

**A 5-year tourism strategy framework for the western region of Kenya  
with specific focus on Mt. Elgon national park: Final report**  
Mount Elgon Integrated Conservation and Development Project (MEICDP), Kenya

2000

mep@insightkenya.com

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## LIST OF ABBREVIATIONS

KAA	Kenya Aerodromes Authority
ASAL	Arid and Semi Arid Lands
DoT	Department of Tourism
FD	Forest Department
GoK	Government of Kenya
GSU	General Service Unit
KAA	Kenya Aerodromes Authority
IUCN	International Union for Conservation of Nature
JICA	Japanese International Cooperation Agency
KATO	Kenya Association of Tour Operators
KTB	Kenya Tourism Board
KTDC	Kenya Tourism Development Corporation
KTF	Kenya Tourism Federation
KVDA	Kerio Valley Development Authority
KWS	Kenya Wildlife Service
LFA	Logical Framework Approach
m.a.s.l.	Meters above sea level
MEICDP	Mt. Elgon Integrated Conservation and Development Project
MENOWECTO	Mt. Elgon and Northwest Kenya Ecotourism Promotion Ltd.
MENP	Mount Elgon National Park
MoU	Memorandum of Understanding
MUDOT	Moi University Department of Tourism
NGO	Non Governmental Organization
PRA	Participatory Rural Appraisal
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAMU	Tourism Association of Moi University
WKTA	West Kenya Tourism Association
WRK	Western Region of Kenya
WWF	World Wildlife Fund

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**Simon W. Taiti, Ph.D**  
**Consultant**

## SUMMARY

### Background

1. Kenya is well known as an international tourist destination, but the Western Region of the country has very little tourism activity. There is no particular factor that is well known to be the main hindrance to tourism in the region. The Lack of awareness of tourism by the local communities, negligence or mismanagement of tourist facilities, lack of technical knowledge and insecurity are commonly mentioned.
2. Situated 30 km west of Kitale town and gazetted in 1968, Mt. Elgon National Park is an area of 169 sq. km and is managed by a staff of 75 persons including 9 officers, 45 rangers and 6 drivers. The park receives 3000 visitors yearly. According to Edin Kalla, the Regional Assistant Director, the main challenges of the park are security for wildlife and visitors, increasing human-wildlife conflict along the border with the former ADC farms around the park, now sub-divided and settled by formerly landless people and with non-residential cultivation in the forest reserves, as well as shortages of human and financial resources. Occasionally wild forest fire is a big threat.

### Review

3. Given this background, a Needs Assessment approach and SWOT Analysis were used in this consultancy study to carry out a Position Audit and to formulate a 5-Year Tourism Strategy for the Western Region of Kenya Focusing on the Mt. Elgon National Park. The assignment was given to the consultant by MEICDP and executed in a period covering a part of January and a part of February 2000.

### Constraints and Recommendations Expressed by Stakeholders

4. The consultant visited various tourist attractions in Mt. Elgon and surrounding area and assessed their conditions. Discussions were held with tourism stakeholders including private business, NGOs, government and local government officials operating in Mt. Elgon area, community based groups that had previously expressed interest in developing ecotourism ventures, and finally national stakeholder organizations in Nairobi including KWS, KTB, KATO, KTDC and Tourism Department. A stakeholders' workshop was held at Kitale with the objective to give and get feedbacks.
5. Analysis of available information at national level showed clearly that Kenya's natural heritage and history have given her international tourism, a sophisticated, speculative business/industry, which most Kenyans, especially in western region, don't understand or think about seriously. Foreign tourists come to Kenya from all the main continents of

- the world, with Europeans leading in numbers, followed by Asians and Americans respectively. About 80 per cent of the foreign tourists come for holiday, 18 per cent come on business and 2 per cent are visitors of relatives or on transit travel. Most Kenyans hardly travel except between places of work and rural homes; therefore, domestic tourism is comparatively small and insignificant.
6. Over 90 per cent of the foreign visitors and their destinations are handled through tour operators in KATO. Kenya has 2,500 licensed tour operators but only 250 are members of KATO, hence these control 90 per cent of the tourist traffic. At the time of writing this report no member of KATO was from the western region of Kenya. Community groups can become members of KATO if they are formally organized and satisfy all the requirements. KATO acts as a lobby for tour operators and for the government.
  7. The majority of foreign tourists prefer to stay in classified hotels. Nairobi and the Kenyan coast have many classified hotels, the western region has only a few classified hotels within any one town and the towns are long distances apart. For instance Kitale town has no classified hotel, and Eldoret which is the nearest town with four classified hotels, is about 100 km away.
  8. By tradition most of Kenya's tour operators are specialized in selling package tours of wildlife safaris inclusive of "the Big Five and Beach". Each tour operator has email for direct communication with prospective clients, and they are not inclined to look at new products. They, not only want to keep to the business they know best, but also believe that the "Big Five and Beach" are here to stay. "Ecotourism" and "homestays" are taking hold in the market slowly, and even most of these are handled by the same well-known tour operators. How to influence the tour operators to shift their conventional destinations is not quite clear. In any case, there is no reason to suggest that the "Big Five and Beach" is not a good market for Kenya provided the demand exists in the world. Therefore it should be emphasized that any tendency to hammer at "the Big Five and the Beach" tourism with careless academic sarcasm is no good for anyone or for Kenya, and it should be avoided. What is required for development of tourism in any other part of Kenya, including the western region, is innovation and competition, not excuses.

## Evaluation

9. The problem is an unfortunate historical accident, namely the image of Kenya's tourism as comprised solely of nature and especially wildlife. After effective marketing and entrenchment of the paradigm and image of the Big Five it led to detraction from tourism value in all other things in Kenya except wildlife safaris, beaches and Maasai culture which are seen as the only worthwhile products for the tourism market. Therefore to a Kenyan tour operator the western region of Kenya is automatically

agricultural and lacks tourism interest because it doesn't have Maasai or large herds and prides of wild animals crossing roads everywhere.

10. What then are the chances of success in developing tourism in the western region of Kenya? The answer is "little and very slowly, unless we try very hard". The following are the reasons for saying so. First, the main and basic problem with tourism in the western region is a human problem of the residents themselves, namely the lack of personal and private interest and commitment with visitors' needs; poverty of awareness and entrepreneurship; negative attitudes, etc. In fact it can be observed that a few people who have tried ecotourism and homestay in the region over the last 25 years have succeeded to become top-end-of-the-market tour operators, yet others have wrecked public investments and key tourist facilities to obsolescence. Furthermore, the only way forward for stakeholders to follow is to break the vicious cycle of "which comes first: tourists or services?" by investing innovatively and aiming for quality services that excel the best in the region.
11. Under the "Kenyanization of Tourism Industry", the Government of Kenya had, through KTDC, and despite odds, deliberately moved into the area and invested in the equity of the classified 3-Star Mt. Elgon Lodge as a high-risk area project. The project has turned out to be unviable, because of un-ending problems of unreliable water and power supplies, poor telecommunication and pilferage of equipment. Recently under the "privatisation programme" Mt. Elgon Lodge was declared a "bottomless pit" and advertised for sale by the Parastatal Reform Programme Committee. Even after that KTDC has not closed its doors to investment in the Mt. Elgon or western region of Kenya the policy being that people with interest can come forward for loan money. This policy is corroborated by the current Tourism Master Plan prepared by JICA (1995) and passed by the Cabinet in 1999, which emphasizes a regional approach and diversification of tourism products.

### **Insecurity Factor**

12. The most popular view on the western region of Kenya as a tourist destination is the contention that insecurity is a critical hindrance and determinant of lack of tourists. This view is largely based on misinformation.
13. Another factor that has affected tourism development in Kenya generally is official corruption. For instance, according to reports from government officials, funds allocated to KWS for implementation of tourism development under the programme named "Zebra 2" were diverted to private NGO accounts.

## Policy Changes

14. In the course of reviewing the tourism sector at national level (that was necessary as part of the formulation of the 5-year tourism strategy for western Kenya), it was found that important changes in tourism policy and institutions were going on in the channels of governmental planning process. Following significant changes were noted:
- KWS's statement that it will no longer be involved in marketing and promotion of tourist destinations, even for its own products namely national parks and national reserves. For the same reason Rangers will not be deployed to undertake tour guide services in future; instead KWS prefers naturalists based in private and community organizations to take up that role.
  - KTB has been created recently having the mandate to play the role of marketing of tourism on behalf of the Government of Kenya.
  - The Department of Tourism (DoT) has not been effective and its network of foreign offices abroad which marketed tourism for the government in the past, have been closed and staff recalled to Nairobi. DoT is developing an integrated management information system in preparation for a shift of its role towards tourism education. Its future role is not known with certainty. The Tourism Masterplan (JICA, 1995) will be implemented in 2001.
  - GoK/KTDC divestment from various lodges including Mt. Elgon Lodge.
15. Although an overall policy statement was not found and it was not clear, it will be of interest for stakeholders to know whether and how the observed changes will affect tourism development and tourism players at the local ecosystem and regional levels.

## Poverty Eradication Policy

16. Whatever is the level of flow or dominant theme of the tourism market, the ultimate challenge of tourism development, especially in the Western Region of Kenya, is the specific performance and impact on eradication of poverty and the high level of direct dependency of local communities on the primary natural resources of Mt. Elgon. Hence the key national stakeholders (e.g. KTB, DoT etc.) need to take very special interest on tourism development (the industry as a whole, projects and products) from the poverty eradication perspective.

## Recommended Improvements to the Park

17. Although it is not the fault of the current park warden that MENP has no management plan, and therefore lacks explicit objectives to give the management direction and challenge, there is nevertheless a

- conspicuous level of complacency, which is unsustainable. The roads, camping sites, signboards and sanitation - not to mention the façade of the gate area, the perimeter fence, and sanitary structures at the camping sites have been neglected for a long time.
18. The report presents a 5-Year Tourism Strategy Framework for the Western Region of Kenya focusing on the Mt. Elgon National Park, together with specific interventions and general recommendations of improvements to increase visitation to the Park.
  19. Recommendations for improvement of the park attractions and facilities include a management plan, water supply and sanitation at various camping sites and improvement of roads for all weather driving using two wheels and extension of the roadhead to reach the upper forest boundary. Rangers' and Community's Capacities to Provide Visitor Services
  20. The capacity of park Rangers to provide services and especially public relations is extremely low. No retraining is recommended for Rangers because KWS intends to leave visitor services to professional naturalists and tour guides based in private sector or with communities. Recommendations are made for training of communities to provide visitor services.
  21. Various options and recommendations for increasing visitation to Mt. Elgon National Park and revamping tourism in the Western Region are given. One option is to open a second gate at Kaberwa near Kapsokwony to provide entry to the park from the southern approach for visitors from Bungoma, Webuye and to rehabilitate with murrum the road through the forest to the Chepkitale moorland. From there it will form a loop to join the road from Chorlim and Kitale. Then visitors to the park can enter at Kaberwa and exit at Chorlim and vice versa instead of the present situation where everyone must approach the park through Kitale town. Furthermore the proposed Kaberwa gate will introduce competitiveness among KWS gates as opposed to the present situation of complacency as Chorlim Gate is the one and only gate to the park and performance of Rangers lacks comparison.
  22. Another option to increase visitation to Mt. Elgon National Park is either to rehabilitate the existing Mt. Elgon Lodge or to build a new modern lodge on a part of the 170 acre land belonging to the lodge. In the latter case the existing lodge could be converted into a protected national monument (The Chorlim House Museum) representing a Kenyan colonial settler's farm-house which will form another attraction in the vicinity of the new lodge. A combination of The Chorlim House Museum, the new lodge and the Mt. Elgon National Park will create a tremendous pull to both resident and foreign tourists.

## Initiation of Community Ecotourism Ventures

23. A major bottleneck of effective marketing and sustainable development of community based ecotourism ventures is the prevailing institutional gap between MEICDP and KWS. Although the operations of the MEICDP were formally embedded in the institutions responsible for park and forest management namely KWS and Forest Department, in practice the two organizations were not intimately co-operating in the community initiatives. The issue of the gap that needs closing through dialogue was discussed at length with the MEICDP team. The recommended institutional framework includes also provision for a trusteeship organ to give legal security and guidance to the groups initiated by the IUCN/MEICDP project after termination of the project.

## Marketing

24. Marketing is a key component in the tourism strategy framework. Special focus is on relationships between local stakeholders at different stages of growth and development. Regional and sub-regional promotion agencies such as MENOWECTO have a significant role to play in enhancing mutually beneficial and synergic relationships among the local stakeholders as well as linkage with national stakeholders.

## Components of 5-Year Strategy

25. The 5-year strategy concludes with a budgeted implementation programme with a prescription of responsibilities, risk statement and a summary of general recommendations.

## 1. INTRODUCTION

### 1.1 Physical and Socio-Economic Profile of the Western Region of Kenya

#### *Definition of the Region*

In Kenya's tourism context "the Western Region of Kenya" includes Nyanza, Western and the middle part of Rift Valley provinces. In physical terms, the region consists of Kenya's part of Lake Victoria and a low plateau surrounding it, a portion of the Great African Rift Valley having in it the rift valley lakes of Bogoria and Baringo, the Uasin Gishu -Trans Nzoia plateau, the Cherangani Hills and volcanic Mt. Elgon (Map 1).

#### *Topography and Scenery*

The major topographical features in the region are Lake Victoria, Mt. Elgon - containing the world's largest caldera, and the Great Rift Valley with its rugged

and haunting escarpments, lakes and hot springs, forest covered hills and cultivated plains. The altitude ranges from 500 to 4000 m.a.s.l. Mt. Elgon appeals to most visitors because it has rocky cliffs and caves which are accessible and explorable by walking or climbing, and furthermore because the sites are linked with each other by footpaths or hiking trails.

### *Geology*

The geology of the area comprises Precambrian metamorphics in the plateau and Tertiary volcanics in the highlands. Soils are highly to moderately fertile in the highlands and plateau and variable fertility in the valleys.

### *Climate and General Environmental Quality*

The tropical climate of the highlands is moderated by altitude, resulting in relatively cool temperatures of between 14 and 28o C. and comparatively high rainfall with annual mean varying from 400 to 1800 mm and one long dry season from September to March. This pattern makes the area ideal not only for grain farming, being Kenya's grain belt, but also for sports activities and working holidays. Many of the world's best athletes practised and got approbation here before the world record-breaking events.

For environmental related planning purposes, three ecological zones (I, II, III) are recognised in the region. Zone I, which mean highland areas of high rainfall and agricultural potential, predominates the region and includes the afro-alpine, medium altitude and upland forests, savannah and wetland. It is characterised by high biodiversity and endemism of species especially in fish populations.

Mt. Elgon, Cherangani Hills and the Mau Escarpment have immeasurable value as water catchment areas and sources of major rivers namely Turkwell, Nzoia and Yala which flow into Lake Turkana and Lake Victoria respectively.

### *Vegetation*

The natural vegetation types vary with altitude and generally each type of vegetation forms a zone or broad belt which can be recognised in the landscape, except where there is variation in the matrix or composition of vegetation caused by the intensity of land-use (agriculture, grazing, urban settlement etc). The following vegetation types, each having its own account of interesting ecology and economic or cultural values can be recognised in the landscape:

- Wetlands including open water, swamps and riparian marshes as seen in Lake Victoria, Lake Baringo, Lake Bogoria, Yala Swamp, Saiwa Swamp etc;
- Semi-arid bushed and wooded grasslands or savannah;

- Remnants of the West African type of medium altitude tropical rain forest that is characterised by the Kakamega Forest;
- Upland or montane forests; and
- Moorland and Afro-alpine belt at the top of Mt. Elgon.

### *Wildlife Conservation*

Although two thirds of the land is cultivated, the region has abundance and diversity of both large and small wild animals. The main difference from other wildlife and the "Big Five" safari areas of Kenya is that, here the animals are isolated in relatively small areas surrounded by farms. Naturally this means that more work is being done here for the conservation of wildlife, especially in resolution of conflicts between the people and the wild animals.

Plenty of elephants, buffaloes, leopards, waterbucks and monkeys are found in the forest of Mt. Elgon National Park. Lake Victoria has abundance, diversity and endemism of cichlid species of fish. The alkaline lakes, swamps and riparian forests of the Nzoia River and Kakamega Forest Reserve are the main homes of spectacular flocks of flamingoes, the shy and rare sitatunga and the de Brazza monkey. The Cherangani Hills are rich in Colobus monkeys and birds. On the plateau the widespread Combretum woodlands are rich in both resident and migratory bird fauna as well as the Jacksons hartebeest, the Roan antelope, the Rothschild giraffe and the lesser kudu.

### *People and Cultural Diversity*

The western region has a total of about ten million people according to the 1999 Population and Housing Census and the highest population density among the regions. There are many cultural distinctions and differences in ways of life among the individuals and communities encountered in this region depending on their present and past ethnic identity, association and patronage. This factor constitutes a resource of great tourism potential for the region, but it has not been developed or exploited from this positive angle. The main reason is the scarcity of awareness and knowledge of tourism related business and of proper organisation for promotion and marketing of cultural products at community and regional levels.

### *Infrastructure*

In Kenya generally, tourism depends on road transport. This mode of transport is only slightly supplemented by railway, water and air transport.

The road conditions in the Western Region are good or satisfactory in comparison to other regions of Kenya. However, like everywhere else in Kenya, the rural access roads between the trunk roads to the entrance of tourism destinations are unsatisfactory and inadequate for there is a tendency for rural roads to be neglected.

In addition to the road network there is a railway line linking the region to the capital city of Nairobi and the coastal city of Mombasa. However, although railway extends to Eldoret and Kitale towns, there is no passenger train service on this railway line. The passenger train service is confined to the Nairobi-Kisumu line only.

The region has got two major airports, the Eldoret International Airport and Kisumu Airport. In addition there are several public and private aerodromes. Kitale aerodrome is long and fairly well maintained. Mount Elgon National Park has an airstrip used and maintained by the KWS only. Water transportation on Lake Victoria is poorly developed being limited to local fishing boats and canoes which are hardly prepared or reliable for tourist passenger service.

Water supply, waste disposal and power supply services in the region are unsatisfactory. Sanitary systems in rural and national park facilities are also unsatisfactory since public sewerage systems are provided and limited to urban settlements only. Tourism facilities located away from the town centres are not supplied with electricity.

## **1.2 Mt. Elgon Integrated Conservation and Development Project**

The Mt. Elgon Integrated Conservation and Development Project (MEICDP) is implemented under a tripartite partnership between IUCN East Africa Regional Office (IUCN-EARO), KWS and the Forest Department. The target area is the Mt. Elgon ecosystem but the real focus or project area is the Mt. Elgon National Park and Forest Reserves in the Trans Nzoia and the Mt. Elgon Districts.

However, the project also links with other people, communities and districts which are involved in the planning and management of national park and forest in Mt Elgon, thus it has a larger working area beyond the project area. Examples of the latter are people and organizations, such as the Forest Department whose office is located at the Trans Nzoia district headquarters in Kitale town, outside the project area.

The vision and long term objective to which MEICDP intends to contribute significantly is to sustain the benefits and intrinsic values of the Mt. Elgon ecosystem as conserved for present and future generations of the local and global community. The specific project objective is to undertake measures that ensure that the Kenya side of Mt. Elgon ecosystem's natural resource base and functions are sustainably managed and utilized. The expected results of the project are stated as follows:

- To acquire knowledge and understanding of the natural resource base;
- To assist develop institutional capacities and capabilities of the local formal management institutions for sustainable management of Mt. Elgon ecosystem;

- To ensure that women and men of local communities and other stakeholders are genuine and effective partners;
- To reduce of community's relative dependency on Mt. Elgon;
- To analyzed and influenced policy issues positively at the right levels.

MEICDP is sponsored by the Government of the Netherlands Directorate General for International Cooperation (DGIS) through IUCN East Africa Regional Office in Nairobi.

Originally the project was formulated to last for a-ten-year period. However, the period was reduced to 2.5 years after a change in Dutch Government policy about bilateral aid.

### **Institutional Embedding**

In order to ensure that positive effects of the project will not be lost after project termination, capacity building in management institutions and local collaborative structures is a key element of the project approach.

With the latter consideration in view it is provided that project activities will be integrated into the operations of the implementing and collaborating agencies rather than creating separate project structures which may not be sustainable at the end of the project. The tourism strategy for the western region of Kenya focusing on Mt. Elgon National Park is a part of the abridged MEICDP and aims to lay down the directions and guidelines for the best resource investment keeping the issues and needs of all the stakeholders in perspective.

### **1.3 Rationale for Tourism Strategy**

#### ***Poverty Eradication Potential of the Tourism Industry***

Tourism is a strategic industry that has potential to eradicate poverty in the western region and the whole of Kenya in general. In view of the unexploited tourism potential in the western region this is a vision that should be taken more seriously by sensitizing the entire population with the need to cultivate the right attitudes, hospitality skills and public relations in readiness for participation in viable tourism activities. National stakeholder organizations (KWS, KTB, KTDC, KTF, TD) should take lead in popularizing tourism to the Kenyan population.

#### ***Tourism Image Problem of the Western Region of Kenya***

The whole of the western region of Kenya including Mt. Elgon National Park (MENP) has lagged behind other parts (except the North Eastern) of Kenya in visitation by tourists. Over the last ten years the average number of foreign

and local visitors to Mt. Elgon National Park per year was 3,000. At this rate the park could not pay back even 5% of its annual expenditure, and therefore MENP was acting like a bottomless sink to drain money from the Kenya government and tax payers. The reasons for the poor state of visitation by tourists are not clear although many problems have been cited as the hindrances to tourism. It is quite clear from available information that the main problem facing the western region of Kenya as a tourist destination is detraction by Kenya's image among tour operators and tourists as a destination for a safari to see the "big five" and the beach.

### *Lack of Information on Birds*

There are many angles of looking at birds that could make them a major theme of nature tourism in the western region if only there was sufficient information put in the visitors' menu. This means, for example, that although to have a great deal of publicity about the flocks of flamingoes at Lake Bogoria is good, the almost total eclipse of information about other interesting birds is not so good. For instance there are colonies of crested cranes in Trans Nzoia District that the visitors to Lake Bogoria are never informed about. Nor is it appreciated by most people, except specialists, who are mostly visitors, that abundance and diversity of birds is one of Western Region's greatest natural endowments with potential for development and utilization as a tourism product. Many communities in the region hunt birds for meat and ceremonial purposes and they have various traditional skills for shooting and catching birds and these bird hunting practices have potential for tourism attraction. At the same time there are also populations of birds which are incrementally threatened by the eradication of habitats such as forest, swamps and woodlands, a fact of conservation by which western Kenya should touch the empathy of visitors.

### *Ecological Isolation*

The current reclamation of swamps and irrigation schemes at Saiwa and Kipsaina are typical examples of land-use conflict between environmental conservation and development at community level that leads to ecological isolation of small parks with the risk of possible genetic deterioration of certain populations of wild animals e.g. Siatunga. Similar processes are affecting Rothschild giraffes at Soy, roan antelope at Ruma National Park and de Brazza monkeys at Sinyerere.

### *Poverty Alleviation and Sustainable Conservation Considerations and Measures*

The large size and density of human population of western Kenya discussed above are indicators of the immense pressure that the region's natural resources are under and also a measure of the challenge for sustainable conservation and development. It is obvious, for instance, that the forest and

wildlife resources in the Mt. Elgon ecosystem are threatened by the insatiable dependency and demands of the communities and other stakeholders in the surrounding area to extract timber, wood, grazing, meat, herbal medicine etc without limit. It is an open secret that subsistence poaching of birds takes place in Mt. Elgon and Kakamega Forest Reserves while illegal grazing is common in the moorlands of Mt. Elgon.

#### *Characteristic Background and Trend of Global Tourism Industry*

Mt. Elgon is probably the most conspicuous landmark and possesses greatest natural diversity and variety of scenery and animals. However, the absence of quality accommodation and poor roads which are impassable during rainy season hinder potential visitors and development of tourism etc.

Another major problem facing sustainable conservation and development of natural resources on Mt. Elgon is the high rate of dependence of different stakeholders on the forest leading to unsustainable rate of removal of available forest and animal resources in forms of wood and meat. With increasing land-use pressure and poverty in the settlements surrounding the mountain forest and the national park, human/conflict has intensified. With time the forest and national park are likely to suffer a great deal of environmental degradation.

The global tourism market is slowly changing and shifting in favour of ecotourism for which Mt. Elgon and the Western Region of Kenya as a whole have great strengths and should embrace the opportunity aggressively. However, the current trends of global tourism are also demanding in quality products and in competitive marketing. This means that these attributes of the facilities and services that are offered to tourists by the park management and the business community in the vicinity will affect visitation to an area that has intrinsic potential for tourist attraction.

#### **1.4 Terms of Reference**

According to the Terms of Reference (ToR) the objectives of the assignment were to:

- a. Conduct a thorough review of literature related to tourism in Kenya, specifically, the Mt. Elgon/Western Region of Kenya, and government policies affecting tourism;
- b. Evaluate the attractions at the park and surrounding area, including regional/cultural aspects, and develop recommendations for their improvement;
- c. Contact tourism stakeholders that are presently (or potentially) operating in the Mt. Elgon area to get their feedback on constraints and recommendations for development of the area, and more specifically the park, as a tourist destination;

- d. Contact communities living adjacent to the park to evaluate the potential for initiation of ecotourism ventures within or outside the park;
- e. Complete feasibility studies on selected potential ecotourism ventures;
- f. Design strategy for increasing visitation to the park and the Western Region;
- g. Describe, in detail, necessary and /or improvements to the park facilities, with a budget and time frame for their completion;
- h. Evaluate the capacity of park rangers to provide services to visitors, and outline their training needs;
- i. Assess the possibilities of improving accommodation and/or lodging and camping services in and around the park, i.e. Mt. Elgon Lodge, etc.

### *Deliverables*

- a. A summary of literature review conducted related to Mt. Elgon National Park (MENP), including a review of attractions in the park and surrounding area, including the cultural aspects, and government policies related to tourism;
- b. A summary of constraints and recommendations expressed by tourism stakeholders for both the improved visitation to MENP as well as how the Western Region can be more effectively marketed;
- c. Recommendations on how the community can best initiate potential ecotourism ventures, and feasibility of these ventures, if deemed viable;
- d. Recommendations on park improvements, and a detailed 5-year strategy to implement these improvements, including budget and time frame;
- e. Evaluation of Rangers' and the community's capacity to provides services to Visitors

## **1.5 Key Concepts and Methodology**

The approach and procedures used to accomplish the numerous tasks described in the TOR were based on a strategic planning flowchart consisting of four main steps, namely: (a) Needs Assessment; (b) SWOT Analysis (c) Formulation and Appraisal; (d) Stakeholders' Feedback Workshop. Each of the four major steps was designed to achieve objectives corresponding to specific items in the TOR (Figure 1). The activities undertaken in the three steps are further described below.

### *Needs Assessment*

The aim of the Needs Assessment research in tourism strategy planning was to answer the question "where does the region stand?" in respect to tourism product development or market share, capabilities, resources, gross incomes, investment and market share in tourism. What are the strategic concerns? The main objectives were:

- to evaluate tourism resources and activities in Mt. Elgon National Park;
- to give recommendations for improvement and further development considering visitor needs, competition, socio-economic and institutional environment, opportunities and constraints or threats facing the industry.

Need Assessment involves two main activities. The first activity was to conduct literature review in available publications and documentation. The objective was to collect relevant background information on the environment and tourism situation in the western region, including previous research findings, views and hints of different observers and workers on the characteristics of tourism in general, attractions, the conditions of accommodation facilities and the tourists visiting the region.

The second approach was to conduct a position audit by looking closely at existing tourism activities and discussion with leading players and stakeholders to find out the market patterns, particularly the challenges, constraints and recommendations in view of what lay ahead in form of user needs, competition, technology, policies and regulatory problems and economy. Needs Assessment involve travelling from place to place in order to see and evaluate the state of different attractions, facilities and stakeholders as shown in the itinerary (Appendix 2).

### **Figure 1: Strategic Planning Flowchart Showing the Relation to Terms of Reference**

#### ***Preparation***

By design the final preparations including the schedule of day to day activities, were to be made in consultation with the Project Manager of the MEICDP and with Mary Kisivuli of KWS. At a debriefing meeting held at MEICDP office in Kitale on the first working day, the Project Manager - Musa Enyola introduced the Consultant to Steve Aversa and Gerry Neville both working for MEICDP. At this meeting the Consultant found that unlike most of the other national parks managed by KWS, Mt. Elgon National Park did not have a management plan, which was one of the key documents the consultant wanted to be availed to him.

#### ***Literature Review***

Available literature including publications and grey literature (working papers, project proposals, etc.) relating to tourism resources and development was studied, analysed and summarized as a position audit of tourism in the WRK and the Mt. Elgon ecosystem/sub-region. This background and knowledge of the pertinent issues would be required in the next stage of further discussing tourism with key stakeholders and communities in the project area.

### *Review of Attractions*

Using the background information available as baseline for observation where possible, visits were made to various attractions and facilities in Mt. Elgon National Park, Mt. Elgon Lodge, Kitale Nature reserve and Desert Garden, Saiwa Swamp, Kitale Museum, Kapenguria Museum, Sirikwa Safaris, Lokitela Farm and Soy Safari Resort. At each place direct observations were made and discussions held with the respective service providers concerning the nature, condition, design and maintenance of the attractions, infrastructural facilities and services.

### *Gathering Views of Stakeholders*

A list of stakeholders in the Western Region who were to be approached and interviewed was drawn in advance. The list included private firms and individuals involved in tourism related businesses, NGOs, parastatal and governmental department or ministry representatives at district level (Appendix 3).

### **Figure 2: Hypothetical growth cycle of tourist industry**

Sources: Igor Ansoff, 1964; Butler, 1980

*Discussions Held With Communities around MENP and Forest Reserves*  
Meetings and discussions with village community based ecotourism interest groups were held at Kamtyong and at Kongit in Mt. Elgon District.

Meetings and discussions with Municipal and County Council representatives were held at Kitale Municipal Council and Kapsokwony County Council offices respectfully.

### *Evaluation of Rangers' and Communities Capacities to Provide Visitor Services*

In addition to studying the Training Needs Assessment Report produced by a consultant commissioned by MEICDP previously discussions on training needs relating specifically to the needs of visitor services were held with Rangers and Senior Officers at Mt. Elgon National Park and Saiwa Swamp National Park. The issue of visitor services at Mt. Elgon National Park and the Rangers' training needs was raised in discussions with practicing-stakeholders.

### *SWOT Analysis*

The information obtained from the literature review, stakeholder interviews and direct observations was analysed and evaluated using criteria of strengths, weaknesses and requirements (technical skills, financial, etc) of alternative ventures that relevant to community ecotourism.

At this stage the 5-year strategy for Mt. Elgon National Park was formulated. It involved decisions on priorities, designing of packages of action as programmes, allocating of resources by budgets and scheduling of implementation. Appropriate prescriptions and recommendations described under are attached to the improvement and development strategies.

The findings and recommendations were first presented to MEICDP team and then to a Workshop held in Kitale on February 16 for the purpose of providing opportunity for the Stakeholders to make comments.

## **2. PRESENT ATTRACTIONS AND TOURISM ACTIVITY**

### **2.1 Existing Tourist Attractions**

A list of the present tourist attractions in the WRK is given below. The list affirms at least that the Western Region of Kenya has tourism resources. However, without more market oriented information to show the competitive quality of each tourism product given in the list it is not possible to make logical conclusions about their economic potential.

#### *List of tourist attractions in the Western Region of Kenya*

- Small rare animals: sitatunga, oribi, de Brazza monkey, colobus monkey
- Birds in the Kakamega tropical rain forest, woodlands and Lake Bogoria
- Impala Sanctuary in Kisumu
- Lakes Victoria and its beautiful beaches between Migori and Muhuru
- Lake Bogoria
- Lake Baringo & island
- Various small wetlands/swamps habitats
- Plantations of sugarcane, tea, coffee
- Rusinga Island of Lake Victoria
- Kisii-Migori landscape of Hills and Valley bottoms
- Ruma (Lambwe Valley) National Park with a tourist resort at Magunga
- Kano Plains birds sanctuary
- Lake Victoria beaches (Usenge Beach)
- Hoba crocodile farm
- Mt. Elgon National Park
- Saiwa Swamp national Park
- Kitale Nature Reserve
- Kitale Museum
- Kapenguria Museum
- Nasalot National Park
- Olaf Palme Agroforestry Centre
- Kaisagat Desert Garden
- Kitale Club
- Lokitela Farm

- Delta Crescent Farm
- Sirikwa Safaris
- Mt. Elgon Orchards at Suam
- Cherangani Hills and Forest Reserves

According to Bos and Heyning (1998) the strength of the Western Region of Kenya lay mainly in the following assets that are considered as tourist attractions:

- Protected natural areas i.e. national reserves, national parks, sanctuaries
- Museums
- Tea, coffee and sugar plantations
- Mt. Elgon and Kerio Valley
- Lake Victoria - Water sceneries
- Cultural diversity

The above authors furthermore noted that the Western Region of Kenya had got the following additional strengths:

- Eldoret international Airport,
- Moi University Department of Tourism
- Good roads
- Good climate

#### ***Attractions and Facilities in Mt. Elgon National Park***

The mountain, which is a natural beacon marking the border of Kenya and Uganda, is part and product of a dormant volcano rising from 2160 masl. (7,200 ft) to 4155 m.a.s.l. (13,852 ft). The vegetation cover includes tropical moist forest, bamboo and moorland. The National Park was gazetted in 1968 having a dedication of 16,923 ha. In 1978 a further 17,206 ha were added making the total area 34,129 ha. It comprises a narrow strip in the middle of the forest and the moorland and is surrounded by forest reserve. Many rivers (eg. Suam, Turkwell, Nzoia) originate from the mountain catchment some flowing to Lake Turkana and others to Lake Victoria.

The vegetation includes renowned tree species namely *Olea capensis* (Elgon teak), *Olea africana*, *Juniperus procera* (cedar), *Podocarpus milanjanus* (podo), *Croton macrocarpus*.

Wild animals in the park and forest reserve include elephant, buffalo, Defassa waterbuck, leopard, spotted hyaena, colobus monkey, baboon, etc.

Besides fauna and flora, other tourist attractions of Mt. Elgon National Park are mountain trekking and hiking, scenery observation (to see the summit caldera, peaks, hot springs, gorges, water falls and surrounding plains from high points

such as peaks and bluffs) and cave exploration at four caves namely Kitum, Makingeny, Ngwarisha, Chepnyalil).

### *Camping*

Mt. Elgon has three major camping sites namely Kapkuro, Rongai and Salt Lick. They are situated in the forest zone. Recently Kapkuro Camping Site has been replaced by self service bandas and provision of another camp site named Rangers' Camp Site. The greatest concern for all the camping sites is the lack of water supply and decent sanitary facilities. Visitors are perturbed by the primitive structures labelled "toilet" and "bathroom" which are irritating eyesores in the camping site environment.

### *Day Hiking*

This activity involves exploratory walking at different sites of interest and along trails between sites. Investment levels for development of nature trails and related picnic and sanitary facilities are relatively low. Given the present low level of visitation and flow trekking is likely to be the most popular attraction.

### *Cultural Opportunities*

Communities living around Mt. Elgon National Park have the needed inputs in form of skills, indigenous materials and labour to develop cultural products for the tourist market, but their limitations and hence their requirements are technical assistance and facilitation to develop planning and organisation capacities for business development and management. The overall level of financial assistance is small and can be justified and adjusted in accordance with the level of community involvement and the kind of initiative. For instance a cultural centre and compound operated on behalf of the local community for use by various cultural groups may require as much as KSh1 million, which could be returnable through various categories of monetary earnings, while an individual cultural dancing team may require an average of KSh. 50,000 only to initially acquire essential attire, transport and promotion material such as information leaflets (Table 5).

### *Park Trekking and Cross-Border Trekking*

Mt Elgon offers scope for cross-border trekking covering MENP of Kenya and MENP of Uganda. The inherent policy decisions, inputs and co-ordination largely depend on willingness of both the Kenyan and Ugandan administrations. No significant financial inputs would be involved except provision of contracted tour operator companies to undertake the necessary marketing skills, logistics and implementation. It is possible that the development of this opportunity could transform the tourism image of Mt. Elgon and the Western Region of Kenya making it more attractive to visitors interested in unusual activities. It

would certainly improve the competitive standing of Mt. Elgon in comparison to other mountain national parks offering trekking as an attraction to visitors. Although cross-border trekking might have specific environmental impacts which can be envisaged and mitigated, the initiative has great potential for improvement of overall cross-border co-operation in conservation and law enforcement between Kenya and Uganda.

## **2.2 Tourist Numbers, Types and Revenue**

From the limited information available it is only possible to say that visitors to the WRK include:

- People with previous experience in Kenya safaris
- Special interest groups (ornithologists, herpetologists, etc)
- Backpackers
- Business people in conferences and meetings

The generalizations drawn from the above information are that these types of tourists are exceptions and that they are the least price sensitive.

The average number of visitors to MENP is 3000 per year or 250 per month (all passing through the Chorlim gate) and mostly residents. This translates to revenue of approximately KSh. 1,500,000 per year. This revenue is small in comparison to some other national parks e.g. Nakuru with an average of 170,000 visitors per year.

MENP has a work force of 100, and the average salary is above KShs. 30,000 per month, and simple business arithmetic leads to the obvious generalisation that Mt. Elgon National Park is financially unsustainable. If other expenses e.g. staff allowances, operation of transport, power etc. are taken into account, then it is obvious that the park is currently sinking huge sums of tax payers' money into a bottomless pit.

## **2.3 Tourism Planning and Carrying Capacity Projections of National Parks**

It is worth noting that there is a fair amount of scientific literature relating to tourism in the Western Region of Kenya (Appendix 1) although it is mostly unpublished or grey literature. There is evidence of new stimulus and aggressive concern about tourism in WRK emanating from institutions such as Moi University Department of Tourism, KWS, Eldoret International Airport Marketing Department and the current IUCN/MEICDP. The concept of tourism cycle of evolution (Butler, 1980) which helps to project the tourism carrying capacity of an area according to saturation of its environment and development of infrastructure has been attempted on the Ugandan side of Mt. Elgon National Park.

Two remarkable baseline studies in particular were very useful for their depth of articulation and comparative analysis of tourism issues of the region, and contributed substantially to the background and summary presented here. The first one is Bos and Heyning (1998): Possibilities of Developing Sustainable Tourism in the Western Region of Kenya, a study that was carried out by two Dutch ladies based at Moi University's Department of Tourism (MUDOT). The second one is a report of the JICA Study Team (1995) which concluded with formulation of Kenya's Tourism Master Plan. The 1995 Master Plan is yet to be implemented by the Government of Kenya.

## 2.4 Problems Hindering Development of Tourism

### *a) Missing Technical Information and Guides*

Essential information concerning a tourism product requires be publishing in various forms and packaging in free hand-out leaflets and maps or booklets for sale. This service boosts confidence and satisfaction to visitors. Recently MEICDP was able to help KWS publish a brochure for Mt. Elgon National Park. Such information was missing for many years. Scanty park interpretation service, if any, is provided. The following information is missing:

#### Lack of Tourism Theme and Park Management Plan

Currently Mt. Elgon National Park does not have a management plan without which there cannot be clear objectives or consistency as successive park wardens exercise their individual perceptions in making management decisions.

#### Moorlands

Very little or no information about the moorlands is given to visitors

#### Cultural Promotion Items for Sale at Park Gate

It is normal practice for a variety of cultural promotion items to be displayed and marketed at the entrances of national parks by local community based groups, but this is not the case at Mt. Elgon National Park. Cultural and historical information concerning the Dorobo people who have lived and grazed their livestock in Chepkitale uplands for centuries has potential for great demand but it is unavailable at the park.

### *b) Inadequate management capacity and capability*

The management of wildlife and forest resources in Kenya is characterized by existence of inadequate or contradictory policies and regulations concerning their utilization, the consequence being lack of competent legal authority.

### *c) Disinformation*

Visitors are constantly scared by staff talking to them about insecurity in the national park while they deny the visitors freedom to walk and explore outside

the vehicle, yet it is officially recognized that Mt. Elgon is a park for walking and hiking.

Owing to the myth of insecurity the KWS sub-station at Kaberwa in Mt. Elgon District does not operate a gate or collect revenue from visitors. This situation is illogical as it perpetuates under-employment and loss of potential revenue. Local communities are denied opportunities of tourism related trade in cultural crafts and dances. Investment opportunities are deferred and tourism stakeholders are engrossed in uncertainty.

*d) Encroachment of Conservation Areas*

Mt. Elgon, Saiwa Swamps, Cherangani Hills forests.

*e) Neglected Infrastructure and Poor Quality of Accommodation*

For instance, Kitale has no classified hotel.

### **3. RESULTS OF ANALYSIS OF STAKEHOLDER'S VIEWS OF CHALLENGES**

#### **3.1 Product Development and Competitiveness of Tourism in WRK**

A major discovery made from interviews with top KWS officials at Nairobi headquarters was that KWS sees its mandate as conservation and not marketing of wildlife. Automatically, this position leaves the onus of tourism marketing entirely to KTB and the private sector.

Tourism stakeholders and products encountered in the Western Region of Kenya, including KWS, were at extremely different stages of product development and marketing. This fact and observation was discussed with the stakeholders at the feedback workshop.

The following distinctive stages or levels of development could be identified among tourism stakeholders in the region:

- Exploration, entry and capability development
- Exploitation of Market
- Saturation and leveling of demand
- Final decline in profitability and eventual decline in demand.

In the discussion the characteristic life-cycle curve of a firm and a hypothetical growth-curve of an industry (Figure 2) were used to illustrate the distinctive periods and stages of product development in the tourism industry.

For example, the market and life cycle of a product can be suddenly distorted by a competitive breakthrough and introduction of a new product into the market, thereby bringing obsolescence and decline of the pre-existing product.

Whether as the result of a sudden breakthrough or by natural saturation, a point must finally arrive when the product is withdrawn from the market. The decision to divest a firm from a product is one of the most difficult stages of strategic change in the whole cycle.

Appreciation of the above concepts and implications on the diverse stakeholder interests was deemed highly relevant to the purpose and context of developing a regional tourism strategy. For instance the model helps to show that the local community based groups who want to start realizing some benefits from ecotourism are at the exploration stage of a hypothetical growth-curve of an enterprise.

### **3.2 SWOT Analysis of Stakeholders' Views**

A SWOT analysis and generalization of stakeholders' views collected by means of individual interviews and feedback at the workshop resulted in the following classes or sets of the key tourism related issues in the Western Region of Kenya and the Mt. Elgon area.

#### ***Strengths***

- Mt. Elgon County Council has passed a resolution to start a conservancy and develop sustainable tourism in the forest and Chepkitale moorland at the top of Mt. Elgon where Dorobo will be allowed to continue traditional grazing of their livestock.
- Mt. Elgon County Council intends to construct bandas designed like Chepkumariadet (the traditional Sabaot hut) for use by visitors and a cultural centre for use by community groups to entertain visitors with traditional dances.
- Various NGOs active in the fields of education, food security, water, health and conflict resolution in the region, such as ACTIONAID Kenya, are willing to help community based groups to implement ecotourism projects.
- Nearness to popular destinations in the Rift Valley and opportunity for stop-over while en route to destinations in Turkana.
- Local tour operators have accumulated knowledge and experience for over 25 years. They have established top-end market and clientele for homestays and specialized ecotourism using available outdoor recreation facilities in spite of poor infrastructure.
- Opportunities and choice of walking, hiking or trekking in unspoilt moorlands and forests and exploring historic caves.

- Inexhaustible wealth and diversity of avifauna in the wetlands, upland forests and savanna woodlands of Lake Bogoria, Saiwa Swamp, Kakamega, Mt. Elgon, Trans Nzoia Plateau, Cherangani Hills, West Pokot District respectively.
- Presence of Eldoret International Airport for direct international flights.
- Availability of unlimited financial resource facilities of KTDC for private tourism developers of substantial means.
- Presence of renewable infrastructure such as Mt. Elgon Lodge, Soy Club, etc.
- The presence of MEICDP hence emergence of MENOWECTO which has potential for effective sub-regional and regional tourism promotion. MENOWECTO aims at diversification of tourism products to broaden the sources of incomes and at effective representation of stakeholders' voice and share in tourism, environmental and conservation issues.
- Unexploited tourism potential of cruises in Lake Victoria.
- Chepkitale moorland in Mt. Elgon District has unexploited tourism potential of quality ecotourism resources awaiting development as a tourist destination.

### *Weaknesses*

- Complacency of MENP for lack of technical challenge and lack of management plan.
- KWS's policy of abstention from marketing of its products because KWS sees its mandate and mission as conservation without undertaking marketing.
- Local leaders (county councilors and municipal council) are unwilling to relinquish the Mt Elgon Lodge for sale to private investor.
- Limitation of lack of diversity in tourism products or attractions.
- Non-existence of forest management plans to guide development and conservation of exotic commercial forest and indigenous forests resulting in lack of guarantee for the latter.
- Inadequate technical information, visitor services and public relations at MENP.
- Poor infrastructure and general lack of quality accommodation is the biggest constraint; Kitale town has no classified hotel.
- Low level of local tourism, mass awareness and tourist information services
- Kenya Airways fares for internal flights are prohibitive.
- Stifling bureaucracy experienced by tour operators.
- Unfair competition and rivalry from unlicensed tour operators.
- A small population of Rothschild giraffes stranded around the Moi Barracks at Soy need rescue before they starve to death.
- Insecurity is a modest constraint.

- Kenya's tourism market prices are too high and too expensive.
- Lack of a viable common vision and theme for marketing the region.
- Condition of Mt. Elgon National Park Airstrip: The condition of the Mt. Elgon National Park airstrip at the Chorlim Gate requires be improving and expanding to accommodate large aircraft? This is despite the fact that the airstrip at Mt. Elgon National Park is not a public but a private aerodrome used for KWS operations. Its extension had not been possible because the adjacent land is subdivided into small holdings.
- Ineffective Management: Except for areas and facilities under KWS and a few Homestay tour operators which were managed on principles of sustainable tourism, many of the so called tourist attractions in the region are not developed or managed effectively. Hence they cannot satisfy visitors nor can they truly be called attractions.
- Low density and intensity of production for tourism market of small and beautiful things associated with human society and culture everywhere, such as:
  - Well developed cuisine
  - Shopping facilities
  - Curio and gift articles
  - Historical and archaeological sites
  - Interesting structures and monuments
  - Entertainment, sport complexes and casinos
- Low Quality of Services and Visitor Dissatisfaction: Attractions in the WRK lack quality facilities and don't compete in their maintenance standards; they need to be improved. Among the attractions mentioned under this dim remark were Mt. Elgon Lodge and the Saiwa Swamp National Park.
- Few and small national parks.
- Poverty and ignorance (low state of awareness).
- Poor infrastructure especially accommodation, transport and communication facilities.

### *Specific Constraints of Mt. Elgon National Park*

- Communication with Mt. Elgon Lodge is difficult since it has no telephone, fax or e-mail. The lodge uses a generator for power and is unreliable. The lodge has no recreation facilities.
- Unavailability of Regular Public Transport for Park Visitors from Kitale: It was noted that the absence of regular public transport between Kitale and the Chorlim gate of Mt. Elgon National Park is one of the major constraints to visitation of Mt. Elgon National Park. Many local people and back-packer tourists would like to visit the national park from Kitale except for the unavailability of reliable public transport. KWS has responsibility for creative innovation of essential services such as transportation in order to sustain the link with Mt. Elgon National Park as a viable destination in the local and international tourism market.

- Under the prevailing extreme circumstances KWS should act proactively by providing a regular bus service to take visitors from Kitale to Mt. Elgon National Park and back once or twice a week. Occasionally when the rains fall, a 4x4-wheel vehicle may be required to transport visitors because the road from Kitale to Mt. Elgon National Park becomes impassable by bus. Initially KWS should demonstrate and help to create public awareness of the potential for competitive tourism business in the supply and demand of public transport to Mt. Elgon National Park. After the public transport service is established KWS could continue or withdraw its provision for such public transportation to and from Mt. Elgon National Park according to its policy to devolve marketing functions to private sector.
- Under-Staffing of Rangers (Problem of Human Resources).
- Shortage of financial support from KWS headquarters.
- Wild fires in dry season (December - March).

### *Opportunities*

- KTDC loan is available for rehabilitation and modernization of Mt. Elgon Lodge with a swimming pool, jacuzzi, indoor and outdoor games.
- With sound management the lodge has potential to provide cultural entertainment and employment for porters and guides which could benefit local community based ecotourism groups.
- Need for a hotel in one of the KVDA houses and sport fishing at Turkwell
- Give local people money to maintain the roads in and around the MENP manually thereby creating employment; this should include the Mt. Elgon District.
- Extend park in the Mt. Elgon District.
- Kenya Aerodrome Authority (KAA) has produced an information brochure giving attractions in the Western Region of Kenya although it does not include MENP.
- Exploit the unique night elephant cave visiting behaviour at the Makingeny Cave to develop night watching from a specially designed pavillion that will make a unique attraction to pull visitors to Mt. Elgon National Park. The pavillion should be leased to private developers and must have no culinary services. There are people who are interested to venture in this proposition.
- Walking must be retained as the most important attraction in Mt. Elgon National Park.
- Keep all development on Mt. Elgon small; no big structures such as lodges should be constructed in Mt. Elgon National Park; keep all major developments outside the MENP.
- Construct mountain huts where people can sleep above the upper forest line
- Allow trout fishing in the moorland.

- Allow the Elgoni people to go back to the caves where they used to live until government evicted them from cave dwellings in 1971.
- Improve the existing Mt. Elgon Lodge to become a viewing point.
- Upgrade the Endebess-Chorlim Gate road to an all weather condition.
- Construct an all-weather road from Chorlim Gate to upper forest edge.
- Regional synergy for tourism promotion and marketing after creation and co-ordination of MENOWECTO, WKTA and other organizations. MENOWECTO needs an easily accessible office to provide information preferably at Kitale Museum.
- Landowners among strong believer and practitioners of ecotourism and conservation of natural habitats to sustain homestay tourism on their farms.
- Government's divestiture from Mt. Elgon Lodge and possibility for lease to an efficient private enterprise management.
- Co-operation and partnership between MEICDP and the Sabaot communities of Mt. Elgon District who are willing to use their intimate knowledge and relationship with the natural resources of Mt. Elgon to ensure sustainable conservation and development is achieved provided they are given an option to develop sustainable resource management. The other option and status quo has been the use of force to evict them from the forest as was done previously.

### *Threats*

- Misinformation concerning insecurity partly given by KWS staff: Insecurity: In Mt. Elgon National Park preoccupation with security is the major priority in the day to day management of the park. The reason given is that cattle rustlers believed to be from Uganda have occasionally passed through the park. One report also said that only Kakamega, Bungoma, Busia and Vihiga Districts are generally safe and secure, and there is traditional friendliness towards visitors, other parts of the WRK do not have adequate tourist safety. The insecurity is attributed to government laxity. In Teso and Mt. Elgon Districts safety for tourists is said to be inadequate.
- Mobbing of visitors by begging children in Kitale town is a potential threat to tourists.
- Pokot idlers way-raiding travellers at Marich Pass and blaming the Karamanjong.
- Abuse of tourism opportunity by KVDA guides at Turkwell, often being unavailable or not serviceable. More guides should be employed
- Competition for donor funds by NGOs
- Kenya must stop using the Uganda border as an excuse for lack of security by deploying police and GSU forces as necessary.
- Poverty.
- Current encroachment by the Swenger Cheranganis is a threat to the Kiptaber, Kapkanya and Kapolet forests on the Cherangani Hills, which

are valuable catchments for many springs and trout rivers of Munyaka and Morun.

- Pre-occupation of leaders with grabbing and alienation of public lands.
- Human/wildlife conflict accelerated by increasing population pressure and poverty (landlessness) in the agricultural and settlement zone and the high dependence of the local people on natural resources in MENP. The Forest Department Policy of non-residential cultivation in the surrounding forest reserves has exacerbated the conflict. An indicator of the conflict is that the perimeter electric fence is vandalized regularly.
- Politics
- Animosity manifested in cattle rustling between the Bukusu and the Sabaots, and between the Iteso and the Elgonis.
- Frequent raids across the Kenya-Uganda border by Ugandan pastoralist groups.
- Politically instigated banditry is prevalent in WRK.
- The uncertainty of the future of MEICDP and inherent to this is the absence of an institutional framework to guarantee security and sustainability of community based ecotourism ventures at village level.
- Disillusionment and despair of community groups not benefiting from ecotourism and waiting with expectations for a long time after they were sensitized by the MEICDP, and especially since they will continue hearing that some other communities have succeeded.
- Risk of Stakeholder Disputes and Conflict: Apart from the local groups having ecotourism interest, there are other organizations such as the County Council with great interest in the same. Therefore it should not be forgotten that there are risks and bottlenecks to be anticipated and monitored just because ecotourism will involve many stakeholders of different backgrounds, perceptions, geographical origins and levels of social and institutional status. Territoriality, gender or any other forms of discrimination can lead to conflict. There will be very little or no progress in sustainable ecotourism if groups get into disputes.

### *Government Policies Influencing Tourism*

The following policy issues emerging from the background information obtainable from the available literature have significant implication on the future of tourism development in the region:

- Negotiation of a crossborder agreement with Uganda to allow visitors to walk into the Mt. Elgon Caldera.
- A source of funding for rehabilitation of the Cherangani Hills has been identified through the ASAL programme but advice is required on the modalities to be used.
- Getting the Mt. Elgon Lodge under private sector management.
- Government investment in tourism development in the region in 1970s and recent declaration of divestment from hotels and lodges in Western Region of Kenya including Mt. Elgon Lodge.

- Suggestion that Government of Kenya should give investors in tourism a tax holiday.
- Need for government to curb discrimination and greed especially among officers and councilors causing many people to be denied opportunity to develop business projects just because they don't belong to the place or tribe.
- Development of Eldoret International Airport.
- Investment and divestiture of KTDC in tourist lodges in the Western Region including Mt. Elgon Lodge.
- New Forest Policy and Forest Act.
- Excisions of forest settlement in the Cherangani Hills.
- Uncertainty of legal status of Chepkitale moorland of Mt. Elgon District.
- Insecurity problems experienced by tourists and posed by Pokot youth idling along the road along Marich Pass.
- Environmental Management and Co-ordination Act, 1999

### 3.3 Summaries of the Outstanding Issues

#### *National Perspective of Tourism*

Available information shows clearly that Kenya's natural heritage and history have given her international tourism, a sophisticated, speculative business/industry, which most Kenyans, especially in western region, don't understand or think about seriously. Foreign tourists come to Kenya from all the main continents of the world, with Europeans leading in numbers, followed by Asia and America respectively. About 80 per cent of the foreign tourists come for holiday, 18 per cent come on business and 2 per cent are visitors of relatives or on transit travel. Most Kenyans hardly travel except between places of work and rural homes, therefore domestic tourism is comparatively small and insignificant.

#### *Tour Operators*

Over 90 per cent of the foreign visitors and their destinations are handled through tour operators in KATO. Kenya has 2,500 licensed tour operators but only 250 are members of KATO hence these control 90 per cent of the tourist traffic. At the time of writing this report no member of KATO was from the western region of Kenya. Community groups can become members of KATO if they are formally organized and satisfy all the requirements. KATO acts as a lobby for tour operators and for the government.

#### *Classified Hotels*

The majority of foreign tourists prefer to stay in classified hotels. Nairobi and the Kenyan coast have many classified hotels, the western region has only a few classified hotels within any one town and the towns are long distances

apart. For instance Kitale town has no classified hotel, and Eldoret which is the nearest town with four classified hotels is about 100 km away.

### *Package Tours of the "Big Five and Beach"*

By tradition most of Kenya's tour operators are specialized in selling package tours of wildlife safaris inclusive of the "Big Five and Beach". Each tour operator has email for direct communication with prospective clients, and they are not inclined to look at new products. They not only want to keep to the business they know best, but also believe the "Big Five and Beach" are here to stay. "Ecotourism" and "homestays" are taking hold in the market slowly, and even most of these are handled by the same well-known tour operators. How to influence the tour operators to shift their conventional destinations is not quite clear. In any case, there is no reason to suggest that the "Big Five and Beach" is not a good market for Kenya provided the demand exists in the world. Therefore it should be emphasized that any tendency to hammer at the "Big Five and the Beach" tourism with careless academic sarcasm is no good for anyone or for Kenya, and it should be avoided. What is required for development of tourism in any other part of Kenya, including the western region, is innovation and competition, not excuses.

What then are the chances of success in developing tourism in the western region of Kenya? The answer is "little and slowly, unless we try very hard". The following are the reasons for saying so. First, the main and basic problem with tourism in the western region is a human problem of the residents themselves, namely the poverty personal and private interest and commitment with visitors' needs; lack of awareness and entrepreneurship; negative attitudes, etc. In fact it can be observed that a few people who have tried ecotourism and homestay in the region over the last 25 years have succeeded to become top-end-of-the-market tour operators, yet others have wrecked public investments and key tourist facilities to obsolescence. Furthermore, the only way forward for stakeholders to follow is to break the vicious cycle of "which comes first: tourists or services?" by investing innovatively and aiming for quality services that excel the best in the region.

### *GoK Policy and Experience*

Under the "Kenyanization of Tourism Industry", the Government of Kenya had, through KTDC, and despite odds, deliberately moved into the area and invested in the equity of the classified 3-Star Mt. Elgon Lodge as a high-risk area project. The project has turned out to be unviable, because of un-ending problems of unreliable water and power supplies, poor telecommunication and pilferage of equipment. Recently under the "privatisation programme" Mt. Elgon Lodge was declared a "bottomless pit" and advertised for sale by the Parastatal Reform Programme Committee. Even after that KTDC has not closed its doors to investment in the Mt. Elgon or western region of Kenya the policy

being that people with interest can come forward for loan money. This policy is corroborated by the current Tourism Master Plan prepared by JICA (1995) and passed by the Cabinet in 1999, which emphasizes a regional approach and diversification of tourism products.

### *Corruption*

Another factor that has affected tourism development in Kenya generally is official corruption. For instance, according to reports from government officials, funds allocated to KWS for implementation of tourism development under the programme named "Zebra 2" were diverted to private NGO accounts.

### *Information*

Reliable tourism information has been difficult to get, not only in Kenya but everywhere in the world. In Kenya where word of mouth is the most important form of information used in tourism, destination marketing is extremely weak. To improve the situation the Department of Tourism is preparing to establish a "Tourism Satellite Account" following the World Trade Organization recommendation for a method of generating tourism information.

### *Historical Image Problem*

The problem is an unfortunate historical accident namely; the image of Kenya's tourism as comprised solely of nature and especially wildlife. After effective marketing and entrenchment of the paradigm and image of the Big Five it led to detracting from tourism value in all other things in Kenya except wildlife safaris, beaches and Maasai culture which are seen as the only worthwhile products for the tourism market. Therefore to a Kenyan tour operator the western region of Kenya is automatically agricultural and lacks tourism interest because it doesn't have Maasai or large herds and prides of wild animals crossing roads everywhere.

### *Shifting and Speculative*

To show further the sensitivity and fickleness of a competitive tourism market, most tourists coming to Kenya have shortened their stay from 14 days to 9, going to Tanzania for the other 4 days. The main reason given by tour operators for this change is that Kenyan national parks have deteriorated because of off-road driving as corrupt tour drivers are obligated to please clients who offer extra payment to be driven closer to animals, breaching the park rules.

### *Policy and Institutional Changes*

In the course of reviewing the tourism sector at national level (that was necessary as part of the formulation of the 5-year tourism strategy for western Kenya), it was found that important changes in tourism policy or institutional arrangements was going on in the channels of governmental planning process.

Significant changes that were noted, and that probably reflect the overall policy change by government, are for instance the following:

- KWS's statement that it will no longer be involved in marketing or promotion of tourist destinations, even for its own products which are the national parks and national reserves. In future Rangers will not be deployed to undertake tour guide services and instead KWS prefers naturalists based in private and community organizations to take up that role.
- KTB has been created recently having the mandate to play the role of marketing of tourism on behalf of the Government of Kenya;
- The Department of Tourism has not been effective and its network of foreign offices abroad which marketed tourism for the government in the past, have been closed and staff recalled to Nairobi. Department of Tourism (DoT) is developing an integrated management information system in preparation for a shift of its role towards tourism education. Its future role is not known with certainty. The Tourism Master Plan (JICA, 1995) was passed by Cabinet in 1999 and will be implemented in 2001.
- GoK/KTDC divestment from various lodges including Mt. Elgon Lodge.

Although an overall policy statement was not found and it was not clear, it will be of interest for stakeholders to know whether and how the observed changes will affect tourism development and tourism players at the local ecosystem and regional levels.

#### 4. SPECIFIC INTERVENTIONS

The information generated by SWOT analysis above provided a pool of assumptions and guidelines in the formulation of appropriate strategies, options and recommendations for tourism development in Mt. Elgon National Park and surrounding areas as described in the following sections.

##### 4.1 Recommendations of Park Improvements

###### *Preamble*

Unwarranted phobia of insecurity from cattle rustlers who pass by about once in eight to ten years and absence of a management plan are key factors contributing to the poor state of infrastructure and facilities in the Mt. Elgon National Park.

Where a management plan for a National Park or national reserve exists it provides a clear statement of the basic ecological information and conservation theme, management objectives, schedule and horizon of implementation and budget. It can be desegregated conveniently and the components or programmes e.g. tourism development, given priority implementation according to prevailing patterns of demand for different zones and budget.

Since Mt. Elgon National Park does not have a management plan and even basic scientific and up-to-date information on terrain, vegetation and animals is unavailable, the management acts by convenience, complaint and the unwarranted phobia of insecurity from anonymous cattle rustlers.

###### *Recommendations*

The following recommendations for improvement of ecotourism infrastructure in the park (Table 1) were derived from combination of literature review findings, Stakeholder interviews, direct observations in the park and experienced judgement of the problems and needs of park management situations.

**Table 1: Recommendations for Improvement of tourist attractions and services in MENP**

Name of attraction	Infrastructure/facility	Condition/recommendation
Mt. Elgon National Park (General) Works	Access and face of Chorlim Gate	Design: Add parking bay Maintenance Facelift: Toilet services Public telephone both

		Curio/gift shop- Equipment Hire Service
	Postcard mail service	Encourage Postcard production sale and post service
	Park Road Map	Publish a large scale map
	Kapkuro Bandas	Demolish poor toilet structures
	Kapkuro Camp Site	Transfer/separate camp site
	Rongai Camp Site	Design 4-in-one: Fix water Build banda with the bamboo roof painted green
	Old Kissawai Gate	Demolish old houses
	Park Boundary Fence	Employ community to repair and to watch
	Tour Circuit Roads	Murram
	Signboards	Add new ones at junctions
	Ranger Escort Service	Disengage Rangers from visitor guiding services Prohibit irresponsible talk and misinformation of visitor about security
	Airstrip	Lengthen Fence Maintain
	Kaberwa Gate	Use MoU facility to start second gate for tourists
	Kaberwa-Chepkitale Road	Visitors entering via Kaberwa may exit via Chorlim and vice versa
	Staff House Compounds	Erect perimeter fences and neat circular drive way
Community Curio Shops		Encourage community groups
Endebess Bluff Walk	Access path	Design and construct a foot path incorporating

		resting and picnic points
Provide Technical Information about		<p>Install a telescope at top for viewing:</p> <ul style="list-style-type: none"> <li>The Big Ones</li> <li>The Small Ones</li> <li>Birds</li> <li>The Moorlands and the peaks</li> <li>Cave viewing</li> <li>Hiking, Trekking</li> </ul>
Photography		<p>Encourage documentation of unique natural phenomena</p> <p>Postcards: sale as part of community venture</p>
Mt. Elgon Lodge	Old Chorlim Farm House	<p>Rehabilitate lodge for immediate use by visitors</p> <p>In the long-term plan, preserve as a national cultural monument representing a typical colonial farmhouse.</p> <p>Visitors and Kenyans of many future generations will appreciate the legacy of a Trans Nzoia Settlers Home.</p>
	Chorlim land (170 acres)	<p>Use part for a new Lodge building; part as tour base with cablecar services to peak and balloon tours</p> <p>Innovate a real centre of excellence in nature conservation and recreation</p>

#### 4.2 Recommendation on KWS Rangers' Capacity to Provide Visitor Services

##### *Preamble*

KWS Rangers in Mt. Elgon National Park are well trained, experienced and conscious of insecurity matters, and as a result they maintain standards developed throughout the country. However, they have no training or experience in public relations skills or technical knowledge of animals and plants required for a guide to be effectively equipped and resourceful to

visitors. For these reasons their professional behaviour tends to control visitors from walking in parks even in parks like Mt. Elgon National Park where walking, trekking and hiking are the main attractions. The extreme situation is when Rangers also talk to visitors about insecurity in the national park, which in essence is a grave act of misinformation that may result in scaring visitors.

Our view and unreserved emphasis is that it would be unethical and highly irresponsible of the state park management agency to allow visitors to enter any park where insecurity from dangerous humans is present or suspected to occur. For that matter, if indeed there is insecurity that warrants mentioning by the Rangers, then, as a matter of priority public security, the national park should be closed from public visitation temporarily or until KWS and other security forces have addressed the cause of danger effectively.

### **Recommendation for Rangers' Capacity Improvement**

In view of the policy of KWS to abstain from marketing and visitor services as mentioned above, the Rangers in Mt. Elgon National Park do not need any re-training in respect to visitor services.

### **4.3 Recommendations on Community Capacity to Provide Visitor Services in the Park**

#### *Preamble:*

- Most members of communities surrounding MENP know the local names of the wild animals and plants found in the park, but they do not know the English or Swahili names. Most of them have no training or skills in wild animal or plant science. They know the traditional uses and values of wild plants and animals. In this respect there are a few people with wealth of knowledge on medicinal uses of wild plants.

Recommended Improvements for Community Nature Guides are:

- Public relations
- Elementary botanical taxonomy and herbarium techniques
- Behavior and social organization of wild animals found in MENP
- Field report writing
- Professional Conduct and Etiquette: Learning rules of politeness and practicing business mannerisms when performing for tourists (for instance cultural dancers must not mix business performance with begging money from visitors by any act - speaking or singing insinuating songs).

*Provide an educational tour to expose some County Councilors and community group leaders to successful ecotourism developments in other parts of Kenya.*

#### 4.4 Best Way to Initiate Community Ecotourism Ventures

##### *Preamble*

Indigenous knowledge, skills and materials are available from the communities.

KWS does not train Rangers for the purpose of providing visitors with technical information or interpretation. KWS will devolve the role of providing visitor services to private enterprise with Professional Naturalists and specialized Tour Guides based in lodges, hotels, tour operators or local community based ecotourism groups. KWS is maintaining this policy uniformly in all national parks and national reserves including Mt. Elgon National Park.

Without the competition from KWS Rangers, the provision of visitor guide and porter services for hikers, trekkers and campers presents a great opportunity for local community based groups to benefit, especially if they can formalize business with lodges.

Under the present circumstances it would be imprudent for MEIDP to expect groups to start implementing without a little funding and training.

##### *Recommendation*

- i. Initially, when tourism activity is low, community ecotourism initiatives in the Mt. Elgon National Park and its environs should be encouraged and facilitated to focus on culture, and to aggressively develop quality cultural products targeting exclusive up-market prices. The following ventures are viable and are recommended for implementation:
  - o Cultural dances, singing and drama groups (with a call-up contact number);
  - o Guided Village, Cultural Site and Rural Cave Tours;
  - o Curio/gift shops for locally made handicrafts (shields, musical instruments etc);
  - o Facilitated pilot production of local postcards to be sold for benefit of groups;
  - o Facilitated production of quality curio as gift items, design of a model of curio shop suitable for National Park gate and lodge premises.
  - o Guide training;
  - o Porters for Mountain Hiking, Trekking and Climbing; and
  - o Traditionally styled guesthouses for homes near the main road or near town.

- ii. After an appraisal of the joint proposal submitted by the Kamtyong and Kongit, MEICDP should assist to produce the final document and hold a joint perspective planning meeting with the two groups.
- iii. After the affirmation has been made, it would make sense to publicize the new Mount Elgon Ecotourism Project. For that purpose an operational plan for implementation of the "Mt. Elgon Ecotourism Project" will be produced and then MEICDP will arrange a formal launching ceremony attended by local officials, stakeholders and the press.
- iv. If the cultural performances of the groups show some merit, then through MENOWECTO, MEICDP will introduce them to some of the up-market ecotourism operators so that they can be called up to perform for clients.

### *Feasibility and Criteria for Community Ecotourism Proposals*

Here the focus is on the actual requirements for producing any proposed tourism product (Tables 4, 5) and specifically the costs of raw materials, services, travel, marketing etc.

The cost data are crude and only help to indicate scale and ranking among alternatives. However, they serve a useful purpose of clarifying the advantages and disadvantages of each alternative, and thus making the choice easy and consistent.

### *General Guidelines for Approval of Community Proposals*

- Identify sub-sectors and areas where tourism products and activities can be increased through the rational and creative use of existing indigenous resources, labour and capital and minimal addition of purchased inputs.
- Select tourism activities and localities suffering from low income, greater unemployment or underemployment and suggest remedies for improvement.
- Select services and facilities of tourism with encouraging prospects for attraction of tourists.
- Select tourism products/services that are in great demand or in short supply, especially for strategically promising areas for entry and expansion of tourism market affected in the shortest time possible and at minimum cost.
- Identify opportunities by considering aspects in which expansion in tourist capacity is urgently needed e.g. accommodation, entertainment, transport, curio shops, visitor information etc.
- Select sub-sectors and areas where certain technical measures could have maximum impact on output in the shortest time possible (e.g. more/improved/better services accommodation in existing lodges/hotels, diversification of services, improvement in KWS visitor services at parks etc).

- Select sub-sectors and regions where various economic measures could yield rewarding results in terms of income generation e.g. price incentives such as free park entry, subsidies, expansion of tourism credit etc.

*Specific Criteria:*

- a. Physical Resources:
  - Availability of identifiable physical resource e.g. contact office, land space, buildings etc.
- b. Management viewpoint:
  - Least cumbersome management planning and organization
  - Smallest demand on new skills for operation/management
  - Greatest chance of being accepted or supported by large number of local people
- c. Financial viewpoint:
  - Has the lowest unit costs; potential for regular cash flow; capable of realizing maximum financial returns
- d. Economic viewpoint:
  - Has potential for giving quick results; shortest capital recovery period; highest rate of return on capital; widest impact on economy
- e. Infrastructure:
  - Availability of existing or new facilities (e.g. water supply, sanitary and drainage system, power, transport, storage space and facilities, telecommunications, client space, etc)
- f. Institutional:
  - Demand awareness of existing legal and socio-economic relationships likely to affect business and the long term sustainability.
- g. Technical level:
  - Assess the specified technological level, scale and time frame of proposed activity
  - Choose the least technically complex which has the greatest adaptability and the greatest chance of acceptability.

## 5 SUMMARY OF 5-YEAR TOURISM DEVELOPMENT STRATEGY

### 5.1 Three Pillars of the Tourism Strategy

In this context the term "pillar" means objectives in combination with opportunities and strength. Therefore it is a concept with greater potency than the term "objectives" which is conventionally used in the context of project formulation to specify the achievable aims of a project.

For instance, one of the objectives of this tourism strategy is to make stakeholders of the western region of Kenya to re-discover and exploit their wealth of natural and cultural heritage as things that bewilder other humans, and that cannot be missed by adventurous visitors and travelers coming to Kenya.

Diversification in the context means strategic improvement of product development in order to gain a more competitive stance of tourism in the western region in regards to quality products and tourism amenities as compared to the competition in other regions.

Given the above definition of terms, this strategy rests on three strategic pillars of tourism development for the western region of Kenya, namely:

- a. Product development and diversification
- b. Integrated promotion, marketing and institutional development from below
- c. Local tourism education and marketing as a tool of poverty eradication

#### **(a) Product Development and Diversification**

The abundance of unexploited tourism resources including nature, culture and infrastructure means there are many opportunities and options to improve the quality of old products and services or to develop new products. The highest priority, however, should be given to options for improvement of Mt. Elgon National Park and assistance for the community based ecotourism ventures.

For example specific options for the improvement of Mt. Elgon National Park are given in a set of recommendations in Table1. They include opening of a second gate at Kaberwa, road improvement for specified park roads to an all-weather condition. Another priority product development option exists in the form of community based ecotourism ventures.

#### **(b) Integrated Tourism Promotion, Marketing and Institutional Development**

The following facts derived from interviews with top officials of tourism stakeholder organizations at national level illuminated a changing scenario and a new pattern of players for the key roles is emerging as can be seen from the following observations:

- KWS will totally devolve marketing of its tourism products including handling of visitor services in national parks, national reserves, sanctuaries, etc, to the private sector and communities and concentrate on conservation of wildlife. KWS will participate in community based tourism development in advisory capacities only.

- KATO, a membership organisation that was formed in 1974 and has 250 members, controls 90 per cent of the traffic and destinations of international tourists in Kenya. They have effectively popularized Kenya as the "Big Five and Beach" destination which includes international market for classified hotels and lodges which is a major achievement.
- KTB is responsible for international promotion and marketing of tourism products including wildlife. Currently it has only limited staff and hardly any capacity for destination marketing.
- KTDC is divesting from the equity in high risk tourism projects but will continue to provide funding for development of tourism by giving loans.
- The Department of Tourism (DoT) was previously responsible for international promotion and marketing of tourism for Kenya but this role has been taken over by the KTB causing some uncertainty about the future of DoT.

Our view of integrated promotion, marketing and institutional development comprises putting emphasis on the following strategic matters. First, Institutional development and viable institutional relationships are essential for security and sustainability of community based group initiatives. Therefore activities that provide or foster linkages and coordination among local tourism and ecotourism stakeholders should be supported provided these activities do not entail subjugation or extirpation of a stakeholder rights and independence.

Figure 3 shows our view of how viable institutional relationships could be developed between the different tourism stakeholder organizations. Here the emphasis is on an aggressive bottom-up promotion and institutionalized lobby to overcome the institutionalized image problem so as to get a fair share of tourism activities in the region of our interest. Successful marketing demands synergy of combined marketing effort among stakeholders in the western region of Kenya. This effort must be complemented with genuine improvement of quality of accommodation, infrastructure, technical information and marketing of the Western Region of Kenya as one tourist destination. For instance there is obvious need to establish a classified hotel in Kitale.

One marketing option is for MENOWECTO and other similar tourism promotion groups in the western region to work independently; the other option is to join forces by forming one regional tourism promotion organ. Whichever is the case, effective presentations will need to be made to national promotion and marketing organs which have the greatest control and influence on tourist destinations in Kenya. The key organizations are KATO and KTB.

Since KATO alone controls 90 per cent of the destinations of all international tourists arriving in Kenya, destination marketing for the western region could slowly start to benefit if close liaison with KATO is maintained from the grassroots. At the time of writing this report KATO did not have any member from the western region, and now MENOWECTO should become a Full or

Affiliate Member of KATO so as to address some of the problems of marketing the Western Region effectively.

Generation and distribution of relevant tourist information and networking have commenced with formation of MENOWECTO. A MENP brochure and an Eldoret International Airport brochure are also available. These and more initiatives should be strengthened. MENOWECTO should be assisted further to establish a tourist information centre at Kitale and an effective communication link with Nairobi by email.

### **(c) Local Tourism Education and Marketing as Tool of Poverty Eradication**

At the beginning of this report it was mentioned that tourism is a strategic industry that has potential for eradication of poverty in the whole of Kenya. In view of the unexploited tourism potential in the western region of Kenya this vision should be taken seriously by sensitizing the entire population about the need to cultivate the right attitudes, hospitality skills and public relations in readiness for participation in viable tourism activities. National stakeholder organizations namely KWS, KTB, KTDC, KTF, TD should be challenged to take the lead in popularizing tourism to the Kenyan population like KWS has done in the last decade.

According to this trend of thought, the government has two options to decide upon concerning the Mt. Elgon area:

- to support the communities of the Mt. Elgon ecosystem to participate in sustainable conservation and development of natural resources and environment; and
- to maintain vigilance as was done previously to evict the Elgoni people from the caves and forest.

We recommend the former option, which implies willingness to support viable community based ecotourism ventures and to support the county council initiative of a conservancy and development of tourism activities based at the Chepkitale moorland.

It is based on complementary inputs from two sources. The first input is derived from the empirical evidence collected by observations and discussions with local stakeholders during the field-work in the region and that has been presented and analyzed in chapters three and four. This group of stakeholders consists of private enterprises; local government authorities, NGOs and community based groups. Their main concerns are product development, marketing, sales and provision of services and infrastructure.

The second input to the strategy is derived from consultations with the key national stakeholders of the tourism industry in Nairobi. This group of

stakeholders comprises of Government of Kenya's parastatal agencies and departments namely KWS, KTDC, KTB, Tourism Department, and also Kenya Association of Tour Operators (KATO) representing the private sector. Their main concerns include product development, policy development and administration, international promotion and marketing and financing.

## **Table 2: Indicative Implementation Plan and Budget of the 5-Year Tourism Strategy for Western Region Focus on Mt. Elgon National Park**

### **5.2 Implementation Packages, Time Frame and Responsibility**

#### ***5.2.1 Activity Packages***

Table 1 presents short-term interventions to kick-start improvements of MENP. They are described further below.

#### **a) Product Development and Improvement:**

##### **A1 Improvement of Mt. Elgon national Park**

Facade of existing gate, roads, paths, trails, camping sites, bandas, signboards, water supply and sanitation.

- Provide public transport for visitors from Kitale to Mt. Elgon National Park
- Publicize information that Mt. Elgon is a trekking park and that walking trails in the park are a part of its finest attractions.
- Construct rest huts at the roadhead where people start trekking.
- Encourage visitors to reach attractions at upper levels especially the moorland.
- Produce a Management Plan for Mount Elgon National Park to provide objectives and direction of management as the basis of funding of further development.

##### **A2 Provision of Second Gate at Kaberwa:**

The main objective will be to provide tourists from Uganda, Bungoma, Kakamega, Kisumu etc, with a new shorter southern approach to Mt. Elgon National Park.

##### **A3 Development of Chepkitale Moorland Conservancy:**

In collaboration with FD and Mt. Elgon County Council, KWS will be enabled to construct and start operating second gate at Kaberwa together with rehabilitation of the 20 km access road from Kaberwa to Chepkitale moorland and MENP.

## **b) Institutional Development and Community Ecotourism Ventures:**

### **B1 Institutional Development Support:**

Further support should be given to MENOWECTO to enable the organization initiate a viable tourist information centre at Kitale.

### **B2 Community Based Ecotourism Ventures:**

It is most prudent to ensure groups that have been recruited are as soon as possible assisted to start gainful activities selected by using the criteria set out above. Implementation can be initiated independently or in collaboration with NGOs in the area but soon a trustee organ should be established to guide the groups.

Educational tours to successful community based ecotourism projects in Laikipia, Kajiado, Narok and Kwale will be organised for some members of the Mt. Elgon County Council and some members of the community based ecotourism groups.

## **c) Development of Accommodation in Lodge, Hotel and Tented Camp:**

- First Option: Rehabilitate the existing Mt. Elgon Lodge and develop Cave Elephant Pavillion.
- Second Option: Develop a tented camp in MENP together with either: a classified (3 star) hotel at Kitale town to provide for transit tourist traffic to/from Turkana, or for the same purposes, a classified (3 star) lodge at the Saiwa Swamp National park to take advantage of both visitors to Kitale and transit tourist traffic to/from destinations in Turkana.
- Third Option: Explore feasibility of a new 150 bed lodge at Chorlim, including the transformation of the existing Mt. Elgon Lodge to a national monument or museum,

### ***5.2.2 Implementation Responsibility***

Over the next five years or so, it is necessary to identify the feasibility and responsibility for tourism development in the western region. As already mentioned above, it is unlikely that KWS will be playing any promotion or marketing of tourism in future. Therefore the foreseen main role of KWS is to develop and improve Mt. Elgon National Park including the establishment of a second gate and an access road at Kaberwa in collaboration with the Forest Department and the Mt. Elgon County Council.

Concerning the roads networks outside the national park it is assumed (but probably it required to be specified) that their development and improvements

is the responsibility of the central Government of Kenya and local government authorities.

The KTB and the Department of Tourism have an important role to play in development, promotion of globally marketable themes and packages for the new products to be developed. Such market-oriented themes are required for Mt. Elgon National Park itself and for the cultural attractions that will emerge from community ecotourism initiatives. Since both KTB and DoT are relatively new, in the field of destination marketing and operations at regional and grassroot level, new tourism oriented research and design and development capacities will be needed.

Local stakeholder groups (e.g. MENOWECTO) need to put up a strong thrust in product development, promotion and marketing linkages through KTB.

KTB and DoT will become most effective if they take special interest in the specific performance and impact of the tourism industry as a whole on poverty eradication, for this is the ultimate challenge of tourism development in the Western Region of Kenya and Mt. Elgon area.

All in all, tourism development is likely to become a 'sunrise industry' with prospects for application of the experiences of NGOs already involved in community work as well as for productive engagement of new professional and specialized stakeholder groups and individuals.

### 5.3 Financial Analysis of Community Ecotourism Ventures

The following is a set of costs that are envisaged in order to make a start-up in the case of the combined Kamtyong-Kongit community ecotourism venture. Until results of the first case studies of community ecotourism initiatives are available after completing the initial phase of development cycle, detailed financial analysis is not possible.

**Table 4: Kongit-Kamtyong Community Cultural Dancing Group 5-Year Profit and Loss Projection**

Revenue Contribution	Year 1	Year 2	Year 3	Year 4	Year 5
Cultural Performance	240000	483999	715317	930948	1128922
Curio Sales	12000	36000	57000	104004	184800
Guides	26000	52000	106000	122000	125000
<b>Total Annual Contribution</b>	<b>278000</b>	<b>571999</b>	<b>878317</b>	<b>1156952</b>	<b>1438722</b>

**Table 5: Kongit-Kamtyong Community Cultural Dancing Group Fixed Expenses**

Item	Costs in Ksh.				
1. Entry tickets	3000	3500	4500	6500	7400
2. Flyers	3000	3200	6000	7780	9500
3. Electricity	5000	8500	9800	12000	15000
4. Telephone	4500	9200	12000	16000	17300
5. Travel and Accommodation		26000	113000	151000	155000
6. Promotion and Marketing	8000	17000	25000	44000	37000
<b>Total Annual Fixed Expense</b>	<b>23500</b>	<b>67000</b>	<b>170300</b>	<b>237280</b>	<b>241200</b>

**Table 6: Kongit-Kamtyong Community Cultural Dancing Group Start-Up Costs**

Item	Costs in Kshs.
1. Group formation	1,000
2. Site & Building (Boma)	30,000
3. Traditional dancing instruments	10,000
4. Materials	2,000
5. Transport and subsistence	10,000
6. Communications	1,000
7. Training and education tour	15,000
8. Promotion and marketing	5,000
Sub Total	74,000
Other	0
Signboards	10,000
<b>Total Start-up</b>	<b>84,000</b>

## *Risk analysis*

There are two main sets of risk over community ecotourism projects. First, lack of institutional support, and second, conflict related to ecological gainsharing among stakeholders.

## **Budgetary Assumptions**

- Inflation rate (%) as appropriate.
- Kaberwa substation is existing hence construction of a new gate does not include construction of staff houses. KWS human resources at the Kaberwa Sub-station are under-employed at present; therefore no additional staff is required from KWS to operate the new gate.
- Approximately 20 km length of an old road from Kaberwa to Chepkitale requires mostly bush clearing and grading, plus a 3 km loop to connect the road from Chorlim
- MEICDP has no financial capacity to provide funding for lodge or hotel development
- KTDC is ready to provide loan funding for lodge or hotel development.

## **6 GENERAL RECOMMENDATIONS**

### **6.1 Viable Institutional Relationships for Effective Marketing of the Region**

#### *Preamble*

In order to market the Western Region of Kenya effectively, it is of utmost importance to develop viable institutional relationships and co-ordination between the key players at different levels. In this regard the issue of primary concern in the Mt. Elgon area is the partnership structure and relationships between MEICDP, KWS and the newly sensitized community based groups, for example Kongit, Kamtyong, etc. In our view the structure is vague, and the relationships are weak and unsustainable. More specifically the linkage of the community groups with KWS is not clear. In the event of MEICDP being terminated it is uncertain whether KWS officers, who are keeping a safe distance from the new Community Groups created by the IUCN project, would continue to provide the umbrella and support for these groups. Furthermore, even now, MEICDP does not have adequate capacity to continue with unlimited implementation and technical extension services, or even to cope with demands for technical support of the few Community initiatives already started, without intimate co-operation with KWS.

Generally the recommendations, including marketing, should be implemented in expectation that tourists will come. This strategy takes into account the expected response of visitation particularly in the case of community-based groups' ecotourism initiatives by the recommendation to start marketing

vigorously among the local tour operators for this market sector is readily accessible, before embarking on any grand schemes.

Besides the other essential requirements for development of tourism at the regional and grassroot levels in Kenya that are mentioned in this report i.e. attractions or product development, infrastructure and marketing, provision of a publicly recognized or institutional framework is also necessary. Otherwise, in the absence of a clear and reliable institutional framework, development, social security and sustainability cannot be assured for tourism or any other new industry based on activities involving people at village level.

The most obvious option based on conventional thinking would be to relate community based ecotourism related enterprises under the umbrella of a governmental department that has specific mandate for such public activities under specific policy and legal provisions. In this case the organizations that could be relevant are the Department of Tourism (DoT), Department of Co-operative Development, KWS, Department of Social Services, etc. The other option is to form trusteeship non-profit-making organization with reliable and popular members of the local community to provide guidance and legal patronage.

**Figure 3: Diagram showing the recommended institutional relationships between key tourism stakeholders**

### *Recommendations*

At the moment, the initiatives are embedded in KWS/Forest Department.

- a. It is strongly recommended that priority for support be given to promotion of public awareness, institutional and capacity development for tourism ventures. Since a beginning has been made in the formation of MENOWECTO, we recommend further support to establish institutional linkages at and between the local, regional, national and international levels. Linkages of regional bodies with KTB and KATO are virtually important. A trustee (Patron) organ should be established to guide community groups. Sub-regional organs e.g. MENOWECTO, WKTA etc. could join to form a regional organ. Figure. 2 show our view of how viable relationships between the community based groups and among all the other tourism stakeholders at the grassroot, sub-regional, regional and national levels could be established. One of the boxes in Figure 3 shows the trustees, an organ composed of eligible local to act patrons who give community groups legal guidance and security.
- b. It is recommended that apart from the executive committees of individual community based groups and the promotion forum provided by MENOWECTO a joint tourism development organisation (board of trustees or council) should be set up. The purpose of the trustee organ

- will be to oversee and help the development of tourism in the Mt. Elgon sub-region by providing protection, general guidance, policy direction, strategic planning and other fundamental requirements. More specifically the trustee organization will coordinate advocacy and practices for gain-sharing among community-based groups and for tourism development in western Kenya by making representations to organisations concerned with different key aspects of tourism in Kenya. Such organisations include GoK ministries, departments and organizations such as KTB, KWS and private organisations such as KATO.
- c. It is necessary to sensitize communities living in the ecosystem with the principle of ecological gain-sharing among ecotourism stakeholders, and to provide a viable co-ordination and networking mechanism at the ecosystem level of Mt. Elgon to help the community-based ecotourism groups uphold and practice those principles. This is already suggested as one of the roles of the trustee organ.

## 6.2 Other General Recommendations

1. Develop/promote an exclusive market for cultural tourism through services and appropriate linkages with individual tour operators, MENOWECTO and the KTB.
2. Support diversification of high quality tourism products especially cultural products e.g. dancing, gift and curio products for sale by retail shops as well as bulk sales or consignments to major towns. Encourage participation of visitors in community services around Mt. Elgon National Park and in the nearby towns of Kapsokwony and Kitale.
3. Assist Mt. Elgon County Council to initiate a conservancy for tourism development in the Chepkitale moorlands, including development of an access road through, and a gate at Kaberwa under a new partnership deal between KWS, Forest Department and Mt. Elgon County Council.
4. Develop institutional linkages for marketing of community based ecotourism through local homestay operators.
5. Create general public awareness and popular support of tourism.
6. Support training of community based dancing groups and tour guides in appropriate skills including:
  - a. Technical names and skills for identification, handling of plants, animals etc.
  - b. Camping, first aid and emergency techniques; and
  - c. Public relations, public presentation, marketing, negotiation and packaging
7. Institutionalize community ecotourism groups and ventures for sustainability.
8. Support the specified improvement and expansion of park infrastructure including making road circuit all-weather, camping site improvements, second gate at Kaberwa and supporting the Chepkitale conservancy.

9. In order to increase local tourism and visitation to Mt. Elgon National Park in particular, KWS should launch a lightly scheduled bus service to familiarize residents and visitors in Kitale with the availability of regular and reliable public transport to and from Mt. Elgon National Park on certain days of the week. *(The question is how this will be possible if KWS does not intend to engage in marketing of its product).*
10. Establish participation and gain-sharing as common objectives and encourage an ecosystem based collaboration forum to maintain conflictless tourism environment.
11. Give moral support and encouragement for a rapid take-over and rehabilitation of the Mt. Elgon Lodge by efficient private enterprise management.
12. Encourage MENOWECTO to avoid becoming an exclusive or political club and in particular to provide a website for members and forum for their interaction with KTB, KATO, KTF, etc.
13. Support development of at least one classified hotel in Kitale town.
14. Assist KWS and GoK generally to enhance public confidence by eradicating insecurity both as a reality and as a myth in the Mt. Elgon area.

## APPENDICES

### Appendix 1: REFERENCES

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## **Appendix 2: Itinerary**

### **Wednesday 26.1.2000**

12.30 Received ticket and DSA at ETC Nairobi (A Very Short Notice)  
 3.30 Took a taxi to JKIA Nairobi  
 6.15 Boarded Flight KQ 662 Nairobi - Eldoret  
 6.20 Arrival at Eldoret International Airport:  
 Met by Gerry Neville of MEICDP who drove me to Kitale  
 7.45 Arrival at Kitale (Executive Lodge)

### **Thursday 27.1.2000**

8.00 To MEICDP Office at KWS station in Kitale town  
 9.00 Debriefing meeting with Project Manager, Steve Aversa and Gerry Neville (Mary Kisivuli the KWS resource person was absent) presented a concept, methodology; A work schedule was to be presented later after meeting and discussing with KWS resource person.  
 1.00 Started desk study of available literature

### **Friday 28.1.2000**

8.00 MEICDP office; continued desk study of available documents  
 5.00 Mary Kisivuli came; we discussed my TOR and drew a list of the stakeholders to be visited the next week.  
 Mary reported that she was going to attend a KWS strategic planning conference at Naivasha starting Tuesday 1st until Saturday 5th Feb.

### **Saturday 29.1.2000**

Desk review of literature at Kitale

### **Sunday 30.1.2000**

Continued desk review at MEICDP office  
 Summarized preliminary findings from the available literature review.  
 Prepared questionnaire  
 Prepared schedule of visits

### **Monday 31.1.2000**

9.00 Drew schedule of (a) Attractions (b) stakeholders  
Questionnaire production

Discussed fieldwork itinerary with Aversa

12.00 Visited (with Steve Aversa) and held first meeting with Mr. A.C. Mills the Chairman MENOWECTO at office in Kitale.

4.00 Interviewed Mohammed Awer of WWF Kitale

### **Tuesday 1.2.2000**

Plan to visit Mt. Elgon NP. To MEICDP office at 8.30 am.

11.00 KWS car from Mt. Elgon National Park arrived to collect me to Mt. Elgon but further delayed because it did not have fuel

12.00 Left Kitale for Mt. Elgon (together with Warden Konchella)

12.30 Arrived at Mt. Elgon Lodge and interviewed staff; toured premises

2.45 Arrived at Mt. Elgon National Park; accompanied by Gichohi on a tour of the Kapkuro Bandas & Camp Site, Rongai Camp Site, salt Lick Camp Site, Old Kissawai Gate, Kalaha settlement area; saw the damaged fence and learnt about hostility between KWS and the Bukusu community at Kalaha; returned to Kitale at night.

### **Wednesday 2.2.2000**

To Kapsokwony in Mt. Elgon District via Kimilili (Zip Mugonyi) resident community officer of MEICDP

Talked to ACTIONAID Programme Coordinator Mrs. Jane Mabuka

Talked to the DDO Mt. Elgon District Mr. S.J. Ochieng about the Ugunja Community Resource Centre

11.00 Attended Kamtyong Community Group meeting

2.30 Attended Kongit Community Group meeting.

4.30 Visited KWS Kaberwa Sub-Station (Nancy was absent; Ranger Juma gave us a little information).

5.30 Left Kapsokwony for Kitale

### **Thursday 3.2.2000**

9.00 To MEICDP office

11.00 To MENOWECTO meeting at Executive Lodge Conference Room Steve Aversa introduced to Members; I talked to members about my background, Terms of Reference and how I was doing the job.

1.00 Tony Mills took me to his Lokitera Farm to see conservation and ecotourism facilities

3.00 Tony Mills drove me to Delta Crescent Farm of Capt. Davies but since Capt. Davies was not present Tony took me back to Kitale.

### **Friday 4.2.2000**

8.00 To MEICDP office

9.00 To Kitale Museum: talked to the Curator Mr. Ibrahim Mohamud

10.00 To the Clerk to the Trans Nzoia County Council at CC offices

10.30 To the Town Clerk of Kitale Municipality, Mr. Titus Kirui.  
12.30 To Eldoret: Jitu Tyla at the Elcove Restaurant  
2.30 To the Manager, Eldoret International Airport - talked to Chibutsa.  
5.30 Soy Safari Resort; talked to Bhupendra Taylor

### **Saturday 5.2.2000**

7.30 Mary Kisivuli did not come to accompany me as planned.  
After sending the Driver to her house in vain I proceeded alone to meet the Stakeholders as per appointments made previously.  
830 Kitale Nature Reserve of Mr. Boniface Ndura.  
12.00 To the Kaisagat Desert Garden of Mr. John Wilson to see collection of live desert plants and artifacts for a proposed Karamanjong Museum project  
2.00 To Saiwa Swamp National Park  
3.00 To Kapenguria Museum  
4.00 Visited Sirikwa Safaris (Jane Barnley) at Kesogon. Held discussions with Mrs Jane Barnley and her son Dick Barnley until evening.  
6.00 Visited the WWF/Kipsaina Wetland Project Site with Chairman Maurice Wanjala  
8.00 Returned to Kitale

### **Sunday 6.2.2000**

Analysis of information

### **Monday 7.2.2000**

8.00 Plan to discuss lost time and remaining schedule of visits to stakeholders with Project Manager MEICDP, but he was involved in a staff meeting that took the whole day.  
9.00 Mary Kisivuli joined the Consultant  
11.00 Visited Ajay Tylor at Lantern Restaurant after appointment, but he wasn't there  
12.00 Visited DDO T/Nzoia (Mr. Salano) but he had not come to work  
1.00 Visited District Forest Officer Trans Nzoia (Mr. Daniel K Too)

### **Tuesday 8.2.2000**

8.00 MEICDP office: held short meeting with PM about lost time  
9.00 Revisited DDO Trans Nzoia  
10.00 Visited MEICDP Community Co-ordinator T/Nzoia, Doris

### **Wednesday 9.2.2000**

9.00 Revisited Kapsokwony with Mary Kisivuli (Warden Saiwa Swamp National Park) to meet Clerk to the County, Council Chairman and the Chairman of Finance Committee, Mt. Elgon County Council, together with KWS Assistant Warden in Charge of Kaberwa Sub-station (Nancy Kelelyo).  
2.00 Held discussions with Nancy i/c of KWS Kaberwa Substation  
2.30 Collect the completed questionnaire from ACTIONAID Programme

Coordinator of Kapsokwony (Mrs. Jane Mabuka).  
3.00 Travel from Kapsokwony to Kitale

**Thursday 10.2.2000**

Writing Draft Report: POWER FAILURE ALL DAY!

**Friday 11.2.2000**

Draft Report writing

**Saturday 12.2.2000**

Preparation of workshop presentation

**Sunday 13.2.2000**

Preparation of workshop presentation

**Monday 14.2.2000**

Preparation of workshop presentation: Obtained transparencies for overhead projections & flip charts for the workshop

**Tuesday 15.2.2000**

Preparation for Workshop/Writing the Draft Report

**Wednesday 16.2.2000**

WORKSHOP held at Executive Lodge Kitale

2.00 Held meeting with Edin Kalla, Assistant Director KWS Booked and Confirmed Flight; Booking and MEICDP Car

**Thursday 17.2.2000**

Writing of draft report at Kitale

**Friday 18.2.2000**

Submitted Draft Report to Project Manager MEICDP

**Saturday 19.2.2000**

Flew KQ 661 Eldoret - Nairobi

Took taxi from JKIA to house

**Monday 21.2.2000**

Nairobi: ETC

**Tuesday 22.2.2000**

Appointments made with KTB, KWS, KATO, KTDC

**Tuesday 29.3.2000**

Meeting with KWS (Rachel Lofty & W.L.L. Nabutola)

Meeting with Managing Director of KTB (Betty Buyu)  
 Visited Ag. Director KWS Mr. Joe Kioko

### Wednesday 1.3.2000

Meeting with Ag. Director KWS Joe Kioko  
 Meeting with David J. Onyango of KATO  
 Meeting with Mutua P. Nzoka of KTDC  
 Meeting with Kirimi Gwantai of Tourism Department

### Thursday 2.3.2000

Telephone Conversation held with Morrison Muleri of ETC Started finalizing report

### Monday 13.3.2000

Submitted Draft Final Report to ETC East Africa in Nairobi

### Appendix 3: LIST OF CONTACTS AND INTERVIEWEES

A.C. Mills	Tony Mills Safaris P.O. Box 122, Kitale
Daniel Konchella	KWS Mt. Elgon National Park
D.K. Too	District Forest Officer Trans Nzoia
Gerry Neville	Chief Technical Advisor, MEICDP
Henry Ouko	Mt. Elgon Lodge
Jane Mabuka	Coordinator ACTIONAID Kapsokwony
J.M. Gichohi	KWS Mt. Elgon national Park
Kamtyong Ecotourism Group	Mt. Elgon District
Kiptor Cheruiyot	KWS Mt. Elgon National Park
Kirui, Tito K.L.	Kitale Municipal Council P.O. Box 260, Kitale
Kongit Ecotourism Group	Mt. Elgon District
Mary Kisivuli	Warden, Saiwa Swamp National Park
Musa Enyola	Project Manager, MEICDP
S.J. Ochieng	DDO Mt. Elgon District, Kapsokwony
Steve Aversa	Rural Development Advisor, MEICDP

Zip Mugonyi	District Project Coordinator MEICDP Mt. Elgon District
Wilson, John	Kaesagat Desert Garden, P.O. Box 2335, Kitale
Maurice Wanjala	Kipsaina Wetlands Conservation Group, P.O. Box 18, Kipsaina
Sammy K. Masai	Community Representative for Mt. Elgon District, P.O. Box 106, Kapsokwony
Boniface Ndura	Kitale Nature Reserve, P.O. Box 1556, Kitale
Salano	DDO Trans Nzoia
Ajay Tylor	Lantern Restaurant/Executive Lodge, P.O. Box 4566, Kitale
Ibrahim Mohamud	Curator Kitale+Kapenguria Museum, P.O. Box 1219, Kitale
Bhupendra Tylor	Soy Safari Resort, P.O. Box 457, Eldoret
Kelelyo, Nancy	KWS, Kaberwa P.O. Box 293, Kapsokwony
Mt. Elgon County Council	Chairman, County Clerk, and Chairman Finance Committee
Edin Kalla	KWS, Regional Assistant Director, Mt. Elgon
Nabutola, Wafula L.L.,	Tourism Facilities Manager, KWS, Nairobi
Lofty, Rachel	Tourism Officer, KWS, Nairobi
Buyu, Betty	KTB Managing Director
Onyango, David J.	Administrator Manager, KATO
Nzoka, Mutua P.	Chief projects Officer, KTDC
Gwantai, Kirimi	Tourism Department, MTTI
Kioko, Joe	Ag. Director, KWS

#### Appendix 4: LIST OF PARTICIPANTS IN THE FEEDBACK WORKSHOP

Name	Organization	Address
1. Steve Aversa	MEICDP/IUCN	P.O. Box 2578, Kitale
2. J.K. Kibisach	Nzoia County Council	P.O. Box 104, Kitale
3. J.M. Inyumba	Ag. DFO-Mt. Elgon District	P.O. Box 88,

		Kapsokwony
4. Nancy Kelelyo	Warden Kaberwa	P.O. Box 293, Kapsokwony
5. Boniface Ndura	Kitale Nature Reserve	P.O. Box 1556, Kitale
6. John K. Chege	DCM Travel	P.O. Box 305, Kitale
7. Jane Barnley	Sirikwa Safaris	P.O. Box 332, Kitale
8. Ajay Tylor	Lantern Restaurant/Executive Lodge	P.O. Box 4566, Kitale
9. Ibrahim Mohamud	Curator Kitale+ Kapenguria Museum	P.O. Box 1219, Kitale
10. Bhupendra Tylor	Soy Safari Resort	P.O. Box 457, Eldoret
11. Capt. Davies	Delta Crescent	P.O. Box 126, Kitale
12. John Wilson	Kaesagat Desert Garden	P.O. Box 2335, Kitale
13. Maurice Wanjala	Kipsaina Wetlands Conservation Grp	P.O. Box 18, Kipsaina
14. Sammy K. Masai	Community Representative for Mt. Elgon District	P.O. Box 106, Kapsokwony
15. Tito K.L. Kirui	Kitale Municipal Council	P.O. Box 260, Kitale
16. Edin A. Kalla	KWS/Mt. Elgon N. Park	P.O. Box 753, Kitale
17. Musa K.L.Enyola	MEICDP/IUCN	P.O. Box 2578, Kitale
18. Simon W. Taiti	ETC East Africa	P.O. Box 76378, Nairobi

## Appendix 5: MAIN TOURIST ACTIVITIES IN KENYA

1.	Tour Shopping	13
2.	Site Seeing	11
3.	Park Safaris	10
4.	Museums	9
5.	Cultural / Sports	8
6.	Historical (Study)	6
7.	Beach & Shopping	3
8.	Diving	1
9.	Golf	0
10.	Horse Riding	0

Important elements of a holiday		Tourist interests while visiting Kenya	
Relaxing	23	Wildlife	19
Adventure	15	Sun-Sand-Beach	14
Work/Study	8	Art-Culture-History	13
Sports	6	Scenery	8
Eating Out	1	Study/Work	3
Cultural Experience	1	Water	3
Helping Others	1	Mountains	2
Family	1	Sports	2
		Bird Watching	1
		Meeting People	1

Source: KTB Data 1997: Bos & Heyning, 1998

## Appendix 6: MAPS

Map 1: Western Region of Kenya

Map 2: Mt. Elgon National Park, Trans Nzoia District and Mt. Elgon District

End Notes:

The consultancy was carried out by:  
Dr. Simon Taiti - ETC East Africa and  
Mary Kisivuli - KWS

This mission was commissioned by The World Conservation Union (IUCN)/ Mt. Elgon Integrated Conservation and Development Project (MEICDP) and executed by ETC East Africa.

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Notes to readers

For further information go to:

Mt Elgon Integrated Conservation and Development Project  
PO Box 2578, Kitale, Kenya  
Tel +254 (0) 325 31045  
Fax +254 (0) 325 31772  
<http://www.mountelgon.net>