.2.4 United Nations World Tourism Organization (UNWTO) Response Strategies

United Nations response was through encouraging the various destination to look at the previous impediments to the destinations and this looked at capacity building of the tourism sector actors. This looked at aspects like improving visitation by expansion of products and general visitor portfolio including internal arrangements like reduction in visa fees. Site improvement through provision of a one stop shop approach to address visitor needs like Wi-Fi, eateries, security among others. Improvement of existing tourism legislation to align with the new normal was also crucial advice to tourism destination besides, full involvement of all stakeholders including the private sector, communities and the different segments of citizens groups within the society including the youth, women and disabled.

The aspect of making individual decision as competitive as possible was another aspect that UNWTO looked at while engaging the different states. This was meant to create a vibrant sector within the shortest time in recovery process and finally the aspect of financial assistance to the private investors and individuals through incubator programmes.

³⁴ Gallagher, Kevin P., Haihong Gao, William N. Kring, José A. Ocampo, and Ulrich Volz. "Safety first: Expanding the global financial safety net in response to COVID-19." *Global Policy* 12, no. 1 (2021): 140-148.



Figure.2.1 UNWTO Response Strategies (Source – UNWTO, 2021)

2.2.5 Organization for Economic Cooperation and Development (OECD) strategies

Organization for Economic Cooperation and Development (OECD) organization provided encouragement and enhanced cooperation between governments in order to address some fundamental issues besides supporting preparations for rapid post Covid -19 recovery programmes. This was possible through harmonizing the governmental tourism policies that promoted tourism recovery post Covid -19.

OECD indicated that, survival of global economies especially tourism was in jeopardy and that all governments needed to cushion all sectors especially tourism in order to minimize joblosses and build recovery beyond 2021. This was said would be possible through programmes and recovery strategies that would restore traveler's confidence, support international tourism , and promote domestic tourism through provision of adequate information and other responsive measures besides embracing regional cooperation on tourism markets to help in building resilient sustainable tourism.³⁵

³⁵ OECD (2020), "Mitigating the impact of COVID-19 on tourism and supporting recovery", *OECD Tourism Papers*, No. 2020/03, OECD Publishing, Paris, <https://doi.org/10.1787/47045bae-en>.

2.2.6 The United Nation World Tourism Organization (UNWTO) and the World Travel and Tourism Council (WTTC) Strategies

The two organizations formed a Task Force on Covid-19 that was involved in sharing policies on tourism response by OECD countries was enhanced by continuous upgrade of the policy responses by the member countries. International Trade Centre (ITC) on the other hand supported the rebuilding the tourism industry through promotion of digital capacities that would be ideal for online marketing for building sustainable tourism market value chain.³⁶ The programmes was identified for inclusion of women and youth in travel and tourism ventures.

2.2.7 United Nations Educational, Scientific and Cultural Organization (UNESCO) Strategies

As a contribution to the recovery of the tourism sector, UNESCO 's response strategy towards assisting tourism recovery in some country's saw Kenya benefit through a sensitization and awareness project in the Lamu Island World Heritage Site and the Fort Jesus in Mombasa. This programme was aimed at uplifting the lives of Kenyans who dependent on tourism among other economic activities for livelihood. A project aimed at building resilience in places of tourism interest that were highly affected by Covid-19 pandemic. Sustainable tourist destination can only be achieved with involvement of the local community and enable them preserve and protect tourism business past the project.³⁷

2.2.8 Regional Covid-19 Response

Regionally, Tanzania for example did not have strict strategies but had left the economy to flourish during the pandemic where some people succumbed to the disease. Uganda and South Africa had quick response programmes that saw suspension of all flights, restricted movement, and later complete lock down of their economies. This also happened in many countries within the east Africa region and were meant to alleviate the impacts of the pandemic on the Mauritius had own concoction that was prepared and shared with Tanzania.

2.2.9 Kenya's Response to Covid-19

All subsectors of the Kenya's economy including tourism were greatly affected by Covid-19

³⁶ OECD Tourism Trends And Policies (2020), OECD Publishing, Paris, <https://doi.org/10.1787/6b47b985-en>

³⁷ OECD Economic Surveys: Brazil 2020, OECD Publishing, Paris, <https://doi.org/10.1787/250240ad-en>.

pandemic and in an effort to get a clear picture on Kenya's response under the tourism promotion aspects, the study sought to understand:-

- a) The pre-Covid 19 marketing strategies,
- b) Strategies put in place in Kenya to revive tourism after Covid -19 decline,
- c) General changes that had taken place in tourism sector under the impact of the Covid-19 pandemic and
- d) Impacts of Covid- 19 to Kenya Wildlife Service.

Under the pre-Covid 19 marketing strategies concern, 25% of respondents cited earlier use of digital marketing, 24% indicated mixed marketing (Product, price ,place), 28% indicated marketing largely targeted Non-residents and 23% largely targeted domestic tourists. This therefore shows Kenya's marketing is geared toward international tourism market which is done through digital platform and other marketing mix procedures. Domestic tourism was seen to be least ranking in marketing programmes prior to the covid-19 programmes.

2.2.10 Recovery Strategies

a. Global Approaches

Tourism recovery policies from Fifty nine (59) World Tourism Organization (UNWTO) across many continents were through financial support to the ailing sector which aimed to uplifting the locals in the social and through employment opportunities (KWS ,5500 community scouts).The type of policies and the speed of implementation by governments weresupposed to play a crucial role in determining the tourism market's dominant players in the post-crisis era. The post-Covid-19 era was characterized by increased competition for a smaller number of tourists, particularly in the short run. Moreover, the global spread of the current crisis and the international mobility underpinning tourism services meant that coordination at international levels was necessary to revive the sector.

The Economic Outlook 2019 of the OECD (2020b) showed how big global economies implemented stimulus measures collectively, rather than going it alone. It was anticipated that, the growth effects in the highest twenty global (G20) economies would be one third (1/3) higher after just two years. In the analysis of the (UNWTO -2020c) as of April 28th, 2020, all countries

had taken temporary travel and tourism restrictive measures to curb the Covid-19 expansion including closure of borders or total ban on passengers from specific countries from entering their borders. Covid-19 policy responses had generally been independent of the economic contribution of tourism and largely were seen to be significantly related to the contribution to national economies, in terms of both output and employment; especially in countries where other sectors were the main drivers of the economies.

In early 2020, the UNWTO gave out a list of recommendations that called for urgent support for economic recoveries on social, employment, economic stimulus and financial assistance to various sectors including tourism.³⁸ On the other hand the World Travel and Tourism Council (WTTC) members took measures that involved management of tourism destinations.³⁹ Policies supporting travel and tourism started with various countries including Australia, France, Italy, Philippines, Singapore and Spain and had a positive impact within a short duration.

Asia. The central Asian countries like other destinations globally were seriously affected by the pandemic and had anticipated could take much longer to recover in these central region nations of Asia including Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. However, advance recovery planning involved responsible active tourism webinar training programmes supported by the United States Aid for International Development (USAID) in the early year 2020.⁴⁰ After mass uptake of the Covid-19 vaccines, one strategy that was adopted by many states was allowing free movement of people assumed to have gained the antibodies. Hong Kong for example employed quarantine tracing bracelets administered to new arrivals paired with smartphone application that monitored the person's whereabouts.

In China, contact-tracing technology strategy were inserted into the popular payment applications that were then used to color code and determine if one was healthy or a society risk. India employed use of quarantine hand stamp but as at May 30th 2021, although the daily new

³⁸ Barkas, et.al. *International trade in travel and tourism services: economic impact and policy responses during the COVID-19 crisis*. No. ERSD-2020-11. WTO Staff Working Paper, 2020. Accessed on 5.1.23 from [doi:10.30875/3514a476-en](https://doi.org/10.30875/3514a476-en)

³⁹ Bera.A.et al., "Mitigating risk of the tourism sector in the European Union member states during the COVID- 19 pandemic." (2020). Accessed on 5.1.23 from <https://www.um.edu.mt/library/oar/handle/123456789/7550>

⁴⁰ Heather, K & Nikolova G, 2020. Central Asia's Covid-19 Recovery Strategy. ATTA News

cases had a downward trend, it ranked first in Covid 19 cases globally, while the cumulative number of confirmed cases ranked second.

America: United States of America employed use of technology as a strategy to curb the virus spread through enforcement on use of masks, enhanced screening and the uptake of the vaccines all which saw the country open her economy as the Covid-19 cases started declining sharply.

Europe: Europe suffered greatly and especially Italy, which experienced very high infections and death rates. However, uptake of the vaccines and global assistance stabilized the country and the curve flattened with time to much relief of the global population. Common strategies involved restrictive movements coupled with use of masks and heavy penalties for anyone who flouted these rules.

Regionally, impacts of the pandemic on Africa was not of high magnitude compared to what other continents experienced. Many countries in West Africa took earliest precautions due to the earlier experiences from the Ebola epidemic hence this time did not suffer much from Covid-19. Rwanda, Uganda and South Africa had extended lock downs that restricted people's movement hence preventing unnecessary spread of the virus. Initially, Tanzania had no known structured way of handling the pandemic leading to closure of boundaries between her and the neighboring states who had standing protocols. The country however came up with equivalent measures later including wearing masks, uptake of the Covid-19 vaccines and social distancing where necessary. Door to door vaccination strategies were implemented in South Africa especially to ensure highest uptake as well as controlling the populace from loitering outside their home domains.

2.2.11 Kenya and Covid -19

i. Pre - Covid 19 and Tourism

The pre- Covid -19 saw booming businesses globally including Kenya and the visitor flows were almost effortless especially from the traditional markets like America, Britain and the larger Europe. Constant repeat marketing strategies for these destinations however involved the conventional strategies including the electronic media and digital materials, website page information update and international exhibitions. For the traditional markets, these marketing strategies were perceived as reminders to the existing destination but emphasis was put in place

when there were new products.

ii. Covid-19 and Kenya's Response strategies

Kenya's response was very fast and this involved immediate lock down of urban areas where concentration of cases were prevalent. It also stopped the local passenger trains and aircraft transportation while the buses plying within the inland areas had to operate on half the usual capacity. All workers had to work from home except when it was found necessary while daily monitoring protocols, masking up, washing and sanitizing hands, social distancing were enforced.

To avoid cross border transmissions, most of the Kenya borders were closed and only essential services were allowed in but after undergoing tests at the border points. Uptake of the vaccines came later and people were encouraged to take it after which infection rates started flattening. This led to the government coming up with strategies like in other areas that helped in re-opening the economy.

Policies and protocols on visitation were put in place and marketed across the globe for potential visitors to know what Kenya offered in terms of protection against the pandemic. Stimulus packages to re-situate Kenya in the global market led to funding the Kenya Tourism Board to hasten market Kenya to the world, while hospitality sector was given some finances for upgrading the facilities.

The Government stimulus package saw youth get employed at Kazi mtaani (cleaning the estates) while Kenya Wildlife service through the ministry of tourism and wildlife were given funds to recruit 5,500 youth community scouts. Reduction of park entry fees was also done as an incentive to woo more Kenyan and international visitors equally to the National Parks and Reserves.

iii. Kenya's Tourism Board Strategies

The Kenya's authentic marketing institution adopted recovery strategies that meant to create desire to visit Kenya and forge a relation and other engagements. In an effort to tap the domestic tourists, Kenya Tourism Board (KTB) also made use of local television and radio

media stations to position as a predominant safari destination within the region. The concept of marketing strategy can be located from 1926 to one Leverrat Lyon who argued marketing in tourism industry faces challenges and in re-establishment efforts, Kenyan government set aside 3million US dollars for its post – Covid-19 recovery strategies; with 2million US dollarsto boost Kenya’s image internationally as a safe destination. UNWTO played a key role in giving out information about the various destinations across the globe. Kenya Wildlife servicetherefore coordinated with main marketing body the KTB in ensuring relevant information reached the global market.

The strategies involved were evaluated under a question on what strategies Kenya in general put in place to revive tourism after Covid -19 decline. This was supposed to address the issue of creating faith and confidence in the visitors in terms of their safety and the generalhealth measures reduction in chances of infection. Safety was also backed up by the Protection Motivation Theory (PMT) where safety of a destination would be the first consideration before any visitors made plans to visit a country especially after the dreaded covid-19 pandemic. The study established through a 20% of the respondents who said commitment to cleanliness, health and general security of the tourist destination was a good strategy. Another 20 % of the respondents cited increased digital marketing campaigns to re-positioning KWS and Kenya in general was employed to ensure Kenya remained a preferred tourist destination.

Respondents who thought allowing limited number of visitors per visit to avoid spread of the virus made 19% of the total respondents while promoting Domestic Tourism as a strategy that for recovery of the sector scored 20%. Lastly 20% of the respondents cited provision of adequate information on Covid-19 transmission modes at all tourist facilities as another strategy that was used to promote tourism after the Covid -19 decline.

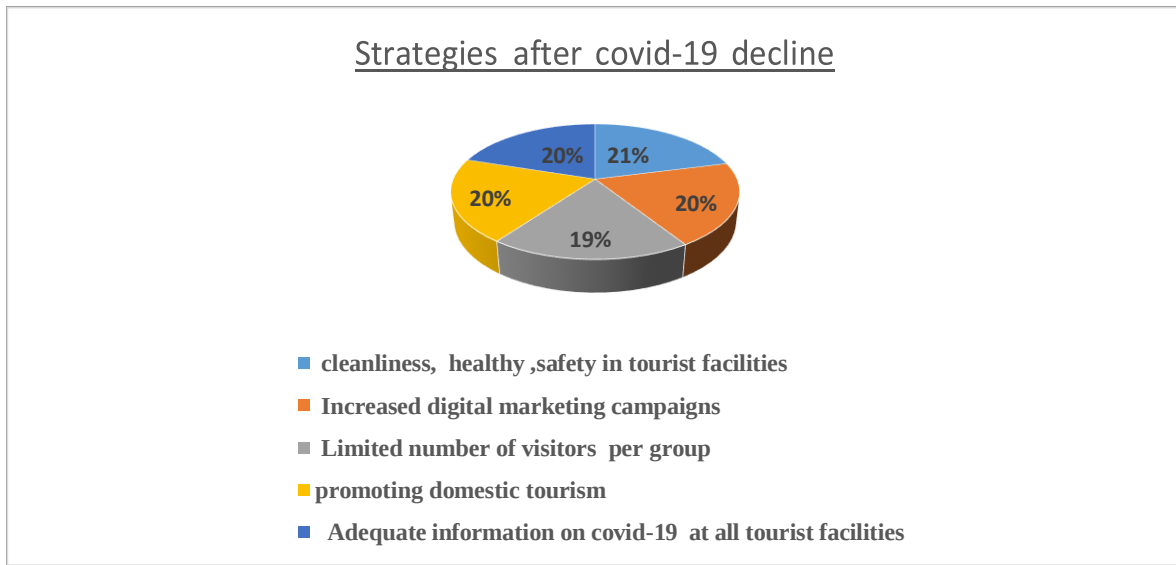


Figure 2.2 post Covid- 19 tourism recovery strategies at KWS, (Source – data from the study, 2022)

From the analysis the strategies put in place closely tied to each other because they were all crucial in ensuring safety for the visitors and hence meant to create visitor confidence.

iv. General Behavior of the Tourism Market post Covid-19

Tourism sector had never recovered fully from the impacts of Covid-19 in spite of the various strategies and measures put in place by government including the vaccinations and continued observance of the ministry of health protocols like putting on masks and social distancing. Many governments identified domestic tourism as a safeguard and promotion of the segment was in high gear during the pandemic. Domestic segment of tourism is resilient because it comprises of the local people who know how to live and handle situations within their country. The 23 to 35 years age bracket of global population is the youth and like in other countries, domestic visitation in Kenya during the Covid- 19 recession was being sustained by the youth who are the middle level income earners. Kenya Wildlife Service (KWS) reduction of the park entry fee for the locals was a supplementary strategy for incentivizing Kenyans especially the youthful generation to visit in big numbers.

A change in behavior had been witnessed in visitors post covid-19 decline, and was characterized by choosing the low risk alternatives in the whole value chain which was meant to ensure they felt safe and protected from any eventuality associated with infections or any

harm. Many had cancelled the bookings because they could be exposing themselves to danger of infections or re-infections from those who might have recovered before. The after covid-19 tourists were said to have had revolutionized into avoiding close contacts with people, travelling in small groups and high preference for outdoor events than indoors. Many Tourists had preference for destinations which were less crowded. Even though this was motivated by the fear of being infected; this dimension was seen to have been behind the evolution of the rural tourism which involved trekking, hill and rock climbing among others. Many visitors developed fear of being within enclosed spaces and placed phyto-sanitary conditions as priority in their destinations. Visitors also revealed a lot of desire to travel during low seasons when very few people were within the destination areas.⁴¹

v. Covid-19 and Financial Stability

Globally, many citizen had lost their jobs while many companies had closed down. This therefore means that many people and even institutions continue to face financial instability with 44% saying it will take them almost three years to recover while other decry the fact that their financial status will never recover.

Regionally, countries like Mauritius and Seychelles to Asian Countries like Bangkok and countries were still grappling with getting back the visitors to bridging the economic gap while countries like Seychelles and Barbados had to get interventions from the International Monetary Fund to meet the fiscal deficit.

Kenya suffered the same fate where hundreds of employed lost jobs while tourism facilities were closed down. This scenario led to reduced government tax base as well as impacting on the other tourism multiplier sectors that feed and feed on the tourism sector like transport, agriculture water and energy sectors among many others. The study established financial decline of about 70% for the period 2019 to 2020 while 2% increase was realized in the year 2021. This was associated with the visitor fluctuation at around 58% decline in the period 2019 to 2021 and a slight of about 3% for the period 2020 to 2021.⁴²

⁴¹ Chebli, A. ., & Said, F. B. . (2020). The Impact of Covid-19 on Tourist Consumption Behaviour : A Perspective Article. *Journal of Tourism Management Research*, 7(2), 196–207.
<https://doi.org/10.18488/journal.31.2020.72.196.207>

⁴² OECD Policy Responses .The territorial impact of COVID-19: Managing the crisis across levels of government, Updated 10 November 2020

vi. Covid-19 and Impacts on Wildlife Conservation

Wildlife is the most precious natural resource a country has and for Africa, the teaming wild fauna has no equal for both aesthetic and as a support or enabler to African economies.

Wildlife based tourism accounts for around 10% of the global GDP and this has seen the sector surpass agriculture in terms of diversity. Globally, over USD 300 was realized with jobs supporting being an equivalent of 21.8 million while Africa job contribution was at 36%.⁵⁴ Wildlife earns a country the much-needed revenue, which is ploughed back to the conservation of the wildlife and the habitats. Covid- 19 threatened this source of revenue and increased vulnerability to both the animals and the danger of the workers infections. Government intervention was at hand because wildlife conservation for example in Kenya, wildlife is a Government resource and hence received a lot of support to ensure all programmes run well.

In Namibia just like Kenya, wildlife conservation supports many jobs extending to the community conservancies. The wildlife Conservation and Management Act 2013, gives the Kenya Wildlife Service the mandate to conserve and management all the wildlife in Kenya; both in public and private land. The loss of livelihood in terms of jobs to a tune of 100 million globally during Covid- 19 led to increased poaching and this threatened the wildlife in both government land and the private areas and especially by communities who lost their jobs.⁴³

In Kenya, revenue generated is usually ideal for use in surveillance and general management of the wildlife species. The continued decline therefore put a lot of pressure on Wildlife management while the occasional donor financing was not forthcoming either and the situation was arrested through the government intervention. Domestic tourism also came in handy and made the situation slightly better, and going forward got better with lifting of the movement restrictions and flattening of the Covid-19 infection curves in many places globally.

⁵³Midori Paxton, The coronavirus threat to wildlife tourism and conservation; Ecosystems and Biodiversity, UNDP. <https://ogresearchconservation.org/>. 2020. Retrieved on 4.10.22

Cherkaoui, S et al. Conservation Amid COVID-19 Pandemic: Ecotourism Collapse Threatens Communities and Wildlife in Morocco, E3S Web of Conferences 183, 01003 (2020) <https://doi.org/10.1051/e3sconf/202018301003> I2CNP 2020. Retrieved on 4.10.22

2.3 Conclusion

The pandemic came with its very devastating impacts which affected different countries differently. However, each country and region employed different desirable response mechanisms during the pandemic as well as strategies for economic recoveries upon decline in the pandemic infections.

Resilience of economic sectors especially tourism was dependent on the youth like in Kenya, where they fearlessly supported the domestic tourism by visiting most of the areas within the country which kept them engaged while also keeping the tourism sector awake and running though at moderate levels.

2.3.1 Chapter Summary

This chapter was looking at the tourism industry Covid -19 response strategies and involved seeking an understanding on how different states and institutions responded to the pandemic. To get this information, the study sought to find out about the pre - Covid-19 tourism promotion strategies by individual organizations like Kenya Wildlife Service. The study also looked at the strategies employed in responding to the pandemic and was able to pick out that globally and regionally, many governments designed and implemented various policies and strategies to mitigate Covid-19 impacts and stimulate recovery of the sector and the whole economy in general. Kenya's response was also guided by the State Department, Ministry of Tourism, Wildlife and Culture in collaboration with the Kenya Tourism Board. This aimed at looking at the general visitor portfolio including behavior and preferences prior to any visit.

CHAPTER THREE

3.0 INDICATORS OF TOURISM SUSTAINABILITY IN THE POST COVID - 19 ERA

3.1 Introduction

Chapter one of this study provided a general background and indicated the objectives and the research questions. Chapter two examined the post Covid-19 tourism industry responses in Kenya while this chapter will look at indicators of Kenya's tourism sustainability in the wake of Covid -19. The chapter will cover the aspects of tourism sustainability in the post covid-19 period in trying to answer the research question associated with the chapter.

Indicators are essential for the sustainable development of all economic sectors, including the tourism industry. For more than ten years, UNWTO had been conducting research and creating capacity on these areas by giving those involved in planning and management of vital information. Indicators are said to improve risk management by enabling them to predict and avert undesirable and unsustainable events; while improved data from indicators makes it possible to define dangers most significant to communities, assets, and values for tourism industry in order to prepare destinations for challenges and emergencies like pandemics. For instance, UNWTO created technical documents and guidelines for Montenegro that served as important instruments for tourist planning and sources of accurate information for decision-making.

Indicators of Sustainable Development for Tourism Destinations helps in identifying key issues and therefore helping managers to respond effectively to them. Adequate response to issues and crisis creates confidence to clients and that is what makes a destination viable and attractive. Indicators are measures of the existence or severity of current issues, signals of upcoming situations or problems, measures of risk and potential need for action, and meansto identify and measure the results of our actions. Indicators could therefore be physical attributes of information sets which are formally selected to be used on a regular basis to measure changes that are of importance for development of various sectors including tourism development or management.⁴⁴

⁴⁴ UNWTO Guidebook, 2004

Effective indicators can deliver timely information to address urgent problems and support the sustainable development of a location. Every tourist site has specific facts and information that, if considered to be relevant, can act as sustainability indicator. The volumetric (such as visitor arrivals, overnight stays, and lodging capacity) and economic (such as tourism income and expenditures) metrics are the most widely used and understood.⁴⁵

3.1.1 Global sustainability approaches

Due to the widespread and profound effects of the covid-19 pandemic which included unprecedented government measures to stop it from spreading (such as closing borders, restricting travel, imposing national lockdowns, and closing hotels and restaurants), tourism was one of the most severely affected industries in terms of revenue and jobs, with few alternatives. Strong support was needed to reduce the impact of Covid-19 on industries associated to tourism and maintain recovery because of the sector's negative multiplier effect on other supporting industries, its economic significance, and the recorded global employment losses.⁴⁶

3.2. Tourism Sustainability Post Covid-19

3.2.1 Covid -19 and Tourism Recovery Indicators

Tourism service is dependent on various aspects and indicators would therefore be displayed in terms of numbers. Airlines seat capacity, data, International visitor arrivals, hotels booking capacity, unemployed rate, hotel searches and bookings, demand for short or long term rentals of visitor facilities and revenue generated from these subsectors were cited as indicators of Tourism recovery.⁴⁷ Consumer spending, tourism numbers and frequency of visitors to National parks from across the divide were said as best indicators for recovery of the sector. Inclination to high-end destinations and priced production will also indicate the status of an economy. Many countries like Kenya worked on incentivizing domestic tourism sector in order to help in revival of the market. Kenya Wildlife Service for example reduced the park entry fees during the Covid-19 period and this attracted many Kenyans to the National Parks and Reserves during the period.

⁴⁵ Ibid

⁴⁶ Orindaru et al. Tourism in a Post-Covid-19 Era: Sustainable Strategies for Industry's Recovery, 2021. <https://doi.org/10.3390/su13126781>

⁴⁷ UNWTO, 2022

Though indicators could be there but probably not captured well to inform the general public, a survey report by tourism economics company in 2020, indicated that half of the number of the overseas visitors who planned to come to Kenya prior to Covid had changed their minds and this was attributed to aspects of governance (politics), health infrastructure (53%) and hygiene (39%). This therefore led to conclusion that, people were still apprehensive of any unfamiliar destinations and hence would be happier and comfortable within their regional or national exploits and therefore supporting the Protection Motivation theory used in the study. The South East Asia Market for example Singapore had inbound flight booking rising from 30% to 48% in mid-June 2022, while Philippines saw an increase from 20% in January to 40% in June 2022.⁴⁸ One of the reasons attributed to these destination markets were the change in habit of pre-covid-19 testing before visiting the area as described by the UNWTO; while in Europe, domestic share increased from 55% in 2019 to 69% in 2020.⁴⁹

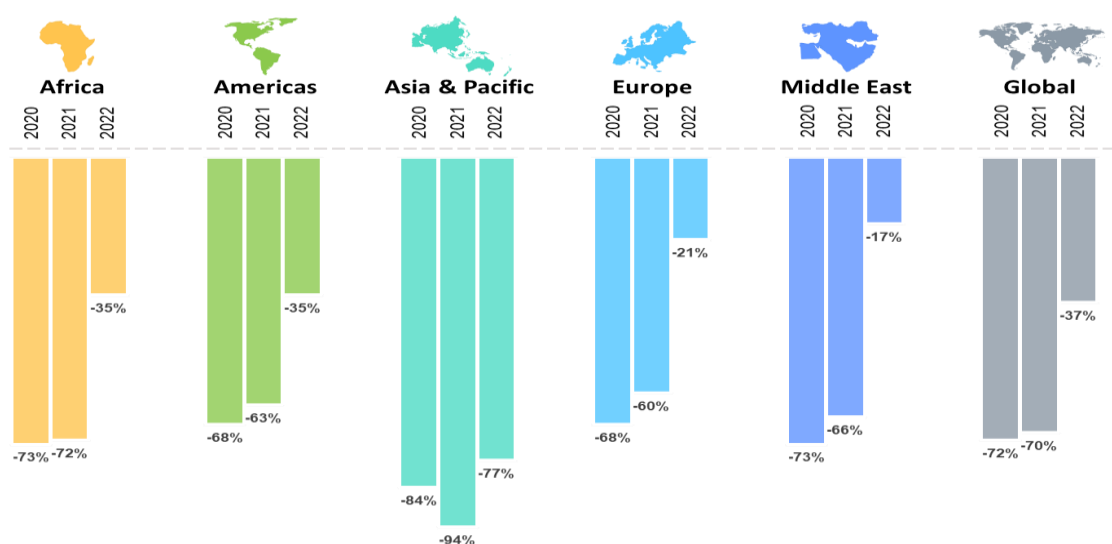


Figure 3.1 Tourism post Covid -19 recovery rates - period 2020 to 2022- (Source- UNWTO-2021)

The number of tourists, a baseline figure, can be considered a sustainability indicator, when it is related to infrastructure capacity at a certain site (e.g. the airport) or to measure tourist response to efforts to change use patterns. Some of the benefits from good definition and use of indicators can include better decision-making, identification of emerging issues, identification of impacts, performance measurement of the implementation of plans and management activities. Indicators help in improving accountability and constant monitoring hence continuous improvement

⁴⁸ Singh, Daljit, and Hoang Thi Ha, eds. "Southeast Asian Affairs 2022." (2022).

⁴⁹ Panteia, L., et al, Relaunching transport and tourism in the EU after COVID-19, 2021

In defining sustainability, i looked at them as information set which were formally selected for a regular use to measure changes in key assets and issues of tourism destinations and sites. The identification of specific, measurable indicators helped to clarify issues and objectives and to communicate priorities and results between stakeholders. Indicators could be both qualitative and quantitative and related to both the condition of a destination and to the actual management process itself. However, deficiencies occurs on application of indicators including inadequate and inaccurate data, credibility of the data and technical expertise or application of the relevant data in analysis.

In studying the indicators of tourism sustainability at the backdrop of Covid-19, one challenging factor was the lack of adequate data from all the sector players. Regional tourism integration for example would require a lot of data sharing in order to plan for the efforts put on each side of the players. Currently, access or availability of data is quite hard because of country's mistrust which may also make integration very hard.

3.2.2 The Concept of Sustainability in Tourism

Sustainability refers to the ability of maintaining something at a certain level and in the case of tourism in Kenya, this concept was used to refer to the ability of maintaining tourism numbers and accrued benefits at a levels and trends realized prior to Covid-19. Tourism proceeds were said to be sources of government funds which are ideally shared with different institutions some of which were said to be non-revenue generating in nature.

Kenya Wildlife Service was identified as a beneficiary and the proceeds help in day to day operation of protecting the wildlife species and maintenance of tourist facilities in the National Parks and Reserves. However, being the wildlife custodian, the organization has had elaborate means of revenue generation through the wildlife based tourism. Reduction in tourism numbers therefore meant reduced income while each of the Government institutions had a mandate for initiating sustainable revenue streams such that, when the National economy is unable to finance some activities, the institutions could always have a fall back strategy.

Kenya Wildlife Service is among the key subsectors in the general tourism and hospitality industry, and decline in visitor numbers meant many sub-sectors and institutions were equally exposed in terms of revenue generation. However, Kenya Wildlife Service whose

mandate is wildlife conservation in the country was still stable through the intervention from the national Kitty, which partly depended on the collections from the wildlife based tourism at KWS. Visitation to Kenya's National Parks and Reserves was seen to be very crucial in maintaining the national kitty and all measures were therefore welcome to help diversify streams for revenue collection from wildlife based conservation programmes.

3.2.3 Pre Covid -19 Tourism Strategies and Trends

Most global destinations closed to international visitors with 87% recorded in January 2020 and the trend was anticipated to go down further in the year 2021. Many states shifted their focus to resiliency, sustainability and interconnectedness as the best approach to salvage the sector.⁵⁰ The government of Kenya among many other government mooted for regional tourism blocks besides looking at domestic tourism as an option for sustaining the sector and the job market. Globally, international institutions including UNWTO advocated for good strategies that would see better and faster recovery of the sector that support millions of people in terms of jobs. They also advocated for strengthening the institution with focus on the health sectors, social inclusion, circular economy, good governance and prudent financial management.

The pre - Covid -19 situation was very good with a futuristic sight as business trend was good and the general economic conditions quite favorable. This was depicted through provision of modesty jobs that contributed to economic growth, reduced inequalities as people within the sectors were employed based on qualifications while consumption and production in tourism was quite responsible. In terms of growth, tourism has had various segments and all were thriving very well before Covid-19; with global tourism markets growing almost at the same pace. Asia and pacific markets for example, accounted for 1.5 billion international tourist arrivals and the market had been recording double numbers from the year 2006.⁵¹

Prior to Covid -19, focus on any countries was on international visitors which included investment through marketing and product development. However, Covid-19 revolutionized the sector and domestic tourism almost became core and of course many countries have never looked back as the domestic market proved a lot more resilient and with ability to withstand both

⁵⁰ Ropp.a.v., *sustainable tourism after covid-19*, global challenges-wipo green.2022

⁵¹ *ibid*

internal and external shocks.⁵² The post Covid -19 pandemic however made states come up with ways of competing for the limited number of visitors in the global tourism market.

Table 3.1 – Summary of Covid – 19 and Tourism in Kenya: Recovery and sustainability Strategies
(Source - MoTW Kenya)

COVID – 19 and Tourism In Kenya: Recovery Strategies		
Preparation and implementation of travel and tourism industry protocols on Hospitality - Outdoor retails; aviation; airports; cruise; tour operators and travel agents; Convention Centers& MICE etc.	Staggered re-opening Approach - Community tourism Phase - Domestic tourism phase - Regional tourism phase	Create resilience in the industry • Coordinated response to crises along the value chain. • Implement risk and crisis training packages. • Enhance the employees' confidence by training on
	- International tourism phase	restoring business. • Develop employee motivational strategy guide.
Re-build and promote Kenya as Covid-19 Tourism Resilient Zone	Financial Strategies and Partnerships • Financial stimulus • Review taxes and charges • Interest moratoriums	Sustain marketing strategies • Creation of an Integrated Destination • Management System for the industry. • Carry out Aggressive Domestic, regional and international marketing.

⁵² sharma, d. et al. reviving tourism industry post-covid-19: a resilience-based framework. doi: [10.1016/j.tmp.2020.100786](https://doi.org/10.1016/j.tmp.2020.100786) Volume 37, 2021, 100786, 2021. Accessed on 23.12.2022

Training of industry on new requirements and protocols Up-skilling/reskilling: ▪ Hygiene. ▪ Safety and security. ▪ Maintenance of Resilience zones. ▪ Service delivery in travel and tourism. ▪ Tourists behavior etc.	Product improvement and diversification strategy • Improve popular Products. • Expand to untapped tourism resources • Expand to new segments, new markets of existing markets.	Encourage international tourists to visit Kenya - Re-launch the destination • Simplification of visa rules. • Revise hotel rates • Arrange familiarization trips
Knowledge and Experiences Capturing. • Collect and packaging tourism products as text, audio, videos, images, graphics, etc.	Digitizing the travel and tourism industry • Enhanced Digital marketing	Partnership among stakeholders from all these sectors • Mutual benefit between employees and businesses. • Partner to diversify tourism product & communicate similar messages • Sufficient internal and external motivational synergies

3.2.4 Pre- and Post Covid-19 Tourism Trends Evaluation in Kenya Wildlife Service

Kenya wildlife service, which is under the ministry of tourism wildlife, and heritage that has been the main wildlife based tourism sector like other sectors was performing well in tourism before onset of the pandemic. The anticipated visitor trend within the ten most visited National Parks for the years 2020 and 2021 after emergence of Covid- 19 was over 7billion.⁵³ The decline in number was very fast like in other global countries while picking up post the pandemic had not been cited to be as fast especially for the international tourists. The locals moved in quickly to fill in the void hence slightly stabilizing the sector. However, the study

⁵³ KWS. Visitor trends 2018 to 2021 for the Key Parks under KWS, 2022

established a sharp decline of about 50% in visitor numbers.

From the chart therefore, it was evident that, a tremendous decline in the visitor trend for the two categories had occurred but the recovery was much faster from the domestic tourism market and this downward trend corroborated with the visitor trend for the period under study. The study also realized the volatility of international market and how the domestic tourism could be part of the recovery consideration.

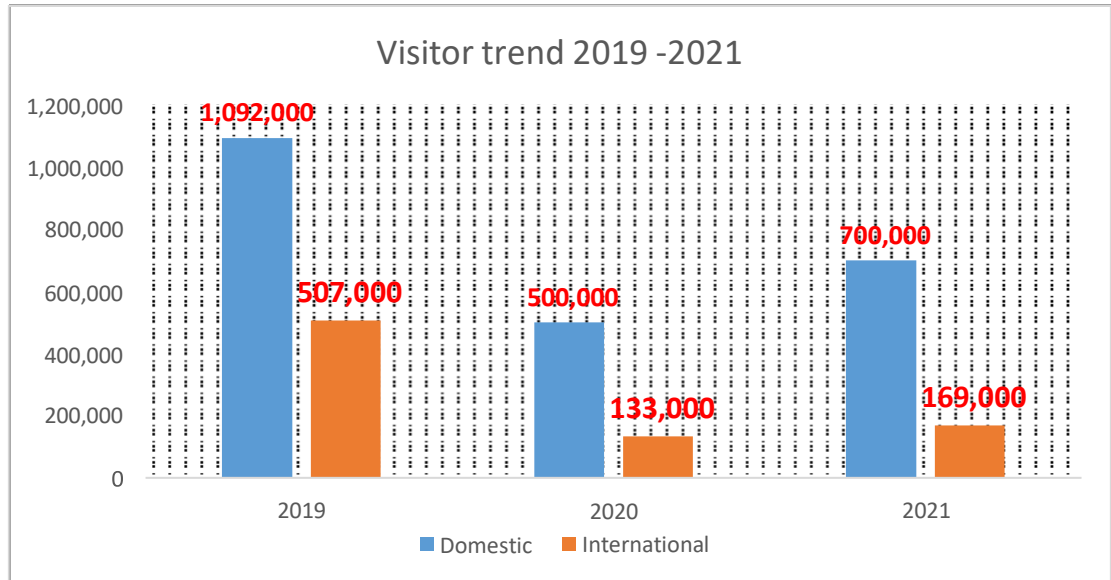


Figure 3.2 visitor trend at Kenya Wildlife Service selected Parks. (Source- data from the study ,2022)

3.2.5 Visitor Behavior- Post Covid-19 Recovery Period

The study of consumer behavior is fascinating yet difficult since consumers' responses vary based on the product or service they are purchasing. The Covid-19 health crisis had an effect on consumer behavior, which in turn had an impact on predictions for future consumer behavior, perceptions during the pandemic and planned behaviors after it, particularly with regard to outlook and travel intentions.⁶⁴ The study findings indicated that post-pandemic planned travel behaviors changed significantly more than travel behaviors in ideal situations. The study also indicated an inclination towards domestic locations deemed safer due to the psychological risks associated with the travelers' attitudes.⁶⁵

⁶⁴ Li, J.; Nguyen, T.H.H.; Coca-Stefaniak, J.A. Coronavirus Impacts on Post-Pandemic Planned Travel Behaviours. *Ann. Tour. Res.* **2021**, *86*, 102964. [Google Scholar] [CrossRef]

⁶⁵ Ibid

People's perception regarding their own safety was highly considered during and after the pandemic and this influenced how visitors and general global population behaved. The tourism sector was met with a major shift in visitor health security considerations and with the pandemic was seen to have influenced travel patterns, and their psychological aspects that indicated the fear of travelling amidst other upsurge of several waves after the main wave. People stopped travelling in large groups, started avoiding closed vans as well as increased preference to open-air resting places or crowded places. Though the sector is confronted by a cautious clientele, the question on how faster the sector would take to rebound remained a mystery.

Marketing is however critical in consumer behaviors and the global countries marketing was targeting the clientele anchoring their messages on the health protocols put in place during the traveling and accommodation places. Country to country agreements were also reached at and before any visitors could travel while locals visitation was encouraged and the efforts to come up with regional destination was mooted by neighboring countries like the Asian block that was the first to open their countries for regional tourism; and the East Africa region tourism circuit.

Locally, the study found that, the current visitor behavior inclined towards less crowded places, shorter trips, few occupants in a van (specifically family members) and more open places during eating or resting. This trend therefore speaks to revolutionization of the sector to cater for the different clientele with their own preferences especially creation of open air spaces.

This notion was borne out of the current situation where many African countries have had reliance on international visitors to meet their sustainability. This notion was borne out of the current situation where many African countries have had reliance on international visitors to meet their sustainability. This notion was borne out of the current situation where many African countries have had reliance on international visitors to meet their sustainability.

3.2.6 Tourism Reliability in the face of pandemics and other catastrophes

Although Covid-19 significantly disrupted tourism sector, various countries still grapples with the idea of tourism economic reliability in the wake of the various setbacks associated with pandemics, natural disasters, accidents, political crisis just to name but a few. Putting up comprehensive mechanisms and strategies for recovery programmes within some

worst hit countries especially in Africa was said to be a yardstick to measure resilience and ultimate reliability of the sector.⁵⁴ This notion was borne out of the current situation where many African countries have had reliance on international visitors to meet their sustainability requirement.

United States of America's air travel went down by 90% and the decline subjected the economy to a level the financial analysts said would at least take a year to regenerate the once 1.1 trillion dollar sector; because the Covid-19 impact to the sector's collapse was estimated to be nine (9) times greater than the 2011 September 11 attack on American soil. According to Barnes, though the industry was once reliable, it was envisaged as one sector that could be the last sector to recover.⁵⁵ However, a rebound came up faster than anticipated as the intensity of Covid-19 went down but with a huge dent in people's lives due to lost their relatives while countries lost professionals. Resilience is a significant subject in corporate sustainability and other analysts anticipated for the sector to return to normalcy much sooner, but Covid-19 demonstrated that the industry is not as resilient as earlier anticipated.⁵⁶

In Kenya, the case was not different as the dependency on high end tourists from international markets sunk in. Resilience aspect became debatable while economic downturn from the once Flamboyant sector led to misery because many people had to lost jobs while many businesses in the sector had to fold and close shop.

⁵⁴ Cai, Y.,et.al. Post-pandemic dark tourism in former epicenters. *Tourism Economics*, 28(1), 175–199.(2022). <https://doi.org/10.1177/13548166211034639>. Accessed on 5.1.23

⁵⁵ Ibid

⁵⁶ Sharma, Gagan Deep, Asha Thomas, and Justin Paul. "Reviving tourism industry post-COVID-19: A resilience-based framework." *Tourism management perspectives* 37 (2021)

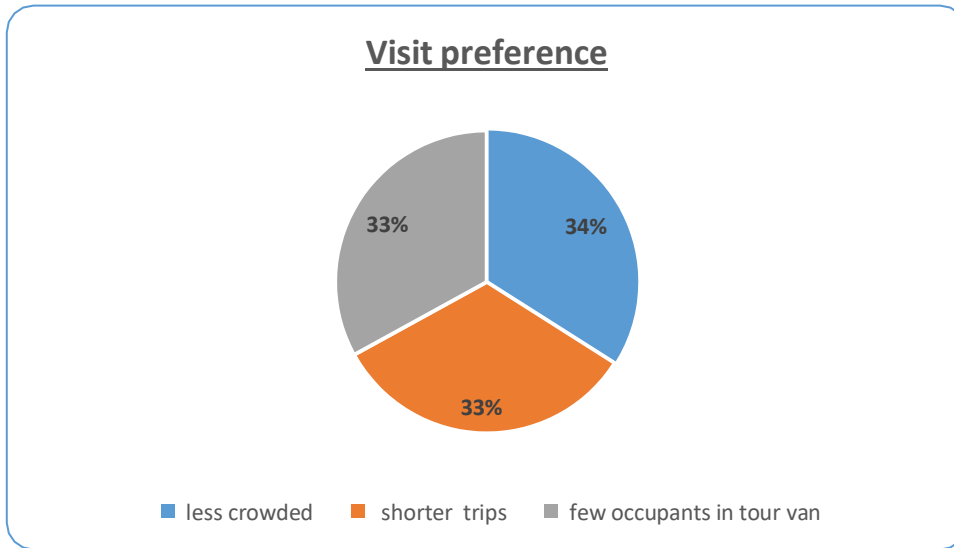


Figure 3.3 Visit preferences (Source - data from the study, 2022)

Kenya Wildlife Service was not spared in terms of visitor numbers and revenue generation and this created need to look for fall back strategies came in. The study identified the role of stakeholders as being key in promoting tourism both local and international tourism while diversification of products, domestic tourism promotion and adequate facilities could make Kenya compete for the global tourists if the sector was to become sustainable .

3.3 Chapter Summary

Tourism sector is a like a web that connects many countries. It involves people leaving their country to go to another country and this is about tourism. Reliability of the sector amid the frequent pandemics and other global challenges were seen as factors that always left the sector more exposed; and hence exposing the sub-sectors whose survival economy depended on them. Many country's however had high hopes that the containment measures would revive the sector much faster as the decline on infections continued. This chapter looked at Tourism sustainability post Covid -19 and covered the concept of tourism sustainability, pre and post Covid- 19 visitor trends, visitor behavior post covid-19 decline and Tourism Reliability in the face of pandemics and other catastrophes

CHAPTER FOUR

4.0 POST COVID-19 OPPORTUNITIES FOR TOURISM SUSTAINABILITY.

4.1 Introduction

Chapter one of this study provided a general background and indicated the objectives and the research questions. Chapter two examined the post Covid-19 tourism industry responses in Kenya while this chapter will look at indicators of Kenya's tourism sustainability in the wake of Covid -19. Chapter three covered the aspects of tourism sustainability in the post covid-19 period in trying to answer the research question associated with the chapter. This chapter will cover the post covid-19 opportunities in tourism sector

4.2 Post Covid -19 Opportunities for Tourism recovery and Sustainability in KWS

Globally, future pandemics could lead to a new outfit of tourism consumer behavior. The new orientation could involve single decisions made by the countries that would be providing the tourism services and these measures would inevitably have an impact on both supply and demand. Government choices may also have both direct and indirect impacts on the new market equilibrium as anticipated changes to the supply could lead to major impacts on the marketing strategies used by providers of tourism services.

Covid-19 pandemic led to job losses in Kenya as was the case in other states globally and this led to market segmentation which resulted to further segmentation due to the rising income disparity. The study looked at affordability of tourism destination from the angle of addressing the visitor demands and the emerging behavior, like the need for more space with few people on board. This situation was seen could however open doors for other opportunities to supplement mass tourism.

In trying to get more insights, this study sought responses from the wildlife sector personnel on what they felt would be the best available opportunities for tourism sustainability under the following subheadings; promotion of domestic tourism, intense marketing, promotion of new tourism circuits within Kenya and mooted for high end tourists. Out of the total number of respondents, 22% advocated for promotion of domestic tourism, 26.4 %

advocated for promotion of regional tourism, 25.9% diversification of products and 25.5% reduction in park entry fees respectively.

4.2.1 Promoting Domestic Tourism as a Recovery Strategy

Domestic tourism had been cited as a major driver of tourism sector in many economies globally and in Kenya, it is evaluated based on visitor arrivals, levels of spending in various tourism subsectors like hotels (bed occupancy) and excursions in National Parks and Reserves.⁵⁷ Other multiplier effects associated with domestic tourism were also considered when looking at economic development and even though very little on impact of domestic tourism to National economy had been studied, indicators on the status and a growing trend involving the working class youth who form the middle income earners in Kenya was said to be an avenue that could be fully harnessed and developed with the aim of adopting more sustainable opportunities to stabilize the tourism sector at different periods.

Kenya's Resilient Domestic Tourism was realized tourism during Covid-19 pandemic and was identified as the stabilizing factor basing on earlier growing trend, with records accounting for 50% bed occupancy for the period between the year 2014 and 2018. The most important aspect in domestic tourism was the resilience during major disasters like the Kikambala bombing in the year 2002, the post-election violence of 2007, the September 2013 west gate mall attack, El-Niño rains flooding, the Ebola in West Africa in 2014 among many other issues that led to restriction of foreign visitations to Kenya. An increase in local tourists grew from 3.6million visitors in 2017 to 3.97million in 2018, a record 9.03% growth.⁵⁸

This sub-sector is self-regulating because very little investment in terms of marketing and domestic tourist oriented facilities remains elusive. Global domestic tourism trends

⁵⁷ Osiako, P.O. & Szente, V. (2021). Research Trends and Perspectives on Domestic Tourism in Kenya: A Review. *African Journal of Hospitality, Tourism and Leisure*, 10(1):288-301. DOI: <https://doi.org/10.46222/ajhtl.19770720-101> . Accessed on 3/11/2022

⁵⁸ Ministry of Tourism and wildlife. Covid-19 and Travel and Tourism in Kenya Policy Brief (2020). <https://www.tourism.go.ke>. Accessed on 14.10.2022.

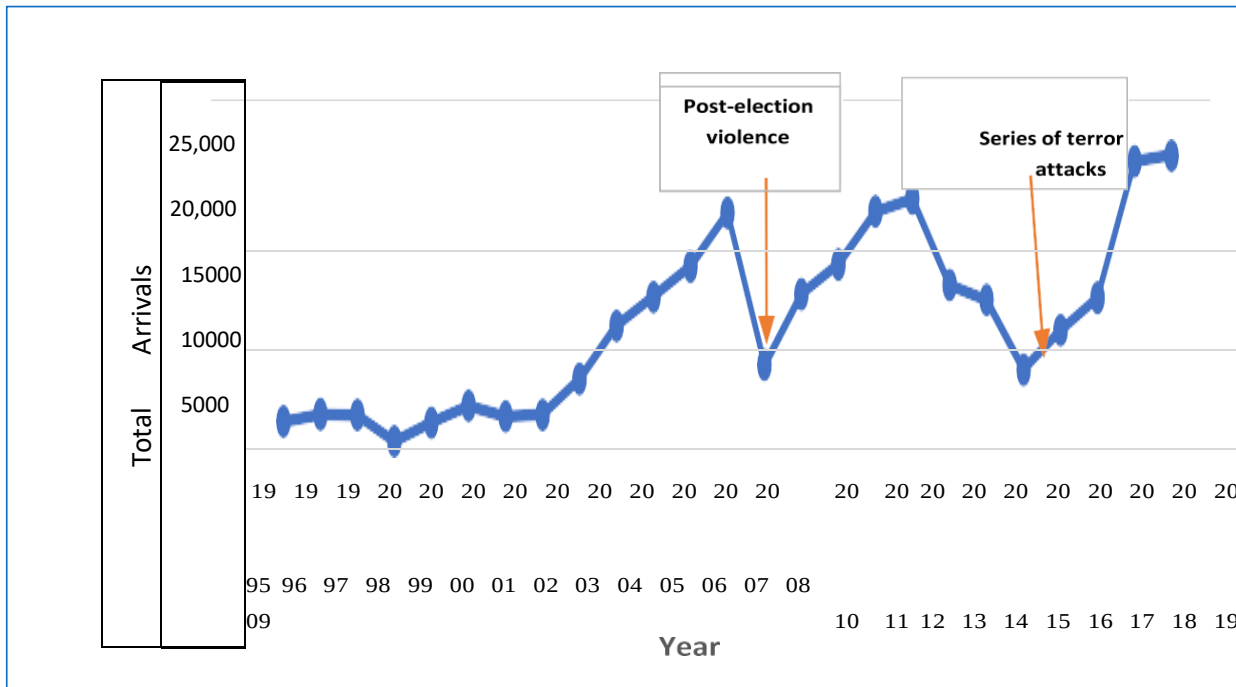


Figure 4.1 International tourist arrivals in Kenya between 1995-2019 (MoTW-2020}

Though the literature indicated a lot of resilience by domestic tourism, this study established only 22.2% Of the respondent's favored domestic tourism. The notion of Domestic tourism is looked at from the little they pay at entry and the level of their spending in most tourism facilities which again is said to be seasonal especially during holidays which again are seen as subject to available of financing. International Tourists are preferred due to higher amounts they pay which consequently boosts revenue collected from a few visitors.

4.2.2 Regional Tourism Integration

Regional tourism circuit integration strategy was said to have been ongoing in most parts of the globe including Asia and European blocks and this therefore contributed to opening up of the tourism market earlier after Covid -19 decline. This idea was however seen to be new within the East African countries and this study therefore sought opinions from the actors in the wildlife sector because majority of the international visitors came to Africa majorly to experience the wilderness life while interacting with animals while others came for video documentaries in the wilderness. Leverett Lyon in early years of 1926 asserted marketing strategy was a commercial led to increased consumption, and further proposed the same idea of marketing mix which involved the price, place and product.

Tourism marketing was said to have had numerous obstacles, particularly those brought about by pandemics, natural disasters, and other natural catastrophes.⁷¹ Even though Kenya Wildlife Service core mandate was said to be different from business, the agency was nevertheless required to work toward self-sufficiency to alleviate pressure to the national government and this could only be achieved through wildlife-based tourism and other related streams. Marketing was therefore said to be essential for attracting tourists, and was said to be usually done individually or jointly with the Kenya Tourism Board. Regional integration in marketing was said to be a good strategy to ensure continuous flow of visitors within the expanded market. It was also argued that, marketing led to increased visitor numbers and from this study only 26.4% of the respondents agreed to the idea of regional tourism integration.

The region was seen to have various attraction ranging from beaches world class recognized parks and reserves like Tsavos. Maasai- Mara, Serengeti and even Kilimanjaro and Mount Kenya. All these packaged, Tsavo emerged as famous for the men eating lions during the construction of the Kenya Uganda railway; being a battle ground for both the British and the German colonies and the highest mountains in the region with culmination of the re-known wonders of the world. These combined could make and drive tourism in East Africa to another level and was worth pursuing.

4.2.3 Opening New Tourism Circuits

Tourism promotion was said to involve looking at strategies that would outline the existing market scenario and anticipated trends. The programmes were said to pay interest at issues like prices, the products and the experience that would make a visitors spend more time and come back another time. Promotion had been seen to work for emerging destinations besides contributing to infrastructure development, protection of the environment and promoting revenue generation. In this context, Kenya wildlife Service and the entire tourism sector were said could align and work together for better and comparative advantages of drawing in high-

⁷¹ Kotler, P., et.al. Social Marketing: Improving the quality of life. India Sage. Kotler, P., & Turner, R., (1979/ Marketing Management: Analysis, Planning and Control. Prentice Hall, Canada.2000

value visitors; and this would promote the idea of the already identified tourism inclination to less congested destinations and countries to avoid chances of infection. Tourists were also said to favor of locations with top-notch medical services and health care infrastructure just but among the minimum preconditions

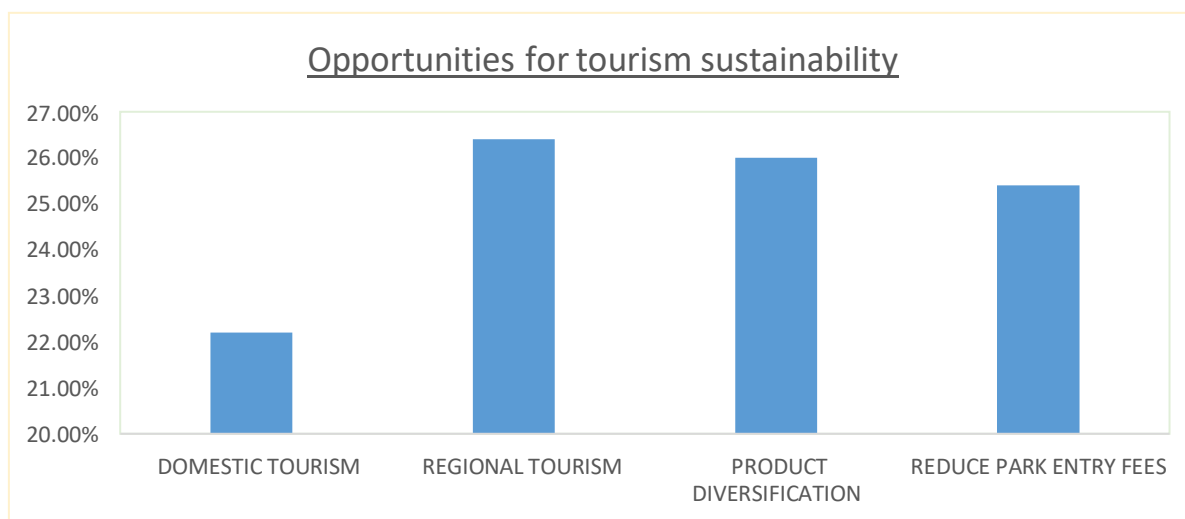


Figure 4.2 Opportunities for tourism sustainability post Covid- 19 (Source-data from the study, 2022)

High end exclusive product and medical facilities are therefore key assets that could be a pull factor to tourists into Kenya Wildlife service; and this study concurred with idea with 25.9% of the respondents supporting the idea.

4.2.4 Reduction in Payable Fees.

Affordability of Kenyan destination had been decried for long by the Kenya tourism sector in terms of the necessary permits, licenses and other associated costs especially within the hospitality industry. Local visitors in Kenya were also said to decry the aspect of National Parks and Reserves gate entry fees which were said to higher yet they bear the brunt of the wildlife outside the protected areas. This idea was however supported by the respondents at 25.5%, it was noted that the park rates were considerably low compared to other destination within the region, and that many citizens still visited without any complaints.

4.2.5 Role of Stakeholder in Promoting Tourism

Diverse groups of people with interest in the tourist industry are called stakeholders because of the correlation that exists between them. Keeping track of all social and traditional

activities and practices carried out by peoples across the globe, they play a significant part in the growth of tourism. The stakeholders from the public and private sectors who work together to carry out the values and principles of business tourism were cited as excellent examples and that, corporate tourism was one among the many examples of expanding revenue stream that came in the form of organizing meetings, conferences, seminars, and other events focusing on various market segments to advance tourism. In Kenya, the most thrillers are wild animals for any visitors and with stakeholders like hotels inside the protected areas, Kenya Wildlife Service was said to had tapped on these programmes to generate revenue from most of her protected Areas.

Village excursions within the culture rich areas of the country like the coastal Kenya were some of the identified streams that could keep visitors outside the confines of the tours van. Sun downer events and hill and rock climbing and the general outdoor adventures were seen as some areas which could be modelled to suit the desired levels. Kenya's landscape is one of the best and exploration can be made to identify the different areas where stakeholders including sites and activities within the local people communities. The respondents supported this idea with a 25.5% of the total respondents.

4.3 Chapter Summary

The study established existence of diverse opportunities for tourism development in spite of catastrophes. Concerted efforts by various stakeholders and new dimensions in tourism business has been seen to play a key role in ensuring survival of the sector. Tourism sector is one of the major employers and new streams account for new jobs hence promoting economic status of the wider populace.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter one of this study provided a general background and indicated the objectives and the research questions. Chapter two examined the post Covid-19 tourism industry responses in Kenya while chapter three looked at indicators of Kenya's tourism sustainability in the wake of Covid -19. Chapter Four covered the post Covid-19 opportunities in tourism sector and this chapter covered the summary of key findings, conclusion and recommendations. The general objective was meant to explore the contribution of post Covid-19 recovery strategies on tourism sustainability in Kenya and with a bias to Kenya Wildlife Service; while specific objectives entailed identifying the post Covid-19 tourism responses in Kenya Wildlife Service; to examine the Post-Covid-19 tourism recovery indicators in Kenya Wildlife Service and the last one was to assess the post Covid -19 opportunities for tourism sustainability in Kenya Wildlife Service.

The study was guided by a Null and alternative hypothesis with null hypothesis projecting that 'there would be No positive change in visitor and revenue trends at KWS for the period 2019 to 2021 and alternative hypothesis that, there would be a positive change in visitor and revenue trends at Kenya Wildlife Service for the period 2019 to 2021.

This research employed a structured questionnaire in four sections meant to capture the respondents' views on various aspects related to post Covid -19 tourism recovery. Section A was aimed at capturing the demographic information of the respondents, Section B was aimed at capturing views on the Post Covid-19 Tourism recovery Responses employed in Kenya and Kenya Wildlife Service in particular towards the revival of the larger sector. Section C captured views about the new tourist after covid-19 including the behavior change that might influence the sector and the last Section D was meant to capture aspects of foreseen post covid-19 opportunities for tourism sustainability.

The collected data was analyzed using computer programmes and presented in tables, graphs and charts. Lastly, the research study provided recommendations that would enhance a comprehensive national coordination approach in tourism policy promotion for recovery in the wake of any negative factors like pandemics. The government that should work towards integration

of regional tourism sector circuits to hasten rebound, sustainability and a strong defense against upcoming shocks.

5.2 Summary of the Key Findings

5.2.1 Findings based on the first objective - to identify the Post Covid-19 tourism Response strategies in Kenya Wildlife Service

In cognizant of the past pandemics, Covid-19 came in as a crisis that projected a very serious threat to the global population and the economic sectors like the tourism industry; because no past pandemic had prepared the states for such high level impacts on human life and their livelihoods. The Pandemic posed a serious threats to policy and decision makers due to the nature it spread and the impacts it caused to both the poor and the rich nations alike. Tourism sector is majorly about service and product promotion which is done through varied marketing strategies including digital and other mixed methods like print, audio visual and even road shows.

Globally responses were in various forms like policy, financial and non-physical advice like from the United Nations World Tourism Organization that has the mandate of coordinating the different countries on modalities of ensuring the tourism sectors did not collapse completely in the wake of the pandemic. These responses helped in re – situating the countries as destinations worthy visiting by building the visitor confidence. Global collaboration in the wake of the pandemic was also key in ensuring the spread was contained early enough though with heavy casualties in most parts of the globe. Kenya's response strategies were executed by the different players in the sector and this helped in strengthening the sector from a collective approach.

Like in many other countries, the Kenyan Government had various response strategies geared towards protecting the citizens, the tourists and those who worked within the tourism sector. These responses came in form of locking down the country from any external visitors, halting any transport movement within the country except for those on essential services, encouraging people to work from home and ensuring maintenance of social distance especially when in public places, besides observing physical distance and continuous washing of hand and wearing of masks. Uptake of the Covid-19 vaccines also gave some relief to the

hard hit sector and this led to some signs on of recovery at the end of the second year into the pandemic.

The closure of international flights led to zero numbers of international tourists and immediately the rate of infection started going down, the government through its ministry of tourism and wildlife, the Kenya Tourism Board and other sub sectors in the larger tourism sector devised strategies for re-opening the business.

This was achieved through financial support to the hospitality sector for revamping the primary products like the accommodation facilities; while the Marketing board was allocated funds for repositioning Kenya as a safe tourism destination that was ready to receive visitors. The Requirement for a fourteen day quarantine upon arrival in Kenya was reduced and country to country diplomatic engagements were on high note when citizens decided to travel to countries of their choice like Kenya.

Though tourism had ideally been seen as a preserve for international tourists, domestic tourists came up to stabilize the sector during the pandemic era until when the infections began going down and travelling allowed. The study sought to understand the pre-covid-19 and post Covid-19 response strategies that had led to or would lead to revival of the sector. Of the total number of respondents, 28% advocated for marketing largely targeting international, 25% advocated for digital marketing, while 24% and 23% advocated for mixed method of marketing and promotion of domestic tourism respectively.

The impacts of Covid -19 however affected many subsectors of the Kenyan Economy including Kenya Wildlife Service to reduced international visitors, increased financial risks and an urgent need to re-strategize in order to revive the sector and continue with the business. Other strategies employed in responding to the Pandemic involved the mitigation measures put in place including the response, recovery strategies, sustainability and resilience measures and the reforms of the sector to enable full recovery and attainment of past best tourism trend levels.

Structural Response Strategies. Kenya's response was very fast and involved immediate lock downs of urban areas where concentration of cases were prevalent. It also involved halting the local passenger trains and aircraft transportation while the buses plying within the inland areas

had to operate on half of the usual passenger capacity. All workers had to work from home except when it was found necessary ; while daily monitoring protocols, masking up, washing and sanitizing hands, social distancing were on continuous enforcement.

To avoid cross border transmissions, the Kenya borders were closed and only essential service cases were allowed in; but after undergoing thorough tests at the border points. Up- take of vaccines came a bit later and people were encouraged to take it after which infection rates started flattening. This led the government coming up with strategies to cushion Kenyans and recovery strategies to help re-open the economy. The Government stimulus package saw youth get employed at Kazi mtaani (cleaning the estates) while Kenya Wildlife service through the ministry of tourism and wildlife was given funds to recruit 5,500 community youth scouts. Reduction in park entry fees was also done as an incentive to woo more Kenyans to visit the local destination as promotions targeting the international visitors were still being undertaken.

Policy Responses. Non-discriminatory policies covering all sectors of the economy helped in leveraging the situation for all citizens including those who had lost sources of livelihood from the tourism sector. Some of the policies included reduction of the taxes from 16% to 14%, waivers on all bank to M-Pesa transaction levies and reduction of transaction levies by Safaricom mobile service provider.

Policies on visitation protocols were put in place and marketed across the globe for potential visitors to know what Kenya offered in terms of protection against the pandemic. Stimulus packages to re-situate Kenya in the global market led to funding the Kenya Tourism Board to hasten marketing Kenya to the world while efforts from private sector were also in place.

5.2.2 Findings based on the second objective - to examine the Post-Covid-19 tourism recovery indicators in Kenya Wildlife Service.

When a location experiences an image crisis, it is nearly hard for marketers to employ the majority of conventional techniques like advertising, public relations, events, and promotion because this is not just regular marketing but a component of repositioning the market from a damaged image. It takes time after a crisis, such as a terrorist attack or a

pandemic of high magnitude like Covid-19, to persuade people that the destination is secure for them to visit and enjoy themselves.⁵⁹ This is largely because of negative coverage, endangering the stability of the destination. Destination picture repair is improved using image repair theory. In order to ensure that the negative images posited by the media that dispel fears that the location is unsafe, mitigating them requires a multi-step approach that involves the source, audience (SAM techniques), and message.⁶⁰

The study sought to find out how marketing strategy for tourism promotion was done prior to the pandemic and it was established that a cocktail of methods were in place depending on the target clientele. It was also established that only low number of international visitors had started coming to Kenya which was associated to the increased financial risks to the sector.

Recovery Strategies. To enhance tourism recovery, strict Covid-19 containment measures were imposed including restricted movement, social distancing, wearing masks and frequent washing hands. Uptake of the Covid-19 vaccination helped in flattening the curve, and by the end of 2021, decline in infections and severity of the disease eased out. Governments then came in swiftly to help revival of the sector and among the quick wins administered included financing of the hospitality industry to help rehabilitate the accommodation facilities while the Kenya marketing board was allocated a budget to engage in vigorous marketing in order to re-situate Kenya as a safe destination.

Among things carried out at recovery strategy and in preparation for reopening the sector included, preparation and implementation of travel and tourism industry protocols to ensure visitor safety were all put in place and then a staggered re-opening approach was allowed. Confidence building to enhance employees' efforts in restoring the business, rebuilding and promoting Kenya as a Covid-19 Tourism resilient destination, aggressive domestic, regional and international marketing. Digitizing the travel and tourism industry, site enhancement and enhanced digital marketing were other few adjustments that would attract visitors to the country.

⁵⁹ Beirman, D., & Van Walbeek, B. (2011). Bounce back: Tourism risk, crisis and recovery management guide PATA. [\[Google Scholar\]](#)

⁶⁰ Avraham, E., & Ketter, E. (2006). Media strategies for improving national images during tourism crisis. In M. Kozak & L. Andreu (Eds.), *Progress in tourism marketing* (pp. 115–125). Elsevier.

Kenya Tourism Board Strategies. The Kenya's authentic marketing institution adopted strategies that meant to create desire to visit Kenya in the midst of the pandemic crisis. In an effort to tap on the domestic tourists, Kenya Tourism Board (KTB) also made use of television and radio media to position Kenya to the locals as their predominant safari destination within the region. The concept of marketing strategy can be located in 1926 from one Leverrat Lyon who argued marketing in tourism industry faced challenges and in re-establishment efforts, Kenyan government set aside 3million US dollars for its post – Covid-19 recovery strategies; with 2million US dollars to boost Kenya's image internationally as a safe destination and UNWTO played a key role in giving out information about the various destinations across the globe. Kenya Wildlife Service also coordinated with main marketing body; the KTB in ensuring relevant information reached the global market.

Tourism services are dependent on various aspects and indicators would therefore be in terms of trend displayed in form of numbers. Airlines seat capacity data, International visitor arrivals, and hotels booking capacity, unemployed rate, hotel searches and bookings, demand for short or long term rentals of visitor facilities and revenue generated from these subsectors are all indicators of Tourism recovery.⁷⁴ Consumer spending was also identified as an another indicator of tourism recovery with numbers and frequency of visitors to National parks from across the divide giving the finer details while inclination to high-end destinations and priced production will also indicate the status of an economy. Many countries like Kenya worked on incentivizing domestic tourism sector in order to help in revival of the market.

Though the vaccination uptake reduced the pandemic spread, visitor and revenue trend indicated that half of the number of the overseas visitors who planned to come to Kenya prior to Covid-19 had changed their minds. This was attributed to two major aspects of governance, health infrastructure (53%) and hygiene (39%), which therefore led to the conclusion that, people were still apprehensive of unfamiliar destinations and hence would be happier and comfortable touring areas within their regional or within their nation. This inclination therefore supported the Protection Motivation theory used in the study. However, many indicators of tourism recovery were eminent from the year 2021 and recovery strategies were still in top gear.

The South East Asia Market for example Singapore ; had inbound flight booking rising from 30% to 48% in mid-June 2022; while Philippines saw an increase from 20% in January to 40% in June 2022.⁶¹ One of the reasons attributed to early recovery of these destination markets were the changes in habit of pre-covid-19 testing before visiting the area as described by the UNWTO; while in Europe, domestic tourism share increased from 55% in 2019 to 69% in 2020.⁶²

The study also realized the volatility of tourism sector when it has full reliance on international market and how the domestic tourism could be part of the recovery consideration. The year 2019 indicated high number of International visitors toured the selected National parks, but a sharp decline was realized in the year 2020; but then started going up again from the year 2021.

Visitor Behavior after the Covid-19 Recovery Period. The study on consumer behavior was fascinating yet difficult since consumer responses vary based on the product or service they are purchasing. The COVID-19 health crisis had an effect on consumer behavior, which in turn had an impact on predictions for future consumer behavior, perceptions during the pandemic and planned behaviors after the pandemic and particularly with regard to outlook and travel intentions.⁶³ The study findings indicated that post-pandemic planned travel behaviors changed significantly more than travel behaviors in ideal situations. The study also realized an inclination towards domestic locations deemed safer due to the psychological risks associated with the travelers' attitudes.⁶⁴

People's perception regarding their own safety was highly considered during and after the pandemic and this influenced how visitors and general global population behaved. The tourism sector was met with a major shift in visitor health security considerations and with the pandemic having influenced the travel patterns, and their psychological aspects that indicated the fear of travelling amidst upsurge of several other waves after the main wave. People stopped travelling in large groups, started avoiding closed vans as well as increased preference to open-air resting places or less crowded places. Though the sector was confronted by a cautious clientele, the question on how faster the sector would rebound remained a mystery.

⁶¹ UNWTO,2022

⁶² Ibid

⁶³ Singh, Daljit, and Hoang Thi Ha, eds. "Southeast Asian Affairs 2022." (2022)

⁶⁴ Panteia, L.,et al, Relaunching transport and tourism in the EU after COVID-19,2021

Marketing was however critical in consumer behavior and the global destination had marketing undertaken to target various clientele through anchoring messages on the health protocols put in place during the traveling and within eateries, residential and other social places. Country to country agreements were also reached at and before any visitor could travel out of origin country, all necessary logistics and assurances were communicated to help build confidence of the visitors. Local visitations were encouraged and the efforts to come up with regional destination were mooted by neighboring countries like the Asian block which were the first to open their countries for regional tourism; while the East Africa region also had open engagements on operationalizing the regional tourism circuit.⁶⁵

Locally, the study found that, the current visitor behavior inclined towards less crowded places, shorter trips, few occupants in a van (specifically family members) and more open places during eating or resting. This trend therefore speaks to revolutionization of the sector to cater for the different clientele with their own preferences especially creation of open air spaces. On evaluating indicators of Tourism Reliability in the face of pandemics and other catastrophes.

Although Covid-19 significantly disrupted tourism sector, various countries still grapples with the idea of tourism as a source of economic reliability in the wake of the various setbacks associated with pandemics, natural disasters, accidents, political crisis just to name but a few. Putting up comprehensive mechanisms and strategies for recovery programmes within some worst hit countries especially in Africa was said to be a yardstick to measure resilience and ultimate reliability of the sector. This notion was borne out of the current situation where many African countries have had reliance on international visitors to meet their sustainability requirement.

United States of America's air travel went down by 90% and the decline subjected the economy to a level the financial analysts said would at least take a year to regenerate the once

⁶⁵ Li, J.; Nguyen, T.H.H.; Coca-Stefaniak, J.A. Coronavirus Impacts on Post-Pandemic Planned Travel Behaviours. *Ann. Tour. Res.* **2021**, *86*, 102964.

1.1 trillion dollar sector; because the Covid-19 impact to the sector's collapse was estimated to be nine (9) times greater than the 2011 September 11 attack on the American soil. According to Barnes, though the industry was once reliable, it was envisaged as one sector that could be the last sector to recover.⁶⁶ However, a rebound came up much faster than anticipated as the intensity of Covid-19 went down, but with a huge dent on people's lives due to the lost relatives and various professionals in different sectors of the economy. Resilience is a significant subject in corporate sustainability and other analysts anticipated for the sector to return to normalcy much sooner than the two years recovery signs started being realized in various countries including Kenya.⁶⁷

In Kenya, the case was not different as the dependency on high end tourists from international markets sunk in. Resilience aspect became debatable while economic downturn from the once flamboyant sector led to misery because many people had lost jobs while many businesses in the sector had folded and closed shop. Majority of the visitors preferred less crowded areas, shorter trips and being few in a tour van. Kenya Wildlife Service was not spared in terms of visitor numbers and revenue generation and this created need to look for fallback strategies came in.

The study identified the role of stakeholders as being key in promoting tourism both local and international tourism while diversification of products, domestic tourism promotion and adequate facilities could make Kenya compete for the global tourists if the sector was to become sustainable. Indicators from the study areas within Kenya Wildlife Service were obtained for two category of visitors including the domestic and international visitors for the period 2019, 2020 and 2022 which included 1,092,000; 500,000 and 700, 000 for domestic visitors in the years mention respectively while international visitors numbers was 507,000, 130,000 and 169,000 for the same period.

⁶⁶ Cai, Y., et.al. Post-pandemic dark tourism in former epicenters. *Tourism Economics*, 28(1), 175–199. (2022). <https://doi.org/10.1177/13548166211034639>. Accessed on 5.1.23

⁶⁷ Sharma, Gagan Deep, Asha Thomas, and Justin Paul. "Reviving tourism industry post Covid-19. A resilience-based framework." *Tourism management perspectives* 37 (2021)

The study therefore exhibited an upward visitor trend from the year 2021 and although slow, some countries like Jordan had almost recovered to the numbers existing before the pandemic in the year 2019. The study found that, international visitation had not recovered fully from the pandemic shocks for the period under study as compared to domestic visitor trends. Various factors were identified as key in promoting visitor recovery at various destination in Kenya. The commitment to cleanliness, healthy and general security of the tourist destination were among identified keys strategies that led to visitor confidence; while increased digital marketing campaigns to re-position Kenya and her tourism subsectors like Kenya Wildlife Service ensured Kenya remained a preferred tourist destination.

Some respondents who suggested allowing limited number of visitors per visit to avoid spread of the virus made 19% of the total respondents while promoting Domestic Tourism as a strategy that was already in place scored a 20% of the total number of respondents. Lastly 20% of the respondents cited provision of adequate information on Covid-19 transmission modes at all tourist facilities as another strategy that could be ideal in promoting visitor confidence through constant reminder on about observing the preventive measures after the Covid-19 decline.

5.2.3 Findings based on the third objective to assess the post Covid -19 opportunities for tourism sustainability in Kenya Wildlife Service.

Various opportunities were seen to exist in the wake of the Covid -19 pandemic most of which were identified through the 4R Covid -19 mitigation strategy. The opportunities were meant to revive and propel the sector to more achievement even than it was before the Covid -19 pandemic onset. Various aspects were identified that would support the sector in future if similar conditions occurred besides, diversifying the products for increasing the visitor experience.

Promoting Domestic Tourism. Domestic tourism was cited as a major driver of tourism sector in many economies globally, and in Kenya, it was evaluated based on visitor arrivals, levels of spending in various tourism subsectors like hotels (bed occupancy) and excursions in National Parks and Reserves.⁶⁸ Other multiplier effects associated with domestic tourism were also

⁶⁸ Ibid

considered when looking at economic development. Even though very little on impacts of domestic tourism to national economy had been studied, indicators on the status and a growing trend involving the working class youth who form the middle income earners in Kenya was said to be an avenue that could be fully harnessed and developed with the aim of adopting more sustainable opportunities to stabilize the tourism sector at different periods.

Domestic Tourism stabilized the sector in many countries during Covid-19 as identified through the earlier growing trends, with records accounting for 50% bed occupancy for the period between the year 2014 and 2018. The most important aspect in Kenya's domestic tourism was the resilience during major disasters like the Kikambala bombing in the year 2002, the post-election violence of 2007, the September 2013 west gate mall attack, El –Niño rains flooding, the Ebola in West Africa in 2014 among many other issues that led to restriction of foreign visitation to Kenya. An increase in local tourists grew from 3.6million visitors in 2017 to 3.97million in 2018, a record 9.03% growth.⁶⁹

These trends helped the study realize that the domestic tourism sub-sector was self-regulating because very little investment in terms of marketing and domestic tourist oriented facilities were not given a lot of prominence. Global domestic tourism trends accounted for over 70% of the total visitation between the year 2017 and 2018 and this gave this study the bases for concluding that there was need for nurturing the sub sector if sustainability was to be achieved at all times. The notion that domestic tourism is not well paying looked at from the little they pay at entry and the level of their spending in most tourism facilities which again is said to be seasonal especially during holidays was again subject to availability of surplus funds for personal luxury. International Tourists are preferred due to the higher amounts they pay which consequently boosts revenue collected from a few visitors.⁷⁰

A quantitative study undertaken in Malaysia on domestic travel behavior, motivation, places of visit and preference indicated that domestic tourism had the potential to revive the tourism

⁶⁹ Osiako, P.O. & Szente, V. (2021). Research Trends and Perspectives on Domestic Tourism in Kenya: A Review. *African Journal of Hospitality, Tourism and Leisure*, 10(1):288-301. DOI: <https://doi.org/10.46222/ajhtl.19770720-101> . Accessed on 3/11/2022

⁷⁰ Ministry of Tourism and wildlife. Covid-19 and Travel and Tourism in Kenya Policy Brief (2020). <https://www.tourism.go.ke>. Accessed on 14 .10.2022.

industry due to the attractive package which led to many citizens to start travelling domestically giving it a potential to revive the sector.

Regional Tourism Integration. This was identified as an aspect that would be ideal for expanding the tourism market. Regional tourism circuit integration had been ongoing in most parts of the globe including Asia and European blocks and this therefore contributed to opening up of the tourism market earlier after Covid -19 decline. These idea was said to be new within the East African countries and this study therefore sought opinions from the actors in the wildlife sector. This decision was informed by the fact that majority of the international visitors came to Africa majorly to experience the wilderness life while interacting with animals. Others were said to come for video documentaries in the wilderness; increasing consumption, and this aspect further proposes the idea of marketing mix which would involve the price, place and product.

Leverett Lyon in early years of 1926, asserted marketing strategy was a commercial role to tourism marketing but had numerous obstacles, particularly those brought about by pandemics, natural disasters, and other natural catastrophes.⁷¹ Even though Kenya Wildlife Service core mandate was said to be different from business, the agency was nevertheless required to work toward self-sufficiency to alleviate pressure from the National government; and this could only be achieved through wildlife-based tourism and other related streams. Marketing is consequently essential for attracting tourists, and was said to be usually done individually or jointly with the Kenya Tourism Board. Regional integration in marketing could therefore make a good strategy to ensure continuous flow of visitors within the expanded market. It was also argued that, marketing led to increased visitor numbers and from this study, only 26.4% of the respondents agreed to the idea of regional tourism integration.

The East African region was seen to have had various attractions ranging from beaches, world class recognized parks and reserves like Tsavos. Maasai-Mara, Serengeti and even

⁷¹ Kotler, P., et.al. Social Marketing: Improving the quality of life. India Sage. Kotler, P., & Turner, R., (1979/ Marketing Management: Analysis, Planning and Control. Prentice Hall, Canada.2000

Kilimanjaro and Mount Kenya. All these packaged, Tsavo would emerge as famous for the man eating lions during the construction of the Kenya Uganda railway; being a battle ground for both the British and the German colonialists and Kilimanjaro and Mt Kenya the highest mountains in the region with culmination of the re-known wonders of the world. These combined could make and drive tourism in East Africa to another level and was worth pursuing.

New Tourism Circuits. Tourism promotion was said to involve looking at strategies that would outline the existing market scenario and anticipated trends. The programmes were said to pay attention at issues like prices, new products and new experience that would make visitors spend more time and come back another time. Promotion had been seen to work for emerging destinations besides contributing to infrastructure development, protection of the environment and promoting revenue generation. In this context, Kenya wildlife Service and the entire tourism sector were said could align and work together for better and comparative advantages of drawing in high-value visitors; and this would promote the idea of the already identified tourism inclination to less congested destinations and countries to avoid chances of infection. Tourists were also said to favor of locations with top-notch medical services and health care infrastructure just but among the minimum preconditions.

The new identified opportunities therefore looked at aspects like domestic tourism, regional tourism integration, product diversification and reduction of certain fees and levies to enhance the destination competitiveness. Other high end exclusive products and medical facilities were seen as key and could be act as pulling factors to tourists into Kenya Wildlife service and Kenya at large. 25.9% of this study respondents concurred on this idea in as a post covid-19 tourism sustainability strategy.

Reduction in Payable Fees. Affordability of Kenyan destination was said to be the main constraint due to associated levies and fees imposed on both local and foreign visitors. The sector stakeholders like tour operators and sector managers had decried for long especially on levies for the necessary permits, licenses and other associated costs especially within the hospitality industry. Local Kenyan visitors were also said to decry the aspect of National Parks and Reserves gate entry fees which were said to be higher yet they bore the brunt of the wildlife outside the protected areas.

This idea was supported by 25.5% of the study respondents, and it was noted that reduced levies and cost of doing business would increase visitor numbers, open more avenues for tourism diversification. This was also said would enhance full participation of the Kenyan people especially on primary facilities like accommodation and eateries within the National parks and Reserves.

Role of Stakeholder in Promoting Tourism. Diverse groups of people with interest in the tourist industry are called stakeholders because of the correlation that exists between them. They were said to play a significant role in the growth of tourism. The stakeholders from the public and private sectors who worked together to carry out the values and principles of business tourism were cited as excellent examples and that, corporate tourism was one among the many examples of expanding revenue streams. This was said would come in form of meetings, conferences, seminars, and other events focusing on various market segments. In Kenya, the most thrillers are wild animals for any visitors and with stakeholders like hotels inside the protected areas, Kenya Wildlife Service was said to had tapped on these programmes to generate revenue from most of her protected Areas.

Village excursions within the culture rich areas of the country like the coastal Kenya were some of the identified streams that could keep visitors outside the confines of the tour van. Sun downer events, hill and rock climbing and the general outdoor adventures were seen as some areas which could be modelled to suit the desired levels. Kenya's landscape is one of the best and exploration can be made to identify the different areas where stakeholders including sites and activities within the local people communities. The respondents supported this idea with a 25.5% of the total respondents.

However, a change in behavior had been witnessed in visitors post covid-19 decline and was characterized by choosing the low risks alternatives in the whole value chain which was meant to ensure they felt safe and protected from any eventuality associated with infections or any harm. Many visitors had cancelled their visit bookings because they feared exposing themselves to dangers of infections or re-infections in the visit destinations abroad. The post covid-19 tourists were said to have had revolutionized into avoiding close interaction with many or huge crowds of people, preferred travelling in small groups and showed high preference for outdoor events unlike in the past.

Many Tourists were also said to prefer new destinations which were less crowded, and this could have been motivated by fear of being infected. However, these new dimension were seen to propel the evolution of rural based tourism which involved trekking along the sceneries within the country sides besides birdwatching, hill and rock climbing in secluded areas of the countryside. Kenya wildlife embraced these new crop of visitors by opening up ideal locations for sundowners, natural walks along riverine habitat and cave explorations in most of the earlier least parks and reserves.

Covid-19 and Financial Stability. Kenya suffered the same fate with other global states where hundreds of employees lost jobs while tourism facilities were closed down. This scenario led to reduced government tax base as well as impacting on the other tourism multiplier sectors that fed on the tourism sector like transport, agriculture water and energy sectors among many others. The study established financial decline of about 70% for the period 2019 to 2020 while 2% increase was realized in the year 2021. This was associated with the visitor fluctuation at around 58% decline in the period 2019 to 2021 and a slight rebound of about 3% for the period 2020 to 2021. A total of 36.8% respondents felt tourism was sustainable while 45.6% felt it was proving unsustainable in the wake of the persistent occurrences of pandemic or natural disasters. These also gave suggestions on widening the revenue base through diversification of products to attract many more visitors in future.

The Concept of Sustainability in Tourism. Sustainability was used to refer to the ability of maintaining something at a certain level and in the case of tourism in Kenya, this concept was used to mean the ability of maintaining tourism numbers and accrued benefits at levels and trends realized prior to Covid-19. Tourism proceeds were said to be sources of government funds which are ideally shared with different institutions some of which were said to be non-revenue generating in nature.

Kenya Wildlife Service was identified a key subsector in the general tourism and hospitality industry and decline in visitor numbers meant many institutions under this sector were highly exposed in terms of revenue generation from the high paying international visitors. The main mandate for the institution is wildlife conservation and protection of Kenya's wildlife and other natural resources within the wildlife protected areas.

It was also realized that the institution was very crucial in promoting the country's economy especially through generation of foreign currency which is subsequently used in importation of government goods and services. Visitation to Kenya's National Parks and Reserves were seen to be very crucial in maintaining the national kitty and all measures were therefore found to be welcome towards diversification of streams for revenue collection from wildlife based conservation ventures.

5.3 CONCLUSION

The study was grounded from chapter one with a general background, a chapter that also indicated the objectives and the research questions. The objectives could only be achieved by getting the global and local industry responses, indicators of the sector recovery and the sector sustainability opportunities presented by the pandemic. This study involved a survey at Kenya Wildlife Service as a government agency mandated with wildlife conservation and management hence anchoring the key wildlife based tourism. Sustainability and reliability of the general tourism sector in the wake of various setbacks like natural catastrophes and global pandemics was a concern that led to seeking opinion of the sector managers. This drew the research to the pre - Covid 19 tourism performance trends and the change in the general tourism landscape including the new opportunities presented by the pandemic; which were based on the response, recovery, resilience and the reforms in adapting to the new normal.

There were various tourism promotion strategies existing before the Covid-19 pandemic but the general feeling on the need to upgrade them especially with the advent of technology was prominent in the study. The new normal called for equal measures in promoting inbound tourism which offered the fall back cushion not only in Kenya but in many other states globally. Global policy and other structural response measures were key in protecting the citizens as well as the visitors and everyone who worked in the tourism sector. Recovery strategies including financial aid to both private and government affiliated Institutions was key in ensuring the sector was back in business and Kenya employed a comprehensive strategy that was cascaded down to the sub sectors for implementation.

Collaboration with the United Nations World Tourism Organization was Kenya (UNWTO) while local strategies involved various actors including the Ministry of Health to

ensure containment of the pandemic while realization of the new general tourist outfit was seen to be crucial in adjusting the products and primary facilities. Technology was also said to be key in engaging the tourists for their e-services facilitation and ultimate satisfaction on their chosen destination. Adapting to the new normal gave a new beginning to the sector performance from the year 2021 and onwards many destinations had recorded significant level in recovery of the sector. This aspect was also realized due to reforms put in place especially for survival just like in the security where alliances are formed towards fighting a common enemy.

Regional integration was found to be key as a tourism recovery strategy that had led to revival of the sector faster in other regions in the world like Asia. The East African Community was said to be very rich in tourism products and this was seen as a significant aspect that could be harnessed to promote resilience and sustainability of the sector at and help present a competition to other regional and global tourism markets.

The new recovery levels therefore gave hope and a conclusion that the sector was still sustainable in spite of the fluctuations associated with internal and external forces and setbacks. The Study hypothesis that indicated that there would be no positive trend in visitor and revenue numbers was therefore disapproved in favor of the alternative hypothesis that had stated there would be positive change in tourist and revenue numbers hence agreeing with the findings that, even though the visitor landscape was affected by the Covid-19 pandemic from the year 2019, the sector had the capability of bouncing back to life though at slow pace. This was supported by the realized visitor trend which was corresponding to the revenue realized during the period. The international visitor numbers captured during the period was 507,000, 130,000 and 169,000 for the period 2019, 2020 and 2021 respectively. Domestic visitor numbers totaled to 1.2million, 500,000 and 700,000 visitors respectively for the same period under study. This showed a steady increase that was earlier projected would be higher with each passing year.

5.3.1 RECOMMENDATIONS

5.3.1.1 Academic Recommendations

1. The study recommends for a longitudinal research on tourism recovery trends covering up to 2025 year as was premised to be the full recovery year as per the

current tourism strategy.

2. This study recommends a comprehensive academic research on domestic tourism as a key pillar in the tourism sector.
3. The study recommends a research geared towards development of legislative frameworks regional economic integration of the key sectors that are deemed could benefit from the cooperation.

5.3.1.2 Policy Recommendations

1. The study recommends the need for embracing a comprehensive national coordination approach in tourism policy and promotion. A near whole of government approach would be the best approach and management of the country's key economic sectors which in this case will help boost tourism recovery in the wake of any negative force like pandemic. Each sector has a role to play in ensuring our country is secure and the image projected outside is one that is appealing to the eyes out there hence creating the need to visit and enjoy.
2. The Regional governments should work towards Integration of tourism sector circuits to hasten rebound, sustainability and as a strong defense against upcoming shocks besides promoting economic growth.
3. The two tier governments should put in policies that work towards promoting domestic tourism and incentivizing for product development.
4. All subsectors should development and nurture alternative revenue streams that would support them during hard economic times like pandemics and travel advisories.

5.3.1.3 General Public Recommendations

1. This study is ideal to the public as they can leverage on the recovery strategies that encourages participation by all in the sector to initiate some small scale to medium scale tourism business ventures.

2. This study recommends training of selected community members to act as guides at designated wildlife sites and as rescues teams.

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APPENDICES

Appendix I: Survey Questionnaire

QUESTIONNAIRE GUIDE

Dear Respondent,

My Name is Lucia Makosi, a KWS employee and a current Masters student at National Defence University. In partial fulfillment of my Master's degree. I am undertaking a research study on "*evaluation of post covid-19 recovery strategies on tourism sustainability at Kenya wildlife service*"

Guidance

- a. You have been identified as a suitable respondent based on your service experience within the area under research
- b. Your participation/contribution is essential but voluntary
- c. The survey tool comprises 3 sections with clear self-explaining questions
- d. All information collected will be treated with confidentiality and anonymity and will be exclusively used for the study purpose
- e. Kindly provide as much details as possible. You may use a separate paper if this is not sufficient.

Thanks a lot in advance.

L. N. Makosi

National Defence University.- Kenya

PART A – GENERAL INFORMATION

Gender

- Male
- Female

Education Level

- Secondary
- Tertiary
- Graduate/PhD

Duration worked in the National Park/Reserves

- Less than 5 years between 5 - 10
- 10 – 20 years
- Over 20 years

In which Department are you working?

- Administration Finance Customer Service
- Tourism
- Security
- Others (please specify).....

Age in years; between....

- 20-30
 - 30-40
 - 40- 50
 - Above 50
-
-

PART B: POST COVID-19 TOURISM RECOVERY RESPONSES.**QN.What tourism promotion strategies existed in KWS before Covid -19?**

Kindly Rate the statements given in order of their importance- (5 is the most correct while 1 is the least correct).

Statements on - <u>Marketing strategies before Covid-19</u>	1	2	3	4	5
Digital Marketing					
Use of bill boards					
Use of pamphlets and brochures					
Exhibitions					
Statements on - <u>Marketing strategies before Covid-19</u>	1	2	3	4	5
Mixed marketing (Product, price ,place)					
Largely targeting Non-residents					
Largely targeted Domestic tourists					

QN.What strategies did KWS and Kenya in general put in place to revive tourism after Covid -19

decline? *Kindly Rate the statements given in order of their importance. (5 is the most important while 1 is the least important)*

Statements on - <u>Post Covid -19 Strategies</u>	1	2	3	4	5
Commitment to Cleanliness, Healthy, Safety in tourist destination.					
Increased digital marketing campaigns to re-position KWS / Kenya as a preferred tourist destination					
Allowing limited number of visitors per visit to avoid spread of the virus					
Promoting Domestic Tourism					
Provision of adequate information on Covid-19 transmission modes at all tourist facilities					

- i. What general changes have taken place in tourism sector under the impact of the Covid-19 pandemic?

- ii. Low number of Non-resident visitors High number of Non-resident Visitors
- iii. High number of Domestic Visitors Low number of domestic Visitors.
- iv. Equal numbers of Non-resident and domestic visitors.
- v. What impact did Covid- 19 expose KWS to?

- *Kindly Rate the statements given in order of their importance- (5 is the most correct while 1 is the least correct).*

Statements	1	2	3	4	5
Reduced revenue and visitor numbers					
Hidden streams of revenue opportunities for sustainability					
Increased Financial risks					
A need to re-strategize for financial sustainability					

PART C: CURRENT TOURISM STATUS – (INDICATORS).

What is the total number of visitor in the park for the period 2020 to 2021?

	2020			2021		
Park/Reserve	Citizen	Resident	Non-Res	Citizen	Resident	Non-Res

- a. How would you classify Tourism in KWS (in terms of reliability) in the face of pandemics, political unrest and other natural calamities?
- b. Sustainable
- c. Not sustainable
- d. In question 2 (above), If your answer is NOT sustainable, please elaborate why.-----
- e. visitors cancelling their bookings due to the above for fear of their safety-----
- f. economic constrains especially for local tourists-----
- g. inadequate funds from government incase political unrest-----

QN .Please rate the observable changes in visitor behavior after Covid-19 recovery period?

Statements	1	2	3	4	5
Preference for less crowded areas					
Preference for shorter trips					
Few occupants in a tour van					

Any other, specify :

PART D: POST COVID-19 OPPORTUNITIES FOR TOURISM SUSTAINABILITY.

- i. What Post Covid -19 opportunities exist for Tourism sustainability in KWS?
- ii. Promotion of Domestic Tourism
- iii. Intensive Marketing
- iv. Promote new circuits within Kenya
- v. Any other, specify

.....

.....

How can Kenya Wildlife Service and Kenya in general promote increase revenue generation? Kindly Rate the statements given in their order of priority. (5 is the most important while 1 is the least important).

Statements – increasing Revenue generation.	1	2	3	4	5
Promote growth of Domestic tourism					
Promotion of Regional Tourism					
Product Development and Diversification in Kenya					
Reduce Park entry fees for all visitors					

If the Government decided to prioritize domestic tourism as a strategy for promoting tourism sustainability, would you support it?

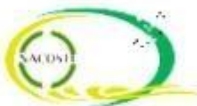
Yes ☐ No ☐

Please give at least two reasons for your choice-----

QN .What should be the role of stake holders in promoting tourism in Kenya?

- i. Encouraging people in their areas of their jurisdiction to visit different parks and reserves-----
- ii. Sharing tourists attractions via social media-----
- iii. Giving donations to improve the parks-----
- iv. Assist in creating conservation awareness to the public-----

APPENDIX II: Research License

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 819403	Date of Issue: 06/December/2022
RESEARCH LICENSE	
	
This is to Certify that Ms., LUCIA MAKOSI of National Defense University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EVALUATION OF POST COVID-19 RECOVERY STRATEGIES ON TOURISM SUSTAINABILITY AT KENYA WILDLIFE SERVICE for the period ending : 06/December/2023.	
License No: NACOSTI/P/22/22253	
819403 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
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11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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APPENDIX III: PLAGIARISM REPORT

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