

**ROLE OF COMMUNITY-BASED TOURISM ORGANIZATION ON  
SUSTAINABILITY OF TOURISM SITES DEVELOPMENT.**

**BY**

**JOSEPHINE ANGELINE AGUDA**

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**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE  
AND TECHNOLOGY, KENYA**

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Signed .....

Date.....

JOSEPHINE ANGELINE AGUDA

P161/4070/2013

This research proposal has been presented for examination with our approval as university supervisors of the candidate.

Signed.....

Date.....

DR. JOSHUA WANGA Ph.D.

LECTURER,

SCHOOL OF SPATIAL PLANNING AND NATURAL RESOURCE MANAGEMENT

JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY.

Signed.....

Date.....

PROFESSOR FRED AMIMO

ASSOCIATE PROF. SCHOOL OF HEALTH SCIENCES,

JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY.

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## **DEDICATION**

This research thesis is dedicated to my family. My late father Nelson Oyando and mother Phyllis Dinah Mukoli. My Loving husband Gabriel Olale Aguda and children: Daniel Kolale, Philip Kolale, Samuel Kolale and Timothy Kolale.

## ABSTRACT

Tourism is expected to be a rewarding activity globally. However, it has been criticized for its inconsistency with the goals of sustainable development. Such criticisms include its implications on the environment; cultural and social life of communities; and the socio-cultural conflicts that arise exclusively from its management styles. The purpose of the study was to investigate the role of community-based tourism organization on the sustainability of tourism sites development. The study was conducted in ten tourism sites namely; Kit Mikayi, Seme Kaila, Abindu shrine, Maasai market, Luanda Magere cultural centres, Paga, Usoma, Dunga, Ndere Island and West Kano Rice scheme in Kisumu County, Kenya. The objectives of the study were: to establish how management by the community influenced the sustainability of tourism sites; to examine how innovation influenced the sustainability of tourism sites; determine how financial resource allocation influenced the sustainability of tourism sites and evaluate the influence of government policy on the relationship between community-based tourism and sustainability of tourism sites. The study was anchored on people centered development theory. The study adopted exploratory research design. A sample size of 383 respondents was derived from a target population of 6360 using the Krejcie-Morgan model. Simple random sampling technique was used. Structured and semi-structured questionnaires, interview schedules, observation checklist, group discussions and document analysis were used for data collection. Both chi-square and regression models were used in the study. The results of community management revealed statistically significant ( $F_{ratio} = 354.031$ ;  $p < .05$ ) relation between management and sustainability of tourism sites which accounts to variance of 54% in the sustainability of tourism sites. The result of innovation in community-based tourism sites revealed a statistically significant relationship between innovation and sustainability of ( $F_{ratio} = 303.602$ ;  $p < .05$ ) tourism sites accounting for variance of 50.1% in the sustainability of tourism sites. The result of financial resource allocation revealed a statistically significant relationship of ( $F_{ratio} = 50.545$ ;  $p < .05$ ) between financial resource allocation and sustainability of tourism sites with a variance of 14.8% in the sustainability of tourism. The result on County government policy revealed that it is a mediating/ intervening factor and is statistically significant ( $F\text{-ratio} = 371.870$ ;  $p < .05$ ) the relationship between community-based tourism and sustainability of tourism sites. Hence the statistical significance of the regression model ( $beta(constant) = .196$  and  $beta(policy) = .869$ ;  $p < .05$ ) was attributed to changes in community-based tourism variables. The study concluded that the variables; innovation beta coefficient 1.201 ( $p < .05$ ) community management beta coefficient  $-.319$  ( $p < .05$ ) and financial allocation were statistically significant and made unique contributions to sustainability in community-based tourism sites when other variables were controlled and government policies as intervening factor. The study recommended enhancement of training on management skills and design of community-based tourism organizations that consent to creativity and empowerment of the people and resolve the specific needs of the community

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## **ABBREVIATIONS/ACRONYMS /SYMBOLS**

<b>ADB</b>	African Development Bank
<b>APEC</b>	Asia Pacific Economic Cooperation
<b>CAMPFIRE</b>	Communal Areas Management Programme for Indigenous Resource
<b>CBC</b>	Community Based Conservation
<b>CBE</b>	Community Based Enterprises
<b>CBNRM</b>	Community Based and Natural Resource Management
<b>CBT</b>	Community Based Tourism
<b>CTO</b>	Community Tourism Organization
<b>CBTO</b>	Community Based Tourism Orgaization
<b>CBTI</b>	Community Based Tourism Initiative
<b>GD</b>	Group Discussion
<b>GoK</b>	Government of Kenya
<b>IYE</b>	International Year of Ecotourism
<b>KECOBAT</b>	Kenya Community Based Tourism NetworK
<b>KHMG</b>	Kisumu Hospitality Managers Group Association
<b>KWS</b>	Kenya Wildlife Services
<b>LAPSET</b>	Lamu Port South Sudan – Ethiopia Transport
<b>NACOSTI</b>	National Committee for Science, Technology and Innovation
<b>NGOs</b>	Non-Governmental Organization
<b>NRMGs</b>	Natural Resource Management Groups
<b>NASCO</b>	North Atlantic Salmon Conservation Organization
<b>NRT</b>	Northern Range Trust
<b>OECD</b>	Organization of Economic Co-operation Development
<b>PA</b>	Protected Areas
<b>REST</b>	Responsible Ecological Social Tours
<b>RDB</b>	Rwanda Development Board
<b>SPSS</b>	Statistical Program for Social sciences
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>USA</b>	United State of America
<b>UNWTO</b>	United Nations World Tourism Organization
<b>WTO</b>	World Tourism Organization

**WWF**

World Wide Fund

**WSSD**

World Summit on Sustainable Development (WSSD),

## DEFINITIONS OF TERMS AND CONCEPTS AS USED IN THE STUDY

**Accrued benefits:** The incredible benefits of Community based tourism that promote tourism and boost living standards of the local communities.

**Community:** Group of people living in a geographical area, have a common vision and share a common agenda e.g. culturally, economically and politically and share commonly available resources.

**Community-based resources:** These are supporting products, services, knowledge and practices found in local communities and offered by local stakeholders.

**Community-based tourism:** Tourism that is dependent on community, owned or managed resources, managed or owned through communal stakeholders or carried out by individuals from within a community providing equitable returns to the community for the use of communal resources.

**Community tourism organization:** An independent local organisation which is responsible for the promotion of tourism establishments and tourism operations within a local area.

**Community-based tourism organization:** Any tourism organization or group owned and managed by the community and has formal or legal status as an agent of government.

**Community-based tourism initiative:** A project or program, or collective action of a group of people that belong to a community that has decided to participate in, or develop together a small to medium scale local tourism industry.

**Conservation:** Application of skills and knowledge to care for the natural resources and environment while satisfying livelihood needs

**Cultural heritage:** Refers to physical artifacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations

**Economic sustainability:** The use of natural resources for the improvement of livelihoods without harming the environment.

**Ecotourism** refers to a form of sustainable tourism that meets the needs of present tourists and host regions while protecting and enhancing the opportunities for the future.

**Environmental sustainability:** The use of the natural resource at a steady level that is not likely to damage the environment

**Innovation:** Refers to the capacity to create and implement novel ideas that are proven to deliver value to the community.

**Management:** Active participation of all stakeholders in planning, implementation, evaluation, decision making and sharing of accrued benefits

**Mass tourism:** Form of tourism that involves tens of thousands of people going to the same sites at the same time of the year. The most preferred form of tourism due to its low cost.

**Resource allocation:** Refers to the sharing of accrued benefits, the community's access ownership and the management of Community based tourism organization initiatives by the community for sustainable tourism.

**Social sustainability:** Refers to the kind of value that innovation is expected to deliver: a value that is less concerned with profit and more with issues such as quality of life, solidarity and well-being Sustainability.

**Survey:** Systematic collection of information from a defined population usually employing interviews or questionnaires administered to a sample of units in the population e.g. persons, youth, the old among others.

**Sustainability:** To continue or maintain the use of resources perpetually.

**Tourism:** Activities of people traveling to and staying in sites outside their usual setting for leisure, business and other non-related determinations that are paid for from within the place visited (UNWTO, 1994)

**Tourism sites:** A place of interest where tourists visit, typically for its inherent or an exhibited natural or cultural value, historical significance, natural or built beauty, offering leisure and is significantly dependent on revenues from tourism.

## CHAPTER ONE

### 1.1 Introduction

This chapter dealt with systematic dissemination of the significant issues concerning area of study. The chapter begun with a detailed background of the study on whose basis specific variables were derived. Other critical areas covered included, statement of the problem, research objectives and research questions, research hypothesis, justification, scope, limitation and delimitations, basic assumptions, definition of significant terms and organization of the study.

### 1.2 Background to the Study

Tourism is a multidisciplinary entity that calls for all stakeholders to work as a team to achieve its sustainability (Anismar & Muhammad, 2017). Being the world's largest and fastest-growing industry, tourism has been fronted as a feasible strategy for sustainable economic development, and the best tool to alleviate poverty in the least developed countries (Scheyvens, 2002; UNCTAD, 2007; Honeck, 2008; UNWTO, 2013). Both infrastructure and tourism facilities have also been used as strategies for attracting foreign investments. However temporal variations in natural phenomena and institutional seasonality of tourists have encouraged the emergence of packaged tours. As such, mass tourism has been strengthened and created a negative impact on the environment (Bhatnagar, 2010; Dora, 2014).

Tourism has been embraced as an integral part of an economic development strategy by developed and developing countries due to its resources that are inherent and appropriate targets from which communities can derive livelihoods. (Sinclair, 1998; Wood, 2005). A report by the Asian Development Bank (2015) argues that tourism is a vital key player in the economy of many developing countries in the Pacific and it is anticipated to remain the same for a long time because it addresses the socio-cultural, economic and environmental impacts.

The benefits derived from tourism are reasons advanced for its support by many governments (Wood, 2005; Lalampaa, 2012). Tourism is a remedy for fragile economies that are characterized by scarcity of development resources necessary for economic surplus in order to reduce over-reliance on international aid for development purposes. Further tourism fosters growth at two levels: At a macro level, it fosters economic growth



through foreign exchange earnings and increases state revenue while at the micro level; it fosters improvement in the people's well-being in the areas of job creation, revenue distribution and balanced regional development (Sinclair, 1998; Wood, 2005; Lalampaa, 2012).

Mass tourism is inconsistent with the goals of sustainable development (Manente & Mara, 2014;). Due to implications of mass tourism on the environment, culture and social life of the host community, the UN Conference (1972), Brundtland (1987) and the Local Agenda 21 (1992) reports, advocated for sustainable tourism. Sustainable development would focus on community participation and locals' ability to control and manage resources for economic development. Further, the Brundtland (1987) report emphasized the nexus between sustainability and community participation in sustainable development. The report calls for promotion of community participation and for the protection and improvement of the quality of communities influenced by tourism development (Okazaki, 2008; Sebele, 2010). Since then there has been a paradigm shift on the management of natural and socio-cultural resources of tourism from the negative influence of mass tourism to popular tourist sites. This has led to the exploration of alternative methods of tourism resource management with attention to biodiversity conservation and community development (De Kadt, 1979 ; Smith, 1997).

Community based tourism (CBT) has been embraced by developing countries as an alternative to mass tourism for sustainable development. A study by Zhao & Timothy (2015) on the governance of red tourism in China argues that Community based tourism not only generates financial resources but it also helps to mitigate the negative effects of mass tourism. Other than encouraging local economic development, CBT alleviates poverty, enhances local people's quality of life and preserves natural and cultural resources in the community (Guzman, 2012; Bricker *et. al*, 2013; Anasco & Lizada, 2014; Zhao & Timothy, 2015).

On the contrary, a study by Zapata *et al.* (2011) on contribution of CBT to development and poverty alleviation in Nicaragua criticized community-based tourism approach with respect to low economic impact in terms of jobs and income generation and its short life expectancy when fully funded by external organizations. The study argues that the approach concentrates on identifying the impact of tourism sites of the host community

but fails to provide information on the community's perception and acceptance of such organizations. An aspect that contributes to low involvement by the community in tourism industry. The study however, agitates for a bottom-up tactic from a local initiative that demonstrates longer life expectancy, faster growth and more positive impacts on the local economy with a shift from over-reliance on donors and policy-makers towards redistribution policies that strengthen the community's skills and resources for its members (Zapata *et al.*, 2011).

The Tamaki Maori village in New Zealand is a community-based tourism initiative that has the country's most awarded Community Based Tourism Organization (CBTO) attractions. The community initiates, owns and manages the CBTOs by ensuring that all the workers employed in the village are Maori and the social and economic development belongs to residents. This includes; employment opportunities, ownership of retail stores, cultural and environmental awareness (Tasci *et al.*, 2013; UNWTO, 2013). Community-based tourism approach is not only beneficial to local communities in the Tamaki Maori Village but also beneficial to tourists. Visitors can experience authentic Maori traditions and culture and participate in local activities, including seeing Maori weaponry displays, weavings, carvings, tattooing's, and traditional songs and dances. By so doing the villagers earn income while promoting their rich culture (Tasci *et.al*, 2013; UNWTO, 2013).

The study of Kline, McGhee, & Delconte, (2019) on examining the role of built-in capital in the development of CBT O projects, observed that the built-in capital acts as a catalyst for the development of other forms of capital in communal CBTO projects in North Carolina. The projects create new social and human capital, improves community psyche, nurture confidence, solidarity, satisfaction and a sense of purpose within and without the tourism-based official support. The physical changes act as a symbol of cohesiveness created from the community-centered and participatory approach. However, a study by Mathew and Sreejesh (2017) explored the impact of perceived responsible tourism on the quality of life of communities in tourism sites in India and advanced that, the local community perceived responsible tourism to play a very important role in the formulation of perceived sites sustainability. This in turn impacted on the way they perceived quality of life (Mathew & Sreejesh, 2017).

Innovation is central to achieving improved returns not only to tourism but to the broader economy. This can be achieved through effective partnerships between government and broader stakeholders to initiate specific policies and programs that support green innovation (OECD, 2012). However, most governments have not build strong foundations for sustainable economy that provides job opportunities, higher incomes, and improved living standards to people. In this regard the consumer behavior and visitor fluctuations is experienced in the tourism industry (Gupta & Vajic, 2000; Hall, 2009).

Tourism is a multi-stakeholder development with some conflicting stakeholder aims that are guided and addressed by diverse policies and interests. Due to diversity in policy and interests, it has been difficult to attain sustainable tourism despite emphasizing community based tourism as a tool for poverty reduction and culture augmenting community development. The policies also tend to favor private investors who turn out to be very powerful as opposed to community empowerment. This hinders the development of power relations that are crucial in developing tourism organizations in order to compete favorably with other investors (UNESCO, 2006; OECD, 2008). Hence, there is high leakage of tourism revenues leading to weak interdependence of tourism development.

The government of Rwanda envisioned a sustainable tourism master plan to counter weak interdependence of tourism development by implementing specific tourism tax incentives and beneficiary concessions for capacity building, local sourcing and development of low visitation regions (Sustainable Tourism Master Plan, 2009). The plan targeted local investors, formation of joint ventures for development of natural and cultural resources in the community in a sustainable manner. Funding and marketing of tourism products was also done to build local capacity and develop training programs that would enable the industry to supply qualified local staff at competitive remuneration. Hence, eliminating the need for human resource imports (Sustainable Tourism Master Plan, 2009; Bush *et al.* 2010.; Rwanda Development Board, 2015).

Tourists looking for an authentic cultural experience visit the communities in Kenya to have a glimpse of their life and experience their cultures. However, the CBT organizations lack high level of community development plans and implementation policy strategies that aim at improving the socio-cultural and economic standards and

conservation of the natural environment for development (Salazar, 2012,; OECD, 2020). This implies that the product quality is negatively affected and has an impact on fragile economies.

In the context of Kisumu County, eighty percent of the population lives in Lake Victoria Basin. The population derives its livelihood from subsistence agriculture, which has intensified its impact on most of the catchment areas (Giwa, 2006). Minimal involvement of the community in management activities and the protection of natural resources has been a source of resentment by local communities. The communities have abandoned their traditionally sustainable wetland use practices in favor of destructive ones as a form of protesting their exclusion (Okoth-Ogendo, 1999). Further, the County has a few CBTO sites that are designated as tourism sites and strategies for developing tourism and activities in these sites are ad hoc and fragmented leading to low performance (Kisumu Local Interaction Platform Ecotourism Symposium, 2013; Mayaka & Prashad, 2012).

Sustainability of tourism sites therefore requires upscaled participation by the community in decision making to enhance ownership, power structure and accrued benefits (Mayaka and Prashad, 2012). The researcher upholds that the future of sustainable tourism sites in Kisumu County depends on the community's role in its development. The involvement includes the management, promotion and protection of the sites for future generations and enhancement of economic growth. The study, sought to investigate the role of community-based tourism organizations on sustainability of tourism sites development in Kisumu County.

### **1.3 Statement of the Problem**

Community based tourism organizations are key stakeholders in the development of tourism. As such, governments and other stakeholders keen in promoting tourism as a vehicle for community development need to understand their roles to enable them to effectively promote tourism. This is very important particularly in areas where tourism is not well established but has a potential to flourish. The government of Kenya has prioritized tourism as a vehicle for economic development in its Vision 2030. However the realization of this vision, especially for Kisumu County remains impeded by the scanty knowledge of the roles played by community based tourism organizations and that of the tourism sites they manage for sustainability.

Community based tourism supports communities through creation of employment opportunities, environmental and natural resource conservation as well as cultural preservation (Akama & Kieti, 2007). However, this is dependent on influence, innovation and resources invested in sustainability of such tourism sites. Despite the various tourism sites in Kisumu County, the status, conditions, products and packages available for promotion of tourism economy is all time low (Anismar & Muhammad, 2017). The aims of Community based tourism have fallen short of expectations due to several challenges which include: inadequate local community participation and involvement, inadequate financial resources, overdependence on natural resources that do not provide for flexibility to respond and adapt to universal market changes, travel advisories that follow internal crisis such as political mayhem and conflict over resource ownership. (Manyara & Jones, 2007).

Kisumu region is struggling to occupy its space within the western tourism circuit. Reliable data and information on influence of community-based tourism, innovation and financial allocation on sustainability of tourism site is insufficient hence affecting formulation of relevant policies and strategies to promote tourism in Kisumu. The study therefore sought to fill the knowledge gap by investigating how Community Based Tourism Organizations could be used to champion tourism sites development in Kisumu County.

## **1.4 Research Objectives**

### **1.4.1 Main Objectives**

The main objective of the study was to investigate the role of Community-based tourism organization on sustainable tourism sites development in Kisumu County, Kenya.

### **1.4.2 Specific Objectives**

The study was guided by the following objectives:

1. To establish how management of community based tourism organizations influence sustainability of tourism sites in Kisumu County.
2. To examine how innovation in community based tourism organization influences sustainability of tourism sites in Kisumu County.
3. To determine how allocation of financial resources in community based tourism initiatives influence the sustainability of tourism sites in Kisumu County.

4. To evaluate what the County government of Kisumu has done to promote sustainable development of selected Community based tourism organizations and their tourism sites.

### **1.4.3 Research Questions**

1. How does community management in tourism organizations influence the sustainability of tourism sites development in Kisumu County?
2. What innovations in community tourism organizations influence the sustainability of tourism sites development in Kisumu County?
3. What financial resource allocations in community based tourism organizations influence the sustainability of tourism sites development in Kisumu County?
4. What has the County government of Kisumu undertaken to promote sustainable development of the selected Community Based Tourism Organizations in their tourism sites in Kisumu County?

### **1.4.4 Hypotheses**

**H<sub>0</sub>** There is no relationship between the allocations of financial resources in community-based tourism organizations and the sustainability of tourism sites development.

**H<sub>1</sub>** There is a relationship between the allocations of financial resources in community-based tourism organizations and the sustainability of tourism sites development

### **1.5 Justification of the Study**

By addressing the existing research gaps and deficiencies in community-based tourism and its role on sustainable development of tourism sites, it is hoped that the findings would offer insight on appropriate tourism policies to address the existing gaps in community management practices. This study features within the field of management and therefore contributes to the research practice by addressing transformational management strategies of Community-Based Tourism Organizations (CBTO). The results of the study may provide additional knowledge required by institutions and other stakeholders in the management of CBTOs. The study would further explore the relationship between community-based tourism organizations and sustainability of tourism sites i.e. Independent and dependent variables contribute to the body of knowledge in the area of study by serving as useful resource material to CBTO practitioners.

Innovation activities are part and parcel of successful CBTO. However, innovation activities consume various resources that may be scarce. It is therefore important that good practices by CBTOs are identified and documented for possible replication or upscaling especially those that are core, efficient and economical. Resource allocation determines the success of CBTO projects in the community. Documentation of financial resource allocation sharing would assist in understanding and solving conflicts that are likely to arise during and after the implementation of CBTOs and provide for management and prevention measures. The confidence of the host community through participation and sufficient knowledge about tourists would act as a basic requirement for sustainable community-based tourism development.

The managers of community based tourism sites may use the findings to promote better understanding of visitors preferences and motivations by developing cultural experiences based on local terms and further formulate policies that support local investors, ownership and strategies for funding and sharing of benefits for sustainable CBT sites. The managers would further use the findings to prioritize CBT for the achievement of Kenya's Vision 2030 by focusing on reforms and development across key sectors which include infrastructure, technology and innovation.

### **1.6 Scope of the Study**

The study investigated the role of community-based tourism organizations on the sustainability of tourism sites in Kisumu County with a specific focus on sites management, innovation, financial resource allocation and role of County management. The study was guided by the people centered development theory. The study was conducted through a cross-sectional survey and incorporated ten tourism sites in Kisumu County as this is considered to be the area that is largely visited by tourists and is bound to have many tourism activities. The study was conducted between the months of January and March 2022. The scope of household survey entailed 383 questionnaires administered to adult respondents, who were selected from distinct households, Information sought from respondents were summarized to include: extents of actual involvement in tourism activities

### **1.7 Limitations of the Study**

The study was limited by the existing poor road network in the county that made it difficult to reach some quite interior tourism sites. This was overcome by the use of motorcycles. Since the study was conducted in tourism sites with a high level of CBTO readiness, the results may not be generalized to those with a moderate and lower level of CBTO readiness. To counter the limitation the results derived from the surveyed sites were supported with quantitative data to supplement the information in explaining the study approach. The study experienced cultural limitations such as values, religious beliefs and political alignments as a source of possible conflicts within the CBTOs. The respondents also had reservations on the confidentiality of the information as pertains to their Community and community's tourism management. The researcher countered the limitation by presenting a research permit from NACOSTI and an authorization letter from the University to show that the information provided by respondents would be strictly for research purposes.

### **1.8 Delimitation of the Study**

The study was delimited to ten out of possible 32 tourism sites in Kisumu County. The sites included; Dunga, Usoma, Ndere Island, and Paga which represented beach based tourism sites. Kit Mikayi, Seme Kaila, Abindu shrine, Maasai market and Luanda Magere cultural centre represented landmarks and cultural heritage sites, while West Kano Rice represented agriculture based tourism sites. Multi-factor questionnaire was used to measure the relationship between the key variables; community-based tourism organization and sustainability of tourism sites development. A research questionnaire was developed for triangulation purposes. The interview schedule was used to collect data from the management staff of the tourism sites and county government. Likert scale was used to measure the relationship between key variables in this case the relationship between financial resource allocation and community-based tourism organization on sustainability of tourism sites. The study sought to investigate the role of community-based tourism organizations on sustainable development of tourism sites in Kisumu County with a specific focus on community management, innovation in tourism, financial resource allocation and the role of the Kisumu County government .



### **1.9 Basic Assumption of the Study**

The study was premised under the following assumptions:

- i. It was assumed that the CBTOs in Kisumu County and the current community-based tourism policies are not going to change soon.
- ii. It was assumed that the methods and research instruments used in the study were validated appropriately and that they furthered high reliability standards of results obtained.
- iii. It was assumed that the qualitative and quantitative data collected through group discussions and observations, met the thresholds required.
- iv. The study also assumed that respondents would provide accurate and honest information that would help identify the gaps between the community's tourism organizations and the needs of the community and how they influence the development of tourism sites in Kisumu County.

### **1.10 Organization of the Study**

This thesis is organized in five chapters, chapter one describes the background of the study, the statement of the problem, the purpose of the study, research objectives, research questions, research hypothesis, justification of the study, scope delimitation and limitation, basic assumptions, and definitions of terms. Chapter two reviewed literature on themes of community-based tourism under the management of community-based tourism and sustainability of tourism sites, innovation in community-based tourism and sustainability of tourism sites, financial resource allocation and sustainability of tourism sites, the role of the County government and sustainability of tourism sites, a theory of People centered development and conceptual framework. Chapter three discussed research design, target population, sample size and sampling procedure, research instrument, pilot testing of the research instrument, validity of research instrument, reliability of research instrument, data collection procedure, data analysis techniques, and ethical consideration. Chapter four discussed data presentation, interpretation and discussions. Chapter five discussed the summary of findings, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The chapter reviewed concepts concerning the following thematic areas: an overview of community-based tourism organizations; management of organizations in the community tourism; innovation in community tourism; community's financial resource allocation; and the role of County government in community based tourism organizations. The chapter also presents a theoretical framework, conceptual framework and highlights knowledge gaps that this study seeks to fill.

#### **2.1 Community Based Tourism organizations**

Kenya lags behind in the tourism industry despite recognition by the World Tourism Organization (2014). The Kisumu Hospitality Managers Group (KHMG) (2013) association report observed that the hospitality industry had failed to attract potential investors into key infrastructural sectors of the industry. The report further, contended that tourism business was better realized when efforts are put towards tourism sites development as opposed to national or regional promotion. The report, therefore, recommended the adoption of community-based tourism as a significant long-term strategy for the tourism industry. When focus is put on development of tourism sites, there is the pull and retain effect visitation, which is good for tourism development (Kozak & Martin, 2012).

Community-based tourism organization (CBTO) is owned and managed by the community for the community to enable the visitors to increase their awareness and learn more about the community and its local way of life (Responsible Ecological Social Tours, 2003). CBTO provides substantial control over and involvement of the community in the development and management of tourism resources hence a big proportion of the benefits should remain within the community (Mitchell & Reid, 2001; Murphy & Murphy, 2014; Hall, 2007; Goodwin & Santilli, 2009). Further, the CBTO approach integrates all stakeholders in tourism planning and development processes and aims at creating resources for the community itself. Besides protecting local cultures from the sweeping influence of globalization, CBTO contributes to the local's wellbeing by developing both infrastructure and super infrastructure (SNV-Netherlands Development Organization, 2013; World Bank, 2009).

### **2.1.1 Management of Community Based Tourism organizations and Sustainability of Tourism Sites Development.**

Management in Community-Based Tourism Organizations (CBTOs) refers to the active participation of all stakeholders in planning, implementation, evaluation, decision making and sharing of accrued benefits. Community-based tourism is a system that uses a bottom-up approach to management. CBTO advocates for local stakeholder participation in the planning, research, development, management and policy-making for a community as a whole. As a form of management strategy CBTO enables the local community to deal with the unique social, political and ecological problems likely to be faced by the community and find ideal solutions to their situation (Bovy, 1982; Mayaka, 2017; Muhammad, 2017). While exploring the extent to which participation is a contextually dependent practice, the study of Mayaka (2017) and Muhammad (2017) observed that CBTO is a response to contextual challenges led by the community because the community participation has been through representation and interpreted to be a local practice.

In many developing nations, tourism is controlled by large, multinational tour companies who have little regard for local socio-cultural and economic conditions (Timothy & Ioannidas, 2002). This is because most developing sites lack wealth and political power, which makes them prone to decisions that are beyond their control. For instance; the study of Walkinson (1987) observes that many decisions governing domestic matters are made elsewhere by foreign tour companies and services providers, who often do not have the sites community's best interest in mind (Timothy & Ioannidas, 2002). Further, the power to decision making has been lost to a few individuals who control the wealth and political strength in some countries that are in control of tourism development (Bianci, 1999). Autocratic power systems on the other hand have kept grassroots involvement from flourishing in some parts of the world hence discouraging representation of democracy (Timothy, 1999). As a result, tourism developments that are shaped by local entrepreneurs have less possibility to survive in the long term making the local community lose their sites goodwill and jobs generated from the industry (Timothy, 1999)

According to Organization for Economic Co-operation and Development (OECD), (2020) report, the sustainability of a tourism sites depends on the ability of a group of

stakeholders, across levels of government, business and local communities, to work together to ensure community- and environment-friendly outcomes. Increasingly, governments look forward to integrating social, environmental and economic objectives into the policy planning and development of appropriate tourism and environmental management strategies that address longer-term perspectives. This highlights the critical role of the stakeholders in design formulation and implementation of tourism policies that do not just recognize the wealth and economic growth but also environmental, social and cultural considerations (OECD, 2020). Nonetheless, as tourism advances its profile in national economic planning, there is a need to pay attention to its long-term development budding. Such an approach demands all-inclusive strategic planning for the industry's future and maintenance of market share and competitive advantage. Hence national governments need to take the lead in the industry's strategic planning that is built on an open discussion with all stakeholders (OECD, 2020).

According to LeClerc and Martin (2004) the Chinese national government policy advocates for creativity and implementation of rural tourism by the local government. The national policy encourages financial institutions to increase loan provision to villages it also gives priority to the development of products for leisure tourism in annual land-use planning. Further, the national policy stresses improvement in transport, water and electricity provision, a reduction in pollution and increase in network and infrastructure. Further still, the national government has implemented a digital system to guide and provide information broadcasts to visitors The local government on the other hand plans and provides technical support for innovative programs.. (LeClerc & Martin, 2004).

Similarly, OECD (2020) report highlights the need to have programs that support workforce education, training and development in tourism. Human resources development are key organizations that help to enhance the status and position of the tourism sector as a career option. For instance; the United Kingdom's People 1<sup>st</sup> Programme and Canada's Tourism Human Resources Council emphasize stakeholder engagement and industry needs. The report argues that long-term continuity in state policies and investment in tourism training and development are key in building the capacity of the workforce as a policy intervention. In support of stakeholder engagement, the government of Ireland has made a sustained intervention that funds its national training body in certificate courses to realize human resource development, manage

development programs and build a regionally focused capability program for small and medium enterprises (OECD, 2020). In support of building capacity of the workforce for sustainable tourism development, the study of Hall (2009) identifies sustainable tourism as qualitative development to generate the social and environmental well-being of the community. However, the study underscores the difficulties in cooperating sustainable tourism knowledge to reality, attributing this to an overall difficulty in relocating academic knowledge to the industry (Hall, 2009).

The study of Trejos and Chiang (2009) observes that the management of tourist locations by locals has been promoted by sustainable tourism practices. This form of tourism is based on the premise that the people living next to a resource are the ones best suited to protect it (Trejos & Chiang, 2009). The community on the other hand gives consent to develop and operate tourism activities and businesses and conserve resources that are capitalized for tourism purposes for sustainable tourism. Local knowledge provides easier entry into a tourism industry for locals whose jobs or livelihoods are affected by the use of their environment as tourism locations and whose sustainable development crucially depends on the presence of local support for a project. When well-utilized, local knowledge enables greater participation by locals at the management level and a more intimate understanding of the environment. (Bovy, 1982; Trejos & Chiang, 2009).

The studies of Afenyo (2014); Stronza & Gordillo (2008) on assessing the management of community resources in Peru asserted that knowledge and skills were crucial in running community programs. An Ethno-botanical Center for medicinal and education was created for knowledge sharing and provide enhanced community involvement in the management of programs. The accrued revenues improved the centers' subsistence economy and awareness of the environment. Further, the center offered training for technical positions such as bilingual guides, bartenders or chefs to enhance guest satisfaction. Capacity building for selected individuals in finance, human resource, operations and marketing waiters, housekeepers, boat drivers as well as cook assistants was also done to develop the capacities needed to manage future businesses (Stronza & Gordillo, 2008; Afenyo, 2014).

In the same vein, the study of Christina (2017) analyzed the management model used to assist the local community to develop CBTO ventures in Brazil. The study advanced that

participation, partnerships and acquisition of skills were important elements in the development of CBTO hence the successful transfer of business ownership required management skills to run the organizations as commercial businesses. However, the study of Sakata and Prideaux (2013) on the use of management model in CBTO organizations in Papua New Guinea advanced that the success of CBTO organizations was not underpinned by significant community participation but with private ownership of the venture by a community member. The study observed that partnerships between governments and tourism agencies with smaller communities are not particularly effective because of the disparity in aims between the groups hence the need to align community projects to the expectations of the local communities and design them according to the community's norms (Trejos & Chiang, 2009).

According to Bovaird (2004), the tourism industry embraces a partnership with all stakeholders although, the earlier forms of partnerships did not recognize the important position of local communities in sustainable tourism as expressed in the local Agenda 21. Instead, the emphasis was put on information exchange between government departments, tourism authorities and the private sector to facilitate and adopt more sustainable procedures in an environment that encourages responsible entrepreneurship (Rutten, 2004). Further, the declarations of the International Year of Ecotourism (IYE) report of (2002) and the World Summit on Sustainable Development (WSSD), both highlighted partnerships as providing the greatest opportunity to the conservation of natural resources. They envisioned partnerships where the natural, human, and financial capital of the world's people can contribute to the conservation of natural and cultural resources.

In the same vein, the formation of Natural Resource Management Groups (NRMGs) within village communities in India, has helped facilitate the process of community empowerment through financial and technical support Stevenson (2003). The groups have successfully used this approach to manage CBTO organizations such as fishing, aloe Vera and passion fruit plantations and village-level support services for managing and maintaining springs. The community's NRMGs provision of drinking water to the villages and the construction of latrines have reduced domestic drudgery for women, improved household hygiene and served as incentives to bring about change in community attitudes and behavior (Stevenson, 2003).

A study by Armstrong (2012) analyzed the conditions necessary for successful CBTO organizations and reported that CBTOs owned or/and managed by communities tended to deliver wider community benefits for local economic development. The study further equated for organizations such as engagement with the private sector, a strong cohesive host community, genuine community participation, ownership and control, quality and demand-driven products based on community assets, appropriate stakeholders support, transparent financial management and effective monitoring and evaluation system to successful CBT organizations (Armstrong, 2012; Murphy 2014). Likewise, studies of Murphy (1985) and Murphy (2014) have likened the success of tourism in developing countries to the involvement of the local community in the management of tourism resources for three fundamental reasons. Firstly, the community can adapt to changes, secondly, it opens up their mentality and lastly it makes the community part of the tourism product as also observed by other studies (Lepp, 2007; Novelli & Gebhardt, 2007; Manyara & Jones, 2007; Okazaki, 2008; Kibicho, 2008).

The Democratic Republic of Congo (DRC) similarly recognizes the importance of local communities in managing their traditional forests. DRC uses the forestry legislation code (2002) in managing community resources. One such Community Conserved Area is the Tayna reserve. The code serves restrictions on bush meat hunting and monitors resource use within the park. However, a study conducted in the context of community tourism innovation by Davies and Cahill (2000) found dune management in New Zealand to be cost-effective because the government uses community groups to monitor and maintain dune conditions. This has potentially promoted and increased community awareness of coastal hazards and climate change hence developing more resilient coastal communities. Both the local community and relevant stakeholder groups have been empowered to enable them to have a more meaningful role in the management of beaches and coasts. Although the level of empowerment varies between groups, the existing work has found significant attributes of empowerment among successful groups (Davies & Cahill, 2000). In contrast, is the traditional Guatemala tourism program in Central America with strong capital, knowledge and established community tourism enterprises but controlled by non-locals (Adams *et al.*, 2004). Lack of opportunities and failure to benefit from these enterprises has forced villagers into illicit actions on the programs such as poaching, illegal tree cutting and degradation of the natural resource base (Adams *et al.*, 2004). Similarly, lack of local community involvement in addressing human-wildlife conflicts

and encroachment on protected areas in Kenya has led to a significant decline in wildlife populations (Kenya Tourism Board, 2008).

Communal Areas Management Program For Indigenous Resources (CAMPFIRE) program in Zimbabwe is an example of a successful transfer of Community Based Tourism Organization (CBTO) management from a well-intentioned, but less effective and overly standardized national government to the local people (Ashley, 2000). The program has established community control over game and land resources, the collection and retention of fees for wildlife hunting and sightseeing in CBT sites. The funds collected stay primarily in the community and used for local development of projects which include schools, clinics and rural infrastructure. Further, the study reports that improvement in the quality of life has made wildlife protection more valuable as a resource to the communities. The program further reports that there was significant evidence showing that the rate of poaching has decreased due to an increase in hunting quotas. (Ashley, 2000).

The Ethiopian government uses strategic location of CBT sites, the positive attitude of participants in CBTOs, and the hospitality of the local community and the great potential of the resources in the area to integrate natural resource conservation, local income generation and cultural conservation (Meseret, 2015; Miller, 2004). In contrast, Kirsty (2005) hailed the use of community-based tourism approach on tourism sites as a way of creating a sustainable tourism industry. However, the study reported several failures from the community development perspective. Firstly, CBTO tended to treat the community as a homogenous block; secondly, it used a functional approach to involve the community and thirdly, it neglected the structural constraints to local control of the tourism industry (Kirsty, 2005).

In the same vein, the Rwandese government has developed tourism policies to ensure environmental, social and economic sustainability. The policies aim at using local resources sustainably. It is the responsibility of the government and businesses to involve the local communities that are close to the tourism plant and attractions through the development of meaningful economic linkages (Rwanda Development Board, 2015) The policies include punishment to hunters, bush burners and poachers. The government has also increased investment and financing capacity building, marketing and awareness



reinforcement, supporting local small and medium local enterprises, developing, and strengthening social identity. However, despite the policies, the locals still view the move as a way of depriving them of access to resources in the park which most of them rely on as a source of livelihood (Bush *et al.*, 2010).

The vital role of the management of the environment is recognized in the international conservation policy. The policy observes that the indigenous communities have an embodiment of traditional and indigenous knowledge that provides key insights on the use of the environment and natural resources. This makes them important repositories of critical knowledge that help in understanding the functioning of key ecological systems and the basis for conservation for sustainable development. (Ogendo *et al.*, 1999). A good example is the Torra Conservancy in Namibia. The management committee of this conservancy is charged with the responsibility of conducting annual wildlife counts and monitoring of wildlife-based revenue activities such as joint venture lodge, trophy hunting, live sales of springbok and provides own use hunting of conservancy community members (NACSO, 2006).

Although the Kenya Vision (2030) advocates for tourism as a major component of the economic pillars, the Community based tourism organizations are not among the flagship projects (UNESCO, 2007). However, the Kenyan constitution (2010) advocates for environmental conservation. The constitution equally stresses the equitable sharing of benefits from the resources by the locals. It was on this backdrop that conservation policy in Lumo and Mwaluganje wildlife sanctuaries in Kenya were initiated with a membership scheme restricted to the local community only. Members pay a subscription fee to be entitled to a Share in the sanctuary (KWS, 2008). The organizations have purposed to avert human-wildlife conflict and to benefit the local community who are major stakeholders. The local community has partnered with Private investors to run the sanctuaries from which an annual lease fee is paid to the community. The income generated goes towards social development to enhance education and health services, and pay to the members (IUCN, 1998; KWS, 2008).

Despite these partnerships, several organizations instigated by the political, social and economic structure in developing countries continue to limit community participation in CBTOs. These limitations include Operational limitations, Structural limitations and

Cultural limitations (Tosun, 2000). For instance; Aref and Redzuan (2009) identify lack of powerful leadership in Iran as the main limitation to community participation, while the studies of Tosun (2000); Omondi and Kamau (2010); Dogra and Gupta (2012), advanced that structural limitation is the main hindrance to community participation in Kenya.

However, the Kenya Community Based Tourism (KECOBAT) recognizes partnership and works with regional associations, groups, community-based organizations and other like-minded bodies that aim at benefiting communities through tourism to meet its goals. Such organizations include the Kenya Tourism Regulatory Authority, Ministry of tourism, Western Circuit Tourism and Uganda Community Tourism Authority (KWS, 2008; IUCN, 1998). In its effort to make tourist sites sustainable, KECOBAT advocates for policies that positively impact on community-based tourism organizations. It forges alliances with the government and other development partners to ensure that policies in Kenya operate on guidelines that can be used as points of reference (IUCN, 1998; KWS, 2008). Other programs actualized by KECOBAT include marketing of tourist sites, homestays development, accreditation and standardization, training and capacity building, among others. KECOBAT provides training opportunities to the local population and informal sectors that are interested in understanding the basics of CBTO organizations and how to exploit the employment and business opportunities. Further, it assesses training needs, develops training manuals designed for specific CBTOs and conducts training at both local and regional levels for sustainable community enterprises (KWS, 2008; IUCN, 1998).

The community plays an important role in determining the success of Community based tourism organizations in Indonesia (Akama & Kieti, 2007). The management systems, on the other hand, have enabled the achievement of food security and self-sufficiency by growing paddy rice, palms and other edible crops. According to Scheyvens (2002) CBTO projects need to match the self-mobilization type of participation. One such project is the Saiwa wetland project in Kenya, which was identified by the local community as a major strategic concern for soil conservation. Similar attempts by the community around Lake Nakuru have also initiated a water catchment approach to promote the health of the lake's ecosystem through the initiation of tree nurseries. Most of these nurseries are self-reliant

organizations and do not receive any external material support (Gichuki, 1997; Moseret *et al.*, 1999).

The Kenyan government sector has played an important role of supporting tourism development of local areas by providing infrastructure, development of tourist attractions and experiences, support for festivals and events and the implementation of tourist promotion plans. However, the studies of Goodwin (2011) indicate that little has been done to review the role played by the community in CBT organizations.

The Kenya Constitution of 2010 recognizes the rights of indigenous communities to find the right balance between conservation and sustainable utilization of natural resources although various policy documents for instance: Vision, 2030 (GoK, 2007); Wildlife Management and Conservation Act 2013 (GoK, 2013); Tourism Act (GoK, 2011) have no guidelines on how community participation is to be implemented to ensure tourism development. However, the Wasini women group in Kenya organizes for management training for its members through organized workshops that are key to an effective partnership. The group has adopted an interactive participation model that provides an entry point for managing partnerships with the Kenya Wildlife Services (KWS), United States Agency for International Development (USAID), The International Union for Conservation of Nature (IUCN) and Netherlands. The group has provided a platform for the community to participate in joint analysis, development of action plans and formation of local institutions. Structured learning processes and problem-solving approaches are also encouraged by the group. Further, the group controls any decisions made and determines how the resources are to be used. The group's membership scheme enables them to own shares within the group (USAID & IUCN, 1998; KWS, 2008).

## **2.2 Innovation in Community Based Tourism and Sustainability of Tourism Sites Development**

Innovation refers to the capacity to create and implement novel ideas that are proven to deliver value to the community (Carson & Macbeth, 2005). Innovation depends mainly on creativity which applies to the production of new ideas, new approaches and inventions. Tourism sites act as a stage for different tourism activities hence tourism sites need to be innovative to compete well and remain in line with demand trends (Hjalager, 2002). A study conducted by (Amit & Zott, 2012) observes that innovation

could be achieved in business organizations by adding new products and services or new processes that could link business activities in innovative ways and changing organizations in business ventures. However, the type of innovation an initiative chose to adopt depended entirely on the purpose and available resources (Amit & Zott, 2012).

The studies of Sundby (2017) advanced that human capital is a key innovation for tourism sites. Hence sites that use more professional management tools have a positive attitude towards ICT and their innovative behavior greatly depends on their size. Moreover, the most innovative sites operates in accommodation, transport, food and beverage. In the same vein, a study conducted by the Organization for Economic Cooperation and Development (2006) opined that tourists look for experience as opposed to sites-driven products. It is therefore important to create a rewarding tourism experience for tourists through innovations and product development. The experience should cover entertainment, educational, aesthetic and escapist elements.

However, a study by Hall (2009) and Gupta & Vajic (2000) identified several categories of tourism innovation. The categories included: product, process, marketing and management among others. Product innovation is the creation and presentation of new products and services and their worth to the already existing products or services based on developing skills (Rainey, 2006). Product innovation indicates changes that are observed directly by customers and have an influence on their buying behavior of products such as; foods, beverages, animation, wellness among others. Process innovation is the implementation of a new or significantly improved production or delivery method, new markets or marketing services, new approaches and the reorganization of workplace and exterior relationships (Christensen & Raynor (2003). Process innovation reduces unit costs of production, time taken and delivery time (Gupta & Vajic, 2000; Hall, 2009).

Marketing innovation involves addressing customers' needs, opening up new markets, or new positioning of a firm's product in the market to increase the firm's sales. The changes include; production, design or packaging, product placement and product promotion or pricing. Management innovation refers to the new approaches used in organizing internal cooperation, people management and delegation of duties, career prospects and employee compensation. The studies of Gupta & Vajic (2000) and Hall, (2009) further argued that innovation considers employee satisfaction at the workplace,

improves internal competencies and knowledge, allows customers to undergo new experience as they participate in the provision of a service and redirects communication in an attempt to enhance brand perception.

### **2.2.1 Innovation in Community-based Tourism organizations and tourism sites development.**

Research by Armstrong (2012) on the innovation of CBT sites contends that changes and improvements related to tourism development are largely inspired by local needs and aspirations especially when residents have ownership rights of their cultural and natural resources. Further, the study suggests that the government should not be allowed to decide what needs to be changed in the communities. Instead, the residents should decide on the organizations and solutions that are best for them. Hence the origin of tourism development initiative and response to the needs and capacities of the community has a strong bearing on the success of community organizations. Further, for the growth and development of tourist sites, innovative products and services need to be put in place to avoid market saturation and enhance the sites's competitive advantage (Weiermair, 2004).

A study by Satarat (2010) on homestays as an innovation in tourism reports that the government of Thailand embarked on establishing homestays as part of its innovation activities to sustain its tourism industry. The government took advantage of its beautiful natural environment as well as its affordability and hospitality as a sites. Hence homestays have been used as a means of helping rural communities to be self-reliant. The majority of the homestays are used by domestic travelers who include; students' teachers and administration officials. Management partnerships between the community and the ministry of interior have also been encouraged to achieve maximum results in areas with high demand such as; accommodation (Satarat, 2010).

A report by the (OECD) (2012) observes that the Mexican government supports green innovation in tourists. The support is through programs coordinated by different agencies of the federal government Mexico national development plan 2007-2012. The report further states that sustainability is a major strategic priority that guides tourism policy, hence an establishment of a certification scheme 'Clean Tourist Sites' which requires that businesses and municipalities work together to manage water and solid waste to achieve an environmental synergy between society and government (OECD, 2012).

Similarly, the government of New Zealand places innovation as central to achieving improved returns not only to tourism but the broader economy. The government intends to build foundations for a stronger sustainable economy that provides job opportunities, higher incomes, and improved living standards to its people. Effective partnerships between government and broader stakeholders have made the government initiate specific policies and programs. The programs support green innovation by providing voluntary national tourism quality assurance and environmental certification program to improve its environmental performance. To achieve a sustainable economic activity in the tourism sector, the criteria consider; aspects of business performance, energy efficiency, waste management, water conservation among others (OECD, 2012).

Likewise, a study conducted by Tasci (2013) on innovation and environmental sustainability in CBT points out that, the Tamaki Maori village in New Zealand initiates, owns and manages its Community Based Tourism organizations by ensuring that all the employed workers in the village are Maori. It ensures that social and economic development belongs to residents, including employment opportunities, ownership of retail stores, cultural and environmental awareness. However, community-based tourism in Tamaki Maori Village is not only beneficial to local communities but also beneficial to tourists. Visitors can experience authentic Maori traditions and culture and participate in local activities, including seeing Maori weaponry displays, weavings, carvings, tattooing's, and traditional songs and dances. Villagers earn income while promoting their rich culture (Tasci, 2013).

In the same vein, tourism policies in Norway and Scotland target national innovation programs that aim at promoting tourism. For instance; the Innovative Mountain Project in Norway ensures that mountain tourism is an all-year activity with attractive products that focus on network development, entrepreneurship, and measures to counter barriers to innovation. While the Scottish Enterprise promotes product development within the sector through knowledge sharing to achieve more resource-efficient and collaborative approaches to research and development (OECD, 2020).

When local people decide for themselves what they feel to be the most pressing local needs, they tend to participate and feel emotionally committed to the change process or problem-solving program for their betterment and success (Henry, 2009; Tasci *et al.*,

2013). The development of many community-based tourism projects in Thailand calls for more sustainable tourism activities by both the local community and tourists. Studies of (Henry, 2009; Mountain Institute, 2000; Asker *et al.*, 2010; Thailand Community Based Tourism Institute, 2012; Tasci, 2013) report that CBT sites are popular in the northern and southern parts of Thailand. For instance; Chiang Mai Chiang Rai and Andaman coast area, have popular activities that include; hill tribe, homestays as well as trekking. The locations combine beach tourism with homestays under a community-based tourism institute. charged with the responsibility of coordinating the development of CBTO projects through research, training and sharing skills as a way of empowering communities country-wide (Mountain Institute, 2000; Henry, 2009; Asker *et al.*, 2010; Tasci., 2013).

In the same vein, a study conducted in Botswana by Community Based Natural Resource Management (CBNRM), 2000) indicate that the Xai Xai community-initiated and managed a cultural preservation Centre for Bushmen who wished to retain and revitalize a sense of pride in the knowledge and history of a minority group from which they belonged. The CBTO has since developed into an income-generating initiative that operates photographic cultural tourism packages. The packages are meant to replace trophy hunting and externally managed photographic tourism which never provided employment autonomy to the community. With this new approach on board, they believe it would be easier to share accrued benefits based on participation which the group already possessed (CBNRM, 2000).

Process innovation is the implementation of a new or significantly improved production or delivery method thereby reducing unit costs of production, time taken and delivery time (Hall, 2009; Gupta & Vajic, 2000). A study by Derrick and Cool (1989) reports that innovation in community-based tourism can be enhanced through customer's involvement in the production of tourism services that enhance experience value. This experience value includes entertainment, educational, aesthetic and escapist elements that produce significant and meaningful tourist products that enable the achievement of superior and sustainable performance. Further, customer involvement in innovation is useful in providing information about the needs and wants of clients. Innovation also enhances and strengthens knowledge about customer's needs. Therefore, the involvement of customers is key in nurturing continuous learning and the creation of new and unique

products that offer a special value to customers. The emergence of the Internet era provides new challenges to the role of customers and makes it easier to collect and share information about customer's needs. (Derrick & Cool, 1989).

According to OECD (2020) report on innovation and growth in tourism, the report contends that for tourism to remain competitive in new tourism sites, then the traditional (OECD) tourism countries should be at the forefront in developing new products and ideas in tourism. The report opines that tourism policies that target tourism can promote innovation and create mechanisms for the development of new business models and the dynamic culture of enterprises. Hence, without a pro-active tourism policy, even the best tourism sites will lose momentum in terms of competitiveness and growth. Therefore, the report calls for public interventions to recognize areas for innovation in tourism services to avoid fragmentation of the industry (OECD, 2020).

The study of Suriya *et al.* 2007 observes that homestays in Malaysia are owned by the community and heavily promoted as a tool of empowering and increasing rural people's income despite challenges on the viability and sustainability of the projects. Such challenges include low-income generation and length of time taken to deliver benefits, uneven tourism income distribution, and the fluctuation of income due to seasonal effects. The study further reports that Community-based development in Jamaica empowers people to value their community assets, cultural heritage, cuisine and lifestyle. The community in turn mobilizes the assets and converts them into income-generating projects while at the same time offering a more diverse and worthwhile experience to visitors. Every citizen is seen as a potential business partner to be trained in small business management, environmental awareness, product development and marketing. This type of 'people-centered' tourism promotes a sense of ownership which augurs well for the industry's sustainability (Suriya *et al.*, 2007).

In the same vein, a study by Pollini *et al.* (2014) indicates that the Talanta community in Madagascar has transformed into an eco-village initiative after many years of logging and environmental degradation which had robbed them of their livelihoods. The community has been trained on better farming methods that could help increase their agriculture and livestock output and helped to envision other different activities from what they usually did. This approach ensures that farmers harvest food all year round to secure the locals'



livelihoods. Residents of the eco-village also practice perm culture; an agricultural system that seeks to integrate human activity and the environment to create a highly efficient self-sustaining ecosystem. As a way of preserving water, eco-toilets also known as dry toilets have been introduced and developed with the help of the community using easily available local materials. In addition to improving sanitation, the toilets also provide organic fertilizer for pasture on which villagers' livestock can feed (Pollini *et al.*, 2014).

According to Kenya Tourism Board (KTB) (2008), Kenya strategically launched a diverse and distinctive visitor experience by developing its coastline through the establishment of resort cities to link up the Coast and Safari products. This has been achieved by increasing the bed capacity, offering quality service and improving facilities in all under-utilized parks to enable it to achieve higher tourist revenue. Such products include; Kakamega Forest and Ruma National Park for their untapped indigenous cultural tourism and water-based tourism such as water sports and fishing in Tana River and Lake Victoria owing to their environment-friendly aspects that can provide tourists with a cultural experience. Other than creating new high-value niche products such as; cultural, eco-sports and water-based tourism the government also intends to boost business tourism by attracting high-end international hotel chains and investing in new conference facilities (KTB, 2008).

Similarly, Safari tourism has instituted a premium product in Kenya to tap into her game variety, ease of admittance and satisfactory climate that allows visitors to the reserves and parks throughout the year. As a result, the targeted organizations have been nurtured and realized an increase in the value of niche products which include; cultural tourism, eco-tourism, sports tourism and lake tourism. One such product innovation is the: Mara Naboisho conservancy model established in 2010 by the local Maasai landowners in collaboration with the Base camp Foundation in Kenya. The purpose of the conservancy was to; conserve the biological resources and the socio-cultural heritage of the conservancy area, promote tourism through partnering with investors and contributing to wealth creation for landowners. Further, the conservancy has provided the opportunity to the community to protect the wildlife and its natural terrain while providing a high-quality game viewing experience for the visitors. The activities in the conservancy have seen an increased diversity and abundance of wildlife, promoted wildlife-friendly land-use practices, monitoring of wildlife population and movements, eradicated poaching and

illegal possession of wildlife products and strengthened conservation programs within the conservancy (KTB, 2008).

According to (Papazoglou, 2017) Process innovation addresses the capacity of service delivery systems, types of capacity resources and efficient use of capacity resources. It is because of this that tourist sites carry out many activities to satisfy visitor's needs. Such activities include; accommodation, business, dining and entertainment among others. The activities provide a variety of services despite consuming a lot of resources. (Bowie & Buttle, 2013). However, sites operations depend entirely on their performance and competitiveness. Hence sites should put in place information systems to effectively control, improve and manage its operations. Governments and tourism entrepreneurs, therefore, have a role to play in the use of technology to grow the tourism sector. For instance, due to numerous tourism products that range from beach tourism, exotic safaris and potential tourism business, Kenya uses locality applications to innovatively make sites accessible, incorporating online food ordering and efficient delivery systems for catering service providers (Nyawira, 2019).

Marketing innovation is a prerequisite for success in tourism. Innovation offers new and unique products to help tourism sites in the community as well as the individual providers of services, who should be able to differentiate themselves from the competition. Further, an innovative marketing management concept builds new relations between sites and visitors (Gupta & Vajic, 2000). Similarly, Studies of Gajdosík, 2014) opine that increased competition in the tourism sector, behavior change in customers and the strength of the EURO currency have shortened tourists' average length of stay in tourism sites in Switzerland. To counter this trend, several innovative solutions meant to provide a divergent view have come up. For instance; Switzerland has restructured its tourism products to respond to the demands of tourists by introducing innovations in tourism products in their tourism sites (Gajdosík, 2014).

A report by the USA department of commerce and the President's Committee on Arts and Humanities Report of (2005) contend that the preservation enhancement and promotion of the nation's natural historic and cultural resources are steered by tourism product innovation. Cultural and heritage specialists can assist the travel and tourism industry in developing new tour routes, regional circuits and thematic packages of attraction and

activities. However, to sustain and develop the historic and cultural resources already in the public domain depends partly on the need to increase public and private sector investment. The government has therefore adopted sound business practices for cultural and heritage organizations to increase advocacy of the economic and social benefits of their assets and diversify both product mix and partnerships

In the same vein, a research by Campo-Cerro, Ana, Jose Manuel and Helena, (2017) on sustainable improvement of competitiveness in rural tourism reported that CBTO in Spain has developed intensively despite a few challenges that can be resolved by causal marketing research. Sites managers seek out innovative strategies, sustainable competitive advantage and the capacity of rural sites to generate rural tourism loyalty. These include direct antecedents of rural tourism such as; image, quality and sites.

According to the Asian Pacific Environmental Cooperation (APEC) (2010) workshop group Opined that a community experiences economic benefits through the development of practical and sustainable livelihoods that are management based and conserves the area's biodiversity. Management reduces economic over-dependence on logging and hunting and instead offers entrepreneurial skills. The community has initiated an innovative and sustainable way of overcoming food packaging and accommodation issues during mountain biking trips and long treks. The communities' packs lunch for tourists in layers of plastic and foam and carry in plastic bags. The cooking group has opted to use traditionally woven, reusable baskets for transporting the food. Overnight shelters and other structures are made entirely from locally grown bamboo, and a community-recycling program is being developed for plastic water bottles for the home-stay houses and guesthouses. There are no cars in Chi Phat, and carts are used for transporting visitors. Despite the innovations, the community experiences challenges ranging from knowledge barriers, decision-making, strategies on how to share the economic benefits of eco-tourism. For instance; rotating the home-stay service; guide service; and boating service so that more members of the community are involved (Asia-Pacific Economic Cooperation , 2010).

Similarly, Community based tourism in Buhoma village in Uganda has invested largely in print marketing to increase the number of tourists visiting the area. The innovation activities include; brochures, photos, websites and agreements with tour operators. They

have developed brochures with texts and photos to illustrate the village walks. The walks have generated significant additional income for the enterprise members who include the local guides and site owners who are trained on customer care and interpretation from KECOBAT. While the Village Walk unveils the local people living close to Bwindi impenetrable forest and their culture, the tourists gain knowledge of the cultural ways, from locally made art crafts, the dances, their traditional cooking, the Brewing and their herbal Medicines. Hence the established cultural exchange and dialogue between local community members and tourists has helped conserve local resources because the generation of the income from the enterprise is directly linked to the existence of the CBT organization.

In response to marketing innovation demand, the Government of Kenya has implemented a cultural tourism marketing and promotion campaign that involves cultural and tourism markets research, an audit of cultural products that are market-ready, media awareness and familiarization programs as well as participation in international trade fairs and shows (GoK, 2006). In particular, Bomas of Kenya hosts cultural tourism infrastructure and development programs. Bomas of Kenya has equipped the cultural center and art gallery; upgraded and renovated the existing facilities and rehabilitated the traditional villages. The Kenyan government in partnership with Kenya Community Based Tourism (KECOBAT) has also devoted considerable resources to market new tourist attractions through advertisement campaigns to inform potential tourists about Kenya's attractions and facilities. KECOBAT particularly helps in facilitating information sharing, delivering appropriate technical support and advisory services, mediating and lobbying their interests to government and other relevant institutions thereby integrating community concerns into national tourism. The advertisement targets high spending tourists in both traditional and new markets with a specific focus on its top five sources of tourists. These include; UK, USA, Germany, Italy and France as well as other high-prospective markets such as; Scandinavia, India, South Africa and Japan. Other than expanding domestic and regional tourism, the government has added value to its national parks and reserves by classifying them according to their various qualities. This has helped market Kenya as an international sites hence creating a sense of national pride (KECOBAT, 2003; GoK, 2006).

Similarly, The Kenya Tourist Board (KTB) uses the Maasai culture as a unique tourist attraction and tool for promoting and marketing Kenyan tourism, When international tourists visit Kenya they also want to see the Maasai and experience their culture, photograph and film them in their traditional regalia, purchase locally manufactured handicrafts, and postcards adorned with Maasai photographs to remind them of their encounter (Azarya, 2004; Ondicho, 2010). However, due to a diminishing land base which must support a burgeoning population, declining livestock production, and great pressure from the government to change their lifestyle, the Maasai are gradually becoming integrated into the national economy. Some have abandoned their livestock-oriented lifestyles in favor of tourism as an alternative source of livelihood and for some as a means to diversify and supplement their sources of livelihood as well as to stimulating the development in their homelands (Kituyi, 1990). More importantly is the government to understand the clients' motivations – whether they are coming to the region for an unusual or novel experience., whether they want to do something others haven't done? The government defines the characteristics of the target market and develop customer profile, for better understanding of how the target audience thinks and acts, such as when and how they would travel, what channels they'd use for booking their trips. Such information will be useful for customizing your promotional strategies to reach potential customers .

### **2.3 Allocation of Financial Resources and sustainability of Tourism Sites Development**

One of the key pillars of Community based tourism (CBTO) is that a major proportion of accrued benefits remain within the local economy (WWF, 2001). Thus, all community members whether directly or indirectly involved in tourism enterprises should gain some benefits. Hence sustainability of the CBTO depends on how the community benefits from the resources allocated to them, accessibility, ownership of the enterprises and management of the CBTOs by the community. Local ownership or access to cultural and natural resources is imperative for community participation in tourism development (Saarinen, 2010; Ratnayake & Kasim, 2011; Stone *et al.*, 2017).

Residents' ownership rights of natural resources that are primary tourist attractions, increase awareness of the positive and negative impact of tourism in their respective areas. This allows the locals to initiate projects that suit their best interests and maximize

local benefits (Henry, 2009; Mountain Institute, 2000; Asker *et al.*, 2010; Thailand Community Based Tourism Institute, 2012; Tasci, 2013). According to (NACSO, 2006), the Torra conservancy initiative conducts annual wildlife counts and monitoring and enables it to earn wildlife-based revenues from a joint venture lodge, trophy hunting, live sales of springbok, as well as providing for own use hunting of conservancy community members. This has earned the conservancy recognition as one of the most successful conservancies to have achieved operational self-sufficiency in 2002, following initial support from international donors and national Non Governmental Organizations (NACSO, 2006).

In the same vein, the studies of Naidoo and Adamowicz (2005), Pegas and Stronza (2010), on resource allocation for the economic sustainability of CBTO indicate that engaging in community-based tourism business is built on the notion that, accrued benefits from the organizations will result in conservation of the natural resources in question at the same time lead to increased access to local heritage for local communities who may have ignored the conservation aspect of the environment. Similar Studies by (Scheyvens 1999; Salafsky & Wollenberg, 2000; Lew, 2014; Mann, 2014) argued that experience of tourism at the community level may lead to a reduction in poverty and an increase of empowerment of the local people through the creation of employment and a share in the financial benefits accrued from tourism activities in the area. The economic significance of tourism has aroused considerable interest as an important convergence point for economic development and environmental conservation (Watkins, 2003).

A study by Kiss (2004), argues that tourism is not the best choice as an entry-level for business for rural communities that lack previous business and management experience because tourism is competitive, very demanding and at times takes a long time to produce tangible benefits. Further, the situation is made worse when the government imposes tourism development strategies that are not compatible with the livelihood and interest of the local community. Manyara and Jones (2007) further argue that the development of CBTO is an extension of neocolonialism because it depends on donor funding. Hence a lack of access to power, knowledge and resources. However, some CBTOs have succeeded where others have failed. For instance; a study by Sharon (2010) argues that the remoteness of a CBTO can be a blessing if it attracts natural beauty but a curse if it lacks participation in the formal economy. The remoteness of CBTO can also inhibit

visitation if the area experiences bad roads. Therefore, the government and other CBTO enablers are essential in developing CBTOs because they take the form of marketing training and funding institutional structures. (Lukhele, 2015; Sharon, 2010).

Studies of Park, Lee, Choi, and Yoon (2012) report that the government of South Korea not only uses policy programs to increase social capital in CBTO organizations but also uses the policies to manage community conflicts by involving them in the tourism business. Similarly, the government of Australia allowed the private sector to build and operate tourism superstructure within national park borders in the year 2012. Since then, an efficacious regulatory system has increased stakeholders' trust and support for government regulatory efforts (Randle & Hoye, (2016).

According to the studies of Henry (2009); Mountain Institute (2000); Asker *et al.* (2010); Thailand Community Based Tourism Institute, (2012); Tasci, (2013); contend that a share of financial benefits made from tourism amenities, income, and employment opportunities should be for the whole community and not for a few individuals. Further, the success of community-based tourism depends on accrued benefits the community receives from tourism opportunities. This includes the flow and equitable distribution of financial resources throughout the community from the early stage of tourism development (Harwood, 2010; Armstrong, 2012). Similarly, the study of CREM, (2005) opines that cultural assets are vulnerable and the management system for these kinds of assets needs to take into account long-term impacts. Therefore, for CBTO ventures to succeed all forms of assets-natural, cultural and physical-need to be carefully managed and protected to ensure their sustainability. The study further concludes that if any CBTO venture does not build asset management into its operations, it runs the risk of destroying the very assets, which attracts visitors (CREM, 2005; Harwood, 2010; Armstrong, 2012).

Although Community Based Tourism (CBT) has emerged as an alternative to mainstream tourism, it is largely dependent upon the same tourism infrastructure, particularly for transport. After reviewing 200 CBT projects across America, Rainforest Alliance and Conservation report (1987) revealed that CBT provided only 5% of accommodation in CBT organizations. This was the main reason why most CBT organizations collapsed after external funding dried up. Further, communities incurred costs when they engaged in CBTO projects and were interested in knowing how to succeed with such organizations

and whether any form of engagement would bring them large net benefits before any engagement with development partners.

Similarly, the studies conducted in Thailand on resource allocation and sustainability of tourism organizations by Manyara and Jones (2007), Rastegar (2010) found that the success of community-based tourism in Sam Chuk and KlongSuan is wholly dependent on the participation of the community in decision-making processes, local ownership, collective responsibility, leadership and management, achieving authenticity, and achieving distinction. Local innovation was however not found to have any significant effect on its traditional market. The main benefits of community tourism are the direct economic impact on families, socio-economic improvements, and sustainable diversification of lifestyles (Manyara and Jones 2007; Rastegar 2010).

However, the study of Frank (2008), examined the socio-economic complexities of conservation outcomes in developing nations and reported that the protected areas had both costs and benefits which accrued and operated at different spatial scales. The benefits were found to occur at a global scale, through the provision of ecosystem services while costs to the global community were limited. At the local scale, the direct financial benefit was relatively small while opportunity costs resulting from livelihood restrictions were higher. The impact on wealthy community members is less negative, with fewer costs per household per year. Hence the latter experiences greater benefit than their poorer community members (Franks, 2008).

Sustainable tourism is multi-faceted and therefore its economic dimension cannot occur without inputs of a social, cultural and environmental nature (Dieke, 2001). As demand for tourism increases not only does it provide opportunities for linkages with other sectors in the economy, but there are also consequences of social, cultural, and environmental nature. The impact of tourism on the community has led to competing demands and recognition of the community's rights, and a greater say in decisions affecting their lives. The trend in ecosystem management similarly has increased towards systems of collaborative management with indigenous peoples leading to the adoption of community-based tourism (Dieke, 2001).



A study by Vajirakachorn (2011), argues that economic benefits act as incentives for participants and the means to conserve the natural and cultural resources on which income generation depends . The study further argues that for CBTOs to succeed they should build critical linkages with other sectors of operation. In the same vein a study of While the study of Harwood, (2010) opines that the locality of CBTO is key in developing and sustaining tourism. Hence the ability of CBTO to generate benefits is bound by the key policies that originate from a variety of sectors such as the government agencies handling forests, protected areas, finance visitor permits and movements among others coupled with international policies and treaties that influence global currency markets, commodities and borders (Harwood, 2010).

According to the OECD (2020) report, accessibility to tourist sites could be improved through point to point low-cost route development as opposed to dependence upon hub and rib route development which contribute to time and cost of travel. Turkey's tourism strategy for 2023 contends that improved accessibility could help in achieving mobility plans for tourists and growth in defined development zones by 2023. Hence, the transport and tourism policy synergies are entrenched in the aviation policies to facilitate the expansion of trade in goods and services to develop tourism. Similarly, the United Kingdom has declared the largest airport expansion program to address issues of competitiveness from other European hubs. Such as; Amsterdam, Paris and Frankfurt. While Canada's Blue Skies Policy on international air transport has shifted the country's policy position to an open skies approach. The Canadian government has negotiated twenty new agreements, in addition to an open agreement with the European Union applying to its 27 member states (OECD, 2020).

Studies of Lynn (2003) and Stradas (2005) report that community-based tourism is heavily promoted in Thailand but the organizations' sustainability and viability are faced by two major challenges. The challenges include; low income, the time taken to generate substantial benefits and uneven distribution of tourism income to villagers. United republic of Tanzania (1998) (URT)report observed that the process of resource sharing mechanism is as diverse as the experience or projects on the ground. Hence there is no in-depth economic analysis and clarity on how to share benefits and whether they assume resource endowments and cost-benefit distribution among the stakeholder (URT, 1998). However, the proponents of conservation argue that the economic cost incurred when

setting land aside for CBTO is justified when the environmental service benefits provided are also taken into consideration (Dredge, 2005).

The studies of Font & Tapper, (2004) on relationship between CBTO and Local socio - economic development) argue that resource allocation can be achieved through land ownership and management creation of parks and reserves, generation of money through the entry and user fees, concessions, and leases or directs the operation of commercial activities. Further, to address the development needs of host communities of national parks, countries have set up tourism revenue-sharing programs. These schemes are based on the assumption that providing financial support or a share of the revenue derived from the CBTOs can help reduce pressure on natural resources and thus support conservation and development (Font &Tapper, 2004).

Similar studies of Makame and Boon (2008) recognize benefit-sharing as key to tourism development, little or no empirical evidence has been reported on how tourism businesses such as accommodation providers in the sites share their tourism benefits with adjacent local communities despite the existence of a well-established literature on benefit-sharing from the perspective of wildlife protected areas and adjacent local communities. Further, studies of Galvasora (2008) contend that non-financial support for tourism development not only coordinates the development process and development of organizational structures but also provides a variety of non-financial tools such as; information, marketing, networking, advisory, education, consulting services, methodological and subject support for small and medium enterprises. Similarly, studies of Marakova (2005) opine that credit and guarantee development programs are important financial tools for tourism development because credit programs allow access to financial capital for tourism enterprises.

According to, the Asia Pacific Economic Cooperation (APEC) (2010) workshop group, community-based tourism is a viable alternative livelihood option for communities living in the Chi Phat community of Cambodia. The community is surrounded by a forest rich in natural attractions: streams, waterfalls, primary rainforest and diverse terrain with trails, tracks and old logging routes to hike or bike along. The APEC provides financial support for local community-based ecotourism committee organizations such as guesthouses, homestays and outdoor equipment, and also works with community members on a

reforestation program. Further, it provides technical assistance to the royal government of Cambodia in protecting the forest and wildlife of the Cardamom Mountains (APEC, 2010).

In the same vein, a study by World Bank (2013) contends that CBTOs thrive in countries that have national policies for implementing and receiving support from enablers and the private sector for promotion and right placement as well as gaining access to technical financial resources. For instance; South Africa facilitates CBTO by turning over rights to land, wildlife and natural resources to rural communities. This has resulted in joint ventures between the community and the private for managing tourism (World Bank, 2009). European Union on the other hand has equally provided financial and technical assistance to the Caribbean government with a focus on CBTO in their tourism development programs (Lukhele, 2015); Sharon, 2010; World Bank, 2009).

Similarly, the Rwandese government offers effective capital investment support, financial and other incentives for product development as a way of promoting tourism product (RDB, 2015). The government has also established and nurtured cooperative trade networks, to support business development. It emphasizes investment and financing that can develop and promote quality and sustainable tourism products, minimize revenue leakage, and provide a significant impact on local communities. Policy strategies for investment and finance include: Disseminating information on tourism investment opportunities available in the industry to potential investors within and outside the country.

Tourism proceeds should be shared equally amongst all stakeholders for enhanced sustainable tourism (Sessional paper No.1 (GoK, 2011). The formation of community-led institutions to manage and conserve large mammal species to alleviate poverty and improve livelihoods of communities was advocated for by the Northern Rangelands Trust (NRT). Although the majority of (NRT) staff are Kenyan nationals, funding for the community organizations is primarily derived from international donors for sustainable development. The management of wildlife is linked to poverty alleviation organizations through small-scale community-driven enterprises whose revenue is shared with the community (Brown, 2009).

The County government of Kisumu with Tourism and Heritage Department took interest in Abindu site in the year 2011 but did little to support the development of the host community. However, the community realized that they have in their possession a very important ecotourism resource that is located very close to a commercial hub in the form of Kisumu city and the expansive fresh water Lake Victoria. Since then they have formed an organized Community Based Organization (CBO) through which they make management and planning decisions on how to best develop the site. In this regard, the County Government of Kisumu allocated funds in the 2014 financial year to cover some of the development plans for the site. Abindu community has begun to be empowered economically through contributions made by the members on a monthly basis, collection of some visitation fees for those who visit the site even though proper mechanisms have not been placed for gate collection fees (Odede, Hayombe & Agong', 2015).

#### **2.4 The role of County government and Sustainability of tourism sites development**

The national government has the responsibility of developing policies that govern tourism and protect animals and its wildlife. However, County governments deal with the cultural activities, entertainment and care of public amenities which include museums sports and cultural activities as well as County parks.

##### **2.4.1 Role of National government in sustainable tourism sites development**

National governments have the responsibility of providing a conducive environment for businesses for private sector and community. The national government spearheads tourism development to ensure the plight of the poor is addressed through sustainable tourism. The national government also allows County governments to design specific plans and regulations based on national framework that relates to tourism development in their local areas (Bokaj, 2014). This help tourism sites to become more attractive and increase their competitiveness as locations to live, visit, work and to invest.

Further, the national government plays a key role of supporting cultural heritage in the tourism sites. the national government initiates policies that are both beneficial to residents and attractive to visitors. This aims at strengthening the sites's tourism appeal (OECD, 2020), For instance; The Cultural Tourism Programme in Japan operates on the notion that provision of interesting, easy-to-follow information and experiences to tourists stimulates deep interest in Japanese history and traditional culture. This motivation aims

at encouraging both first-time and repeat visits by tourists. Further, the government executes programs that link culture and tourism by holding workshops to facilitate a deeper understanding of Japanese own history and culture, identification and utilization of cultural tourist resources and provision of a cultural tourism experience (OECD, 2020).

Similarly, the government of Denmark in its effort to encourage sustainable tourism initiates an all-year-round tourism project in its tourism sites to attract more off-season tourists to develop strong tourism sites. Since its initiation, the project has supported innovation, co-operation and growth in tourism, both nationally and regionally through product development. The products include accommodation facilities, attractions, general tourism offers and experiences, tourism service, infrastructure and branding (OECD, 2020).

Sustainable economic activity in the tourism sector, calls for effective partnerships between government and broader stakeholders (OECD, 2012). While the Swiss government has initiated specific policies and programs to support green innovation, quality assurance and environmental certification program in tourism to improve the environmental performance of the sector and water conservation, the Mexican government on its part supports green innovation in tourism through programs coordinated by different agencies of the federal government Mexico National (OECD, 2012).

To achieve sustainable cultural heritage, the government of Cambodia has embraced stakeholder partnerships to help resolve the inherent challenges facing the sector. The government has combined tourism art and culture along with the traditional economic infrastructure to generate a more stable, healthy and balanced cultural tourism for the communities as well as enhancing the local economy. Further, the government of Cambodia has also recognized and brought together its large number of legitimate stakeholders with different goals and interests in the tourism industry to create a shared vision and ensure an equitable process for both losers and those who stand to gain directly from the CBTO organizations (Simmonds & LeClerc, 2004).

Tourism is a multi-stakeholder venture with divergent objectives and policies that hinder the achievement of sustainable tourism. Further, there is no literature on how to actualize sustainable tourism by stakeholders in the development of CBT organizations considering

the diversity of interests. Due to diverse guidelines for the preservation and management of cultural heritage sites in Thailand, a report by the UN (2008) observes that there is need for community participation in sharing responsibility in protecting, conserving and transfer of cultural heritage to live as sources of learning to future generations. The Thai charter has policies on devolution which widens the field of cultural heritage which focuses on culture and emphasizes the process of participation by stakeholders by respecting human rights. Regular meetings to discuss and promote dissemination and exchange of knowledge on conservation of cultural heritage are held at the same time to encourage and maintain the diversity of local cultural identity (UNESCO, 2006; UN, 2008).

#### **2.4.2 Role of County government in sustainable tourism sites development**

The County governments play critical roles of creating conducive environment that ensures tourism is more developmental and sustainable in order to empower its local residents. The County government drives sustainable development agenda within the tourism sites and provide an environment that encourage both the private sector and local community and other stakeholders to respond to sustainable tourism (Dredge,2010). For instance, the Mexican government has initiated a certification scheme ‘Clean Tourist Sites’ as one of its major strategic priorities that guide the tourism policy. The scheme requires that businesses and municipalities work together to manage water and solid waste to achieve an environmental synergy between society and government (OECD, 2012).

In the same vein, NASCO (2006) reiterates the importance of partnership and collaboration in managing the environment by the community to create a conducive environment for tourism. For instance; Nairobi River Basin Program (NRBP) in Kenya is a multi-stakeholder initiative that brings together, the county government, UNEP, UN-Habitat, UNDP, the private sector and civil society together with Nairobi City Council. The initiative’s objective is to rehabilitate, restore and manage the Nairobi River ecosystem to provide an improved livelihood, enhanced biodiversity, and a sustainable supply of water for domestic and industrial, recreational and emergency uses. United Nations Environmental Program (UNEP) coordinates the program while Non-Governmental Organizations (NGOs) and Community Based Tourism Organizations (CBTOs) implement it in collaboration with other development agencies (NASCO, 2006).

Similarly, the Ministry of Tourism's planning and development policy in Israel is guided by environmental, cultural and social considerations that guide the Ministry to operate a set of environmental principles and programs in order to conserve its environment (OECD, 2012). These programs include; Integration with the landscape and environment, the use and recycling of existing structures and green construction. The ministry evaluates every project before it is integrated in the natural environment. Further, recycling of existing structures and the establishment of tourism enterprises in buildings slated for preservation and is encouraged. The ministry also promotes and encourages green build elements in the construction of hotels by demanding the integration of energy and water-saving systems as a condition for grant endowment (Siti-Nabiha, 2010; OECD, 2012).

A study by Siti- Nabiha (2010) found that the government of Malaysia puts great prominence on the preservation of environment, social and cultural heritage of the country by putting in place policies and acts that play a significant role in sustainable tourism development (Siti-Nabiha, 2010). The policies give importance to local community participation in tourism activities. The Malaysian government equally positions sustainable tourism approaches that focus on tourists' satisfaction, quality facilities and infrastructure development, preservation and upkeep of tourism resources (Siti-Nabiha, 2010; OECD, 2012). Community-based Tourism organization (CBTO) is required for reconciliation of conservation with natural resource use. CBTO aims at achieving conservation, ranks development, underwrites to poverty alleviation and recognizes humans as part of the environmental system (Brown, 2002; Damian, 2005). CBT organizations not only strive to reduce poverty through the conservation and sustainable use of biodiversity but also recognize a direct relationship between conservation and livelihoods while focusing on the increased value of the species and areas being conserved so that they can contribute to local livelihoods and well-being. As such, a dependent correlation between biodiversity and user groups is developed, with local communities benefiting directly from the conservation initiative. The value of this biodiversity provides local incentives for conservation (Brown, 2002; Damian, 2005).

Kenya prides in its amazing habitat for rich and various natural and cultural heritage assets which include: archaeological sites, wildlife, sceneries and folklores among others. Hence the conservators have sought to enlarge the existing principles and practices in the

management of cultural and natural heritage (UNESCO 2003). The United Nations (UN) (2008) On declaration on the Rights of Indigenous Peoples offered a framework for 'heritage conservation and human rights' to develop in practice. The practice includes the right to maintain, protect and develop the past, present and future exhibitions of their cultures, such as archaeological and historical sites, artifacts, designs, ceremonies, technologies and visual and performing arts and literature (UN 2008).

Kenya is also known internationally for its exclusive cultural features, mainly about Maasai culture. Maasai cultural tourism involves experiences that incorporate the Maasai people as objects of the "tourist observation" and certain aspects of their cultural heritage as a tourist attraction. Many western tourists and a few domestic ones looking for an authentic cultural experience visit Maasai villages to have a glimpse of these exotic people and experience their cultures. However, The CBT organizations do not have a high level of community development in plans and implementation policies of tourism projects that aim at improving the socio-cultural and economic standards as well as conserving the natural environment for development (Salazar, 2012).

Successful community tourism organizations require extensive cooperation between a community and a tourism expert, who knows exactly how to facilitate a form of tourism that is led by and empowers the community. Community-based tourism organizations provides local employment and income for education, development and conservation organizations, while at the same time giving both hosts and guests a unique opportunity for cultural exchange (OECD, 2004). Similarly, studies of Peaty and Portillo (2009) contend that Community based Tourism Organization (CBTO) organizations in Bolivia are a great success due to their natural and cultural diversity. The study reports that the government has sought to stimulate growth and alleviate poverty through these organizations. The local community on its part has identified key CBTO organization success factors. These include; accessibility from the airport, natural and cultural characteristics of interest and tourist support by the local community (OECD, 2004).

The County government of Kisumu has prioritized investment in tourism industry in its Integrated Development Plan, 2018-2020 to advance new attraction sites at the same time conserving the existing ones. The priorities include Community Based Tourism products, diversified heritage products to avoid over-reliance on traditional beach



tourism and wildlife. The county has also created an enabling environment for employment opportunities in tourism and hospitality sector. The priorities aim at increasing the number of tourists to the County that translates into trickle down effect of revenues to the local community. Further, the County has positioned exclusive tourism sites as its marketing strategy and the centre for tourism and investment development. The tourism sites were beach based, agriculture based and cultural landmarks in Kisumu County. These included; Dunga, Asat, Paga and Usoma beaches, Ahero rice scheme and Muhoroni sugar factories, cultural heritage centers such as; Kit Mikayi, Abindu and Seme Kaila and national parks such as; Ndere Island among others which jointly make Kisumu a major tourist destination.

## **2.5 Theoretical Framework**

This study was informed by people centered development theory propounded by Chambers (1984).

### **2.5.1. People-Centered Development Theory**

Chambers (1984) propagates for governance that is people oriented in order to engender sustainable development. People centered development theory stresses the importance of community participation in decision-making and incorporation of values of justice, sustainability and inclusiveness in order to realize development (Cornwall, 2011).

Community-based tourism (CBT) is about social justice, empowerment, equity of benefits, redistributive measures, ownership of tourism sector and holistic community development while people centered development theory emphasizes community participation as an underlying factor in successful community activities. When the community is engaged in people centered practices they become creative and develop positive and meaningful life that is built on their unique interests and strengths.. For instance; when the community participates in decision-making processes, local ownership, collective responsibility, sharing of resources, leadership and management, achieving authenticity, and achieving distinction have a statistically significant effect on the success of community-based tourism.

In regard to local ownership, people-centered development theory stresses the need to enhance the communities' responsibility and control over their resources for their own benefit. While the theory highlights the role of the government as an enabler for the

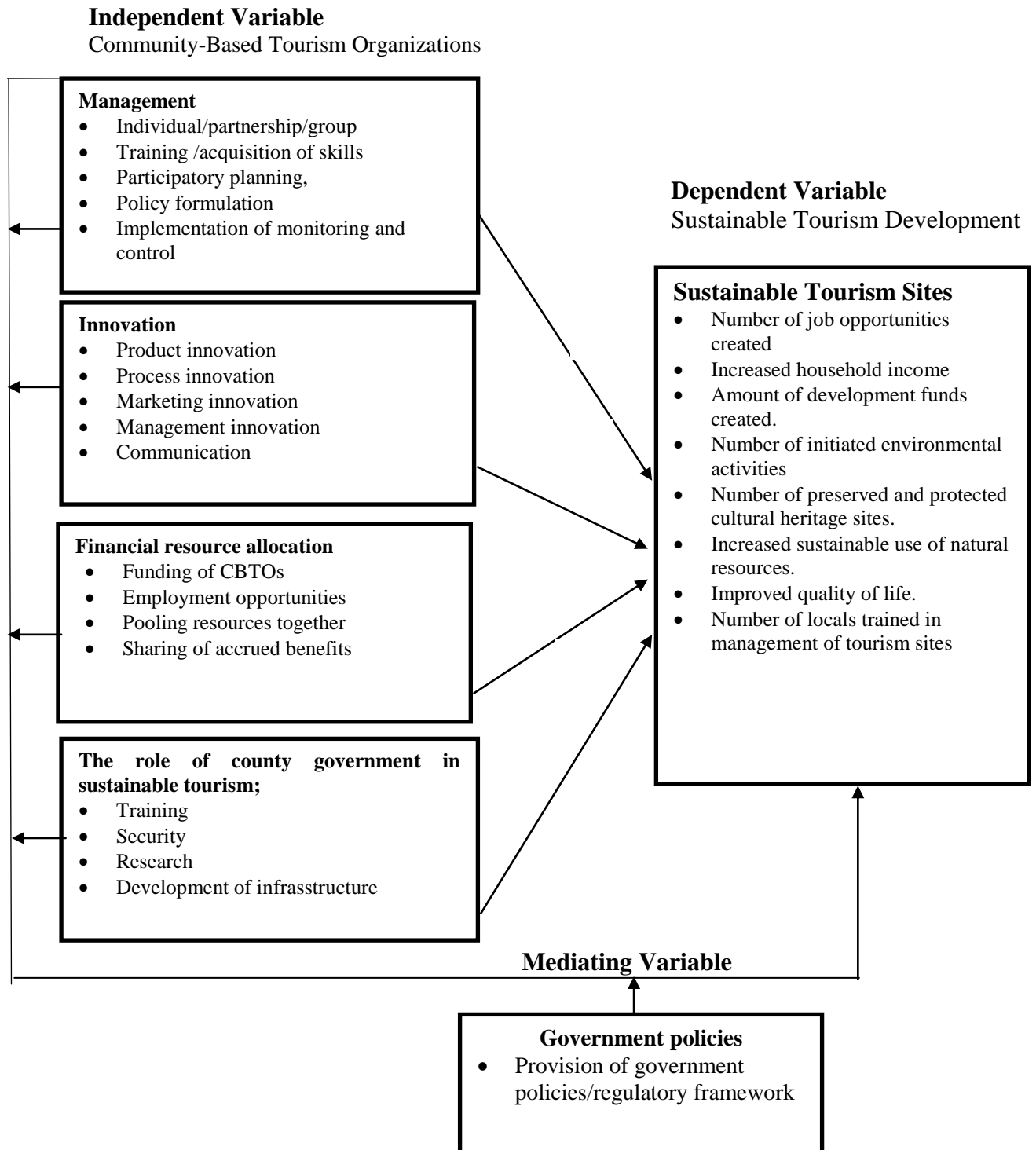
peoples' agenda, it rejects the right of one person to self-enrichment based on the appropriation of the resources on which another person's survival depends. Further, the theory expands beyond the environmental scope of sustainability and provides for small-scale community actions that enhance economic self-reliance and create reliable sources of income (Korten, 1984).

According to Korten (1990) people-centered development is a process through which community members increase their personal and institutional capacities to mobilize and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations. This implies that development initiatives should be by the people and for the people. People centered development theory opines that beneficiary communities should not just be involved but should also be able to design, shape and eventually own development projects (Theron & Ceasar, 2008). This suggests that the outcome of development is determined by the dynamics of the social relationships that exist between the change agent and the beneficiary community. The rationale for people centered development is to involve beneficiary groups and strengthen their capabilities in development initiatives that empower and lead to self-transformation and self-reliance for sustainability (Dinbabo, 2003). This can be achieved by utilizing natural resources to benefit all stakeholders in the tourist attractions.

While community based tourism relies on the goodwill and cooperation of local communities, People centered development creates an atmosphere that allows for implementation of sustainable tourism. It is therefore important that the community is empowered to allow the potential of the community to develop. Empowered community meets the real and perceived needs of the community, has better access to resources, manages local organizations and controls social environmental aspects through community capacity building in support for sustainable tourism.

## **2.6 Conceptual Framework**

The framework presented in figure 2.1 shows that community-based tourism organizations influence the sustainability of community tourism sites. Role of community-based tourism organizations are characterized as management of CBT organizations, innovation in CBT organizations, Financial resource allocation in CBT organizations and the role of County government in sustainability of tourism sites development.



**Figure 2.1:** Conceptual Framework on Role Community Based Tourism Organizations and Sustainable Tourism Sites Development.

**Source:** compilation by the researcher.

The Independent variable is Community based tourism organizations. The study focused on the following indicators to establish the role of Community Based Tourism Organisation (CBTOs) on the sustainability of tourism sites. The indicators included; management of CBTOs which sought to establish whether member participation in the management of CBTOs, through partnership, provision of skills planning, policy formulation and program implementation would enhance sustainable tourism sites development. The second indicator was innovation in CBTOs, which addressed objective two of the study and sought to ascertain whether the local community had the technical capacity to initiate development programs that could generate more income through the creation of unique tourism products, processes, marketing, management and whether the community was capable of taking business risks. The third indicator was financial resource allocation which addressed objective three of the study and sought to determine community access to CBTOs and social amenities, the available employment opportunities, pooling of resources together and sharing of accrued benefits from the enterprises would enable them to sustain their organizations. The fourth indicator addressed objective four of the study on the role of County government in sustainability on tourism sites development. The variable sought to determine whether there exists a relationship between independent and dependent variable and the government policies which include basic services and facilities, tourism development and promotion, tourism facilities, and other tourist attractions.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

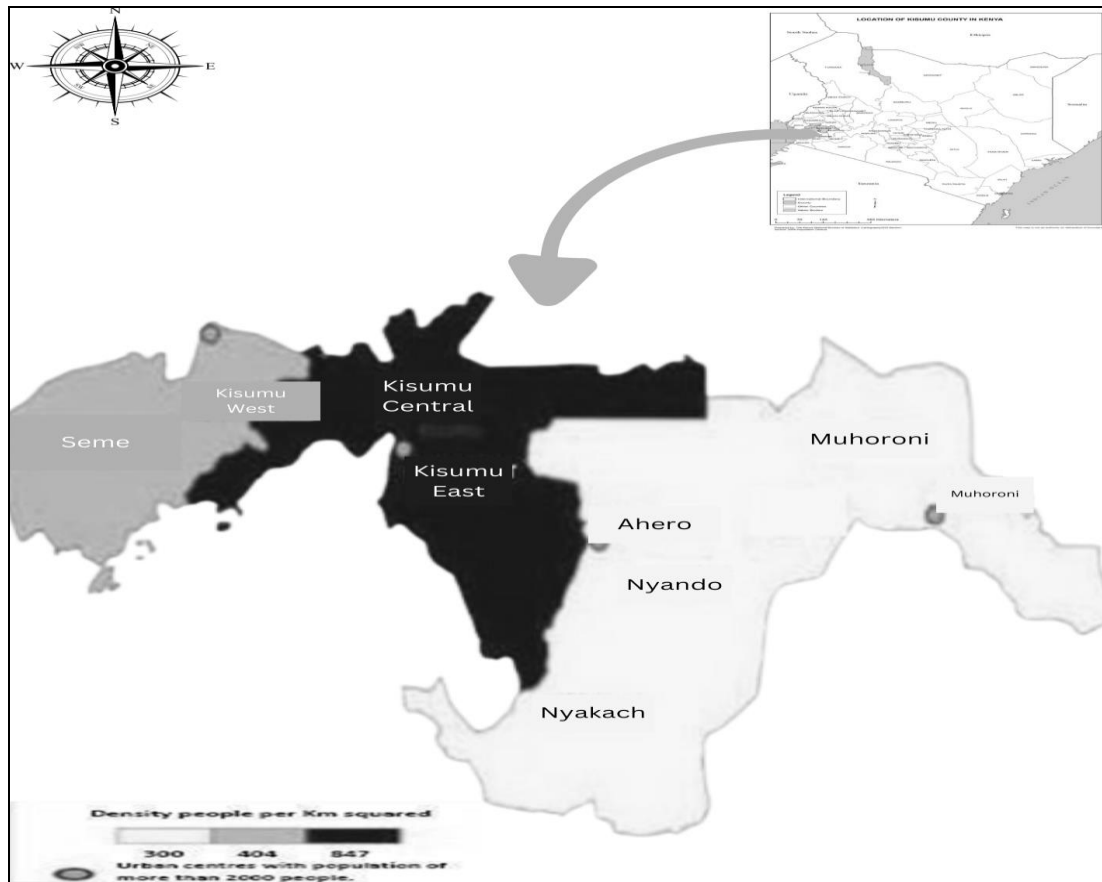
#### **3.1 Overview**

This chapter explains the methodology and methods employed to address the research problem and questions. The chapter discusses and justifies the research design and approaches used for data collection and analysis. The chapter is organized into the following subsections as follows; research approaches adopted for collection and data analysis, specific research methods used to collect and analyze data, measures of validity, reliability and ethical issues for the study.

#### **3.2 The Area of Study**

Kisumu County neighbors Siaya County to the west, Vihiga County to the north, Nandi County to the northeast, Kericho County to the east and Homa Bay County to the south-west. Kisumu County stretches from the Nandi escarpment in the east to the Kano plains in the middle to the hills on the west. Kano plains have black cotton soil which is very fertile for sugarcane and rice farming. The County has a shoreline on Lake Victoria, Africa's largest freshwater lake and second in the world. Due to its location along the lake, the area is suitable for fishing and fish processing. Fishing, sugarcane farming, and rice farming are the County's principal industries. The study was conducted in seven sub-counties namely: Kisumu West, Kisumu Central, Kisumu East, Kisumu West, Seme, Nyakach, and Muhoroni sub-counties Six of the seven sub-counties are rich in the information required for the study and receive a large number of tourists visiting the County which makes them a hub of activities that necessitates the presence of tourism Attractions (Kenya National Bureau of Statistics: Population Census 2019)

## Location of Kisumu County in Kenya



**Figure 3.1: Location of Kisumu County in Kenya.**

*Kenya National Bureau of Statistics: Population Census (2019)*

### 3.3 Research Design

The study adopted exploratory research design. Exploratory research design was appropriate for this study due to its ability to explore the preliminary information on the study topic that helps gain better understanding of the problem, establish the evidence of the data collected and overcome the inherent biases derived from using a single data source (Bloomberg and Volpe, 2008; Yin, 2009; Creswell, & Path, 2016). Descriptive inferences were used in the analysis; frequencies, percentages, mean, standard deviation, skewness, kurtosis and correlation coefficient (R) among others. This was to help confirm normality of the data. The exploratory study design was used to establish the relationship between the determinants of community-based tourism organizations and the sustainability of tourism sites (Kothari, 2006). The design was chosen for this study since it does not only confine itself to the collection and description of data but also attempts to explain predictions and narrations concerning characteristics of a situation. In

this study the description design was used to determine the kind of relationship that existed amongst the research variables. Due to inherent biases derived from using a single data source, this study employed exploratory research design which is qualitative in nature to overcome the vice and establish the evidence of the data collected from the CBTOs (Bloomberg and Volpe, 2008; Yin, 2009; Cresswell, & Path, 2016).

### 3.4 Target Population

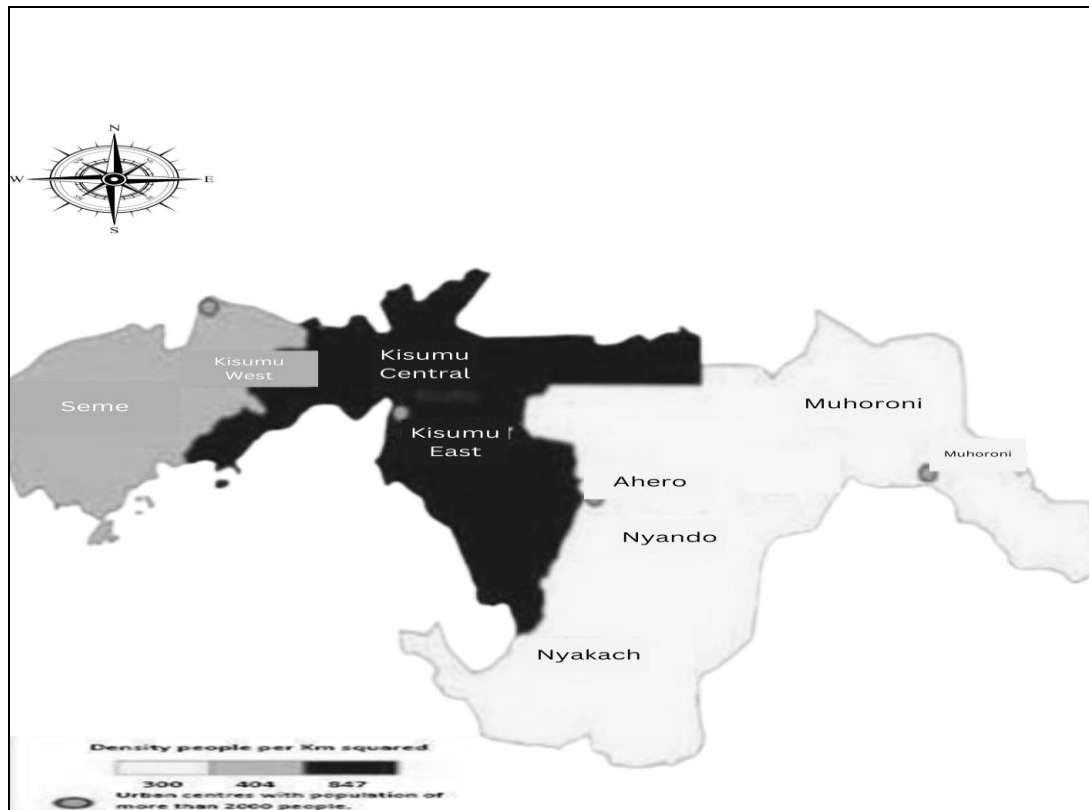
Kisumu County occupies an area of 2085.9 km<sup>2</sup> (Census Report, 2019) with a population of 1155574 people. The County has seven sub-counties namely; Kisumu Central, Kisumu East, Kisumu West, Seme, Nyando, Nyakach, and Muhoroni (Census Report, 2019). The study adopted the classification of Kisumu County into sub-counties. The study targeted 105 Community Based Tourism (CBT) sites with a population of 6360 individuals who are engaged in tourism activities. The individuals included the staff from County tourism department, community tourism sites and organizations, tour guides, curio shop attendants, CBTO members, Internal security administration manning the tourism sites in sub-counties where tourism sites are located as shown in table 3.

**Table 3.1: Distribution of Target Population**

<i>Sub-county</i>	Population per Sub-county	Number of Tourism sites per sub-county	Approx. Population in the CBTOs selected
Kisumu central	174145	30	960
Kisumu East	220997	9	1210
Kisumu West	172821	20	950
Seme	121667	15	660
Nyando	161508	14	900
Nyakach	150320	14	830
Muhoroni	154116	3	850
Total	1155574	105	6360

*Source: Census Report, (2019), Constitution of Kenya (2010)*

## THE SEVEN SUB-COUNTIES OF KISUMU COUNTY



**Figure 3.2: Map showing the seven Sub-Counties in Kisumu County**

Source: *Population Census (2019)*

### 3.5 Sampling Procedure

A multistage sampling is a method of obtaining a sample from a population by splitting a population into smaller and smaller groups and taking samples of individuals from the smallest resulting groups. A multistage sampling procedure was used to select the subcounties, Community based tourism sites, the type of CBT and community based tourism organizations (CBTO) for the study. In the first stage, seven sub-counties from Kisumu county were purposively selected for the study. The choice of the six sub-counties was based on their similarity in organizations activities that are crucial to sustainable tourism development. The sub-counties provided the opportunity to investigate the similarities and differences in the management of their CBTOs. For instance, Kisumu East is a peri-urban sub-county with a significant number of population and tourism sites with a high concentration of major tourism activities while Kisumu West is a rural area where tourists can have significant experiences with the local community; On the other hand Nyando is also a rural area but displaying different results for the CBTOs identified therein compared to Kisumu West.



In the second stage, seven sub-counties with a high concentration of tourists and involvement in CBTO activities were purposively selected. Purposive sampling strategically selected information-rich CBTO sites that would assist the study with an in-depth understanding of actor relations. This was done in consultation with the County government extension staff based at the respective sub-county offices. In the last stage, respondents for the CBTOs were obtained using random sampling while purposive sampling was used to select the management staff of CBTOs and County government tourism officials

The study also used both probability and non-probability sampling procedure to obtain the number of community-based tourism sites required from the seven sub-counties of Kisumu County. The study adopted the classification of sub-counties as strata. The rationale of using stratified sampling procedure was to minimize the variability within each stratum and maximize the differences between them (Bush *et al.*, 2002). The study adopted Morgan’s formula for determining the sample size of a given population (Krejcie & Morgan, 1970) (*Appendix VIII*). The study targeted 6,360 members from 105 CBT sites in the seven sub-counties of Kisumu County. A total of 32 beach-based, agriculture based, landmarks and cultural heritage based tourism sites were sampled for the study. A sample size of 10 CBTOs was purposively drawn from 32 CBTs for the study. The sampled CBTOs included: Dunga, Paga, Usoma, Ndere Island, Kit Mikayi, Seme Kaila, Abindu shrine, Maasai market, west kano rice scheme, and Luanda Magere cultura and heritagel site. (Table 3.2) (*Appendix V*).

**Table 3.2: Sample Size**

Type of tourism sites	No. of community based tourism sites	Sampled community-based tourism sites	Sample size CBTOs
Beach based	42	13	4
Agriculture based	5	2	1
Landmarks/cultural heritage sites	58	17	5
<b>Total</b>	<b>105</b>	<b>32</b>	<b>10</b>

Source: Kenya Tourism Board (2008), *Research data, 2022*

(*Appendix VIII*)

### 3.5.1 Sampling Techniques

The study used a proportionate stratified random sampling technique to draw respondents from each stratum with random selection of tourism sites for the study. Kothari (2006) recommends random sampling because it gives each element in the population an equal probability of getting into the sample and all choices are independent of one another. It also gives each possible sample combination an equal probability of being chosen. A stratified simple random sampling technique was used. From each stratum, simple random sampling was applied to arrive at 383 respondents out of a population of 6,360 people (Table 3.2). Ten CBTO management staff from the sampled CBTO organizations were purposively selected for the study for in-depth information that was needed.

The number of respondents and CBTOs from each stratum was obtained using Kothari's

formula;  $\frac{n}{N} \times s$

Where:  $n$  - is the population in each district

$N$  - is the total population of the district

$s$  - is the required sample size

**Table 3.3: Distribution of Sample Size**

Name of subcounty	Target popn of CBTOs	Sample size	Number of CBTOs	Sampled CBTOs
Kisumu Cental	960	58	30	2
Kisumu East	1,210	73	9	1
Kisumu West	950	57	20	3
Seme	660	40	15	1
Nyando	900	54	14	1
Nyakach	830	50	14	1
Muhoroni	850	51	3	1
<b>Total</b>	<b>6,360</b>	<b>383</b>	<b>105</b>	<b>10</b>

Source: *Constitution of Kenya (2010), KTB (2008) adopted by the Researcher 2022*

### **3.5.2 Sample Framework and Sample Size**

Unlike quantitative research, qualitative research has no hard and fast rules about numbers of a sample size. Instead, the research depends on sampling methods that identify limited respondents that can provide rich and in-depth data from which meanings could be allocated to complex phenomena to address the objectives of the study (Patton, 2000; Miles & Huberman, 1994). A sample size of ten CBTO initiatives was derived purposively as shown in table 3.3 (Mays and Pope, 1995).

### **3.6 Data Collection Strategy**

A blend of quantitative and qualitative data collection methods was used for different respondents, each of them providing different intuitions but all contributing to a converging line of inquiry (Yin, 2003; Miles & Huberman, 1994). Primary data was collected using Interviews, questionnaires, observation checklists, group discussions were developed and administered to the targeted population which included; the CBTO members, internal security Administration staff (chiefs), CBTO management staff, County tourism staff. The study also used secondary information such as government reports, relevant research materials available online and annual statistical records shared by CBT organizations was also used to support the findings of the primary data analysis.

The structure and design of the data collection tools, the questionnaires and semi-structured interview schedules, were informed by the literature reviewed and conceptual framework in Chapter Two. The exploratory nature of this study demanded triangulation from different data sources to overcome the inherent biases derived from using a single source and to explain more fully as well as to give a well-adjusted picture and established evidence of the data collected (Bloomberg & Volpe, 2008; Creswell, 2013; Yin, 2009). Two sets of data were collected concurrently to avoid response bias. Respondents who were interviewed for quantitative data were not included among key respondents for qualitative data. For instance, respondents that participated in group discussions (GDs) were excluded from the interview schedule. Similarly, respondents involved in the management of CBT organizations were omitted from participating in FGDs interviews.

#### **3.6.1 Data Collection Method**

This study used qualitative and quantitative methods for data collection process (Creswell, 2003; Patton, 2002). Both primary and secondary data were used in the study. Primary data was obtained through the use of questionnaires (appendix II) interview

schedules (Appendix III) Observation checklist (Appendix IV) Focus Group Discussion (Appendix V) while secondary data was obtained from relevant journals for relevant information.

### **3.6.2 Research Instruments**

Research Instruments are tools used to collect, measure, and analyze data related to research interests. In this study several research instruments were used to elicit detailed information community-based tourism development in their respective areas.

### **3.6.3 Questionnaire**

A questionnaire is a suitable research instrument for a survey study Amin (2008); Oso and Onen (2009); Questionnaires allow measurements for a particular viewpoint at the same time collect large amounts of information in a reasonably quick space of time (Mugenda & Mugenda 2003). The study used both structured and semi-structured questionnaires and a variety of matrix and Likert type questions to collect both qualitative and quantitative data from the members of the CBTOs. The questionnaire was developed in two-part (*Appendix II*)

### **3.6.4 Interview Schedule**

An interview schedule (*Appendix III*) is a face to face method of conversation. The method was used to collect qualitative data from the interviewees from CBTOs in response to questions emanating from the interviewer. An interview schedule was used in this study to collect information that may not have been captured by the questionnaire and the stories behind respondents' experiences through pursuing in-depth information on the issues of interest due to the flexibility built in the interviews. The interviews also allowed a spot on improvements, explanations, adjustments and variations to be introduced at various stages in the data collection process following the responses from the respondents' incidental comments, use of facial and body expressions, tone variations, feelings and attitudes (Mugenda & Mugenda, 2003). In-depth interviews were undertaken by the researcher herself. The researcher at one time used the local language to create a more natural setting for the interviewees for better responses. The study collected data from 24 key informants purposively selected from 10 CBTOs. In this study, semi-structured interviews were employed through the use of different data collection tools specific to different respondents to provide a greater extent of data (Fontana and Frey,

2005a). Qualitative data collected from key informants enabled the researcher to balance between quality and quantity of data collected. Distinct discussion guides were prepared for different participants based on reviewed literature. Issues that emerged in the discussions were also captured.

### **3.6.5 Observation Checklist**

An observation checklist is a logically sequenced way of collecting data and information directly by observing people, places, processes and cultures in a given environment). Observation checklist provides a wide range of choices from which a researcher can choose from and react to situations in their natural settings (Marshall & Rossman, 1995). In this study the observation checklist was used to gather useful information that provided more objective insights on what areas needed an improvement in the tourism sites. The technique provided a backup of quantitative findings with qualitative results and evaluated the stability of environment in tourism sites(*Appendix IV*).

### **3.6.6 Focus Group Discussion**

Focus Group discussions (FGDs) (*Appendix VI*) were used to provide a greater understanding of attitudes, behavior, opinions, or perceptions of participants from similar social and cultural settings on the research topic. The method allows for group dynamics and helps the researcher to capture shared lived experiences and access elements that other methods may not have reached (Hennink, 2007; Madriz & Miranda, 2003;). In this study, the FGDs targeted participants who have similar experiences and concerns in community-based tourism organizations to get rich and detailed information about their feelings, thoughts, understandings, perceptions and impressions about the topic in their own words. The researcher used the (FGDs) for a greater understanding of participants meaning and interpretations of the topic and also explore the gap between what the participants say and what they do (Conradson, 2005).

Focus group discussion comprised of members from CBT organizations at the local Community level and was used to discuss thematic issues generated via the questionnaire and interviews. The researcher used open-ended questions to yield powerful information. The purposive sampling strategically focused on selecting information-rich CBT organizations that would assist the study with an in-depth understanding of actor

relations and upgrading opportunities in CBTOs. This was done in consultation with the County government staff based at the respective County offices.

Focus Group discussion (FGD) is a method for obtaining qualitative information from a group of people about a specific matter (Saunders *et al.*, 2009). FGD is considered the most effective technique in gaining an in-depth understanding of the changing aspects involved in a complex phenomenon such as community based tourism. (Creswell, 2009). In each CBT organization, one focus group discussion (FGD) was carried out with purposively selected participants of between eight and 12 participants. The researcher made sure that the selected participants had certain commonality and heterogeneous characteristics and similar levels of understanding of a topic. The study made a fair mix of participants based on gender, age, socioeconomic background and education level. A structured discussion guide was used to capture information in the FGDs (see appendices). Discussions were guided and moderated by the researcher. Permission was sought from participants and discussions were voice recorded.

The Focus group discussions in this study aimed at serving four purposes. Firstly, the discussions were used to establish the complex nature of power relations in the management of community-based tourism and sustainable tourism sites. Secondly, the discussions exploited other approaches that could be used to achieve sustainable tourism sites. Thirdly, the FGDs were instrumental in providing critical information for subsequent refining of CBTO as well as in identifying other organizations that interact with CBT sites such as support agencies, input suppliers, traders, transporters and municipal market agents (Schutt & Engel, 2010).

### **3.6.7. Interviews with Key Informants**

Key informant interviews were used both as data sources and to aid the study in abstracting the CBTO structure. An in-depth discussion guide was the main data collection tool. 24 key informants participated in in-depth interviews, these included; experts from County tourism department, National tourism department, internal security administration, CBTO management staff, CBTO consultants and NGOs promoting CBT organizations. Key informants provided data to support their contributions. The consequent interviews to confirm the previously-obtained information to enable obtain additional details. This strategy enabled the researcher to extract a view of the shared

reality and added to the reliability and interpretation of the data from multiple sources. A significant number of questions were structured around the different aspects of the role key informants play in co-management of CBTOs in relation to different groups of participants, limitations and opportunities (*Appendix VI*)

**Table 3.4 Key Informants**

<b>Category of Key informants</b>	<b>Sample size</b>
County tourism official	<b>1</b>
National tourism department official	<b>1</b>
CBTO management staff	<b>10</b>
Internal security administration	<b>10</b>
BMU Network chairperson	<b>1</b>
Non Governmental organizations	<b>1</b>
<b>Total</b>	<b>24</b>

Source: *Research data (2022)*

### **3.6.8. Document Review guide**

The use and analysis of documents such as reports and minutes of meetings are a widespread practice in qualitative studies (Atkinson & Coffey, 2004). The key advantage of documents is that they confirm already reputable facts but from a different source, thereby helping to improve the validity and reliability of the study (Creswell, 2009). During the field data collection, records of CBTO organizations were consulted to determine CBTO Organizations and their activities in the community (*Appendix VII*). Such records included: documents such as; Vision, 2030 (GoK, 2007); Wildlife Management and Conservation Act 2013 (GoK, 2013; Tourism Act, 2011a).

### **3.7. The Validity and Reliability of the Research Instruments**

Validity and reliability are two most important factors used in selecting research instrument. The aspects ensure that the instrument measures the variable of interest and that it is reliable and valid in this study validity and reliability was tested on household data (Oso & Onen, 2009;, Mugenda & Mugenda, 2003).

### 3.7.1. Validity of the Research Instruments Instrument

Validity was confirmed through experts who were the supervisors of the researcher. The supervisors evaluated and rated each of the questionnaires per the objectives as relevant or not relevant. The content index for validity was then generated by the assessor's

concurrency measured by the scale  $\frac{n_{3/4}}{N}$ .

In this scale  $n_{3/4}$  is the numerator showing items evaluated as either 3 or 4; and denominator N all items evaluated. The items were then modified based on the content used in the study to attain a validity index of at least .70, which is the minimum value of validity recommended in survey research (Oso & Onen, 2009).

Using spss, the validity was confirmed by considering the correlation of all the variables versus the total sum of the Likert scale by row (Analyze => Correlation => Total of each variable). If the correlation is significant then the instrument is considered valid as shown in table 3.4(a) that they are all significant, ( $p < 0.05$ ).

**Table 3.4(a): Validity test**

	Total	Ob1_S us	Ob1_C M	Ob2_CT O	Ob2_S us	Ob4_S us	Ob4_GP
<b>Total</b> Pearson Correlation	1	.592**	.594**	.911**	.728**	.681**	.713**
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
N	304	304	304	304	304	304	304

Source: *Research data (2022)*

### 3.7.2. Reliability of the Research Instrument

The reliability of the research instruments was analyzed using Cronbach's Alpha Coefficient. This helped to determine the consistency and stability of the measurements. According to Mugenda and Mugenda (2003), Cronbach's Alpha is a coefficient of reliability that gives an estimation of data generalization without any bias. Cronbach's Alpha ( $\alpha$ ) model was used in reliability analysis. The results are as shown in Table 3.3.

$$Alpha(\alpha) = \left( \frac{n}{n-1} \right) \left( 1 - \frac{\sum_{i=1}^n S_{y_i}^2}{S_x^2} \right) \quad (3.1)$$



$n = \text{total scale items}$

$S_{y_i}^2 = \text{the } i\text{th variance}$

$S_x^2 = \text{total scores variance}$

**Table 3.4(b): Reliability Analysis**

<b>Variables</b>	<b>Number of constructs</b>	<b>Cronbach's Alpha</b>
Management	12	.766
Innovation	14	.817
Financial Resource Allocations	13	.814
Sustainability	26	.862
Government policy	12	.718

*Source: Research data (2022)*

In Table 3.4(b), the reliability analysis results of the study variables are shown. According to Mohsen and Reg (2011), the indices were above the minimum accepted Cronbach Alpha ( $\alpha$ ) measurement of 0.7 considered suitable for Likert scale measures. The reliability test was done by subjecting the data to the spss analysis: analyze => scale => reliability; and this gave results in table 3.3. The figures prove that the tool data is reliable since the Cronbach alpha values are 0.7 and above, which fits the Cronbach's requirement.

### **3.8. Data Collection Procedure**

The data collection procedure started in January to March 2022 after receiving the research instruments. The researcher obtained research permission from the Kisumu County, Tourism Department and the list of all the community-based tourism organizations from the sub-counties. The researcher sought permission for the study from the sampled community-based tourism organizations. The researcher then visited the study area with the research assistant to make appointments with the target group. The researcher was assisted by 6 research assistants. The respondents were visited on the agreed dates and the correct research instruments administered to them. The research instruments contained three sections. The first section was to capture the respondents' background information. The second section was to capture community-based tourism characteristics and section three involves an interview with the management staff of the

selected community-based tourism sites. The researcher/research assistant collected the questionnaires for analysis. All the 10 managers from the selected CBTOs were interviewed for each interview lasting for about 30 minutes the interview data was collected by note taking.

### **3.8.1 Data Analysis**

The study employed both thematic analysis and descriptive statistics to generate research findings from the data collected. Qualitative data collected from group discussions, in-depth interviews and key informants were thematically analyzed. The thematic analysis is a technique widely used in qualitative research, particularly in case study designs (Attride-Stirling, 2001). The analysis involves the identification of recurrent patterns or extraction of themes from the data and then using them to explain phenomena under investigation (Fereday & Muir-Cochrane, 2006). The in-depth interviews and GDs generated a massive volume of raw qualitative data captured through note-taking and audio recordings. Data analysis was carried out as advanced by Mertens (2010). Firstly, transcribing and recording of verbatim raw data was carried out. Secondly, the researcher read and reread through all transcriptions, photos and field notes to familiarize themselves with the data content (Riessman, 1993). The process enabled the researcher to note emerging patterns for coding.

Both descriptive statistics and inferential statistics were used to analyze quantitative data. Descriptive statistics were used to analyze demographic characteristics through frequency distribution and percentages. The descriptive statistics were then presented in form of tables. Inferential statistics were used to assess the influence of community-based tourism interventions on the sustainability of tourism sites. Both simple and multiple linear regression model for assessing the strength of the relationship between each of a set of independent variables and a single dependent variable was used. Factors measured were management, innovation, resource allocation, and the role of the county government on the sustainability of community based tourism sites as in the questionnaire Appendix II. Inferential and descriptive statistics of frequencies and percentages. statistics were used to analyze data from the interval scale. Each analyzed objective was subjected to the Chi-square to test the association in the objectives and to establish the single relationship and strength between community management, community tourism innovation, and financial resource allocation on the sustainability of tourism sites, this was tested at a 95%

confidence level which implies that 95 times out of 100 there is a likelihood that there was no significant correlation between two variables and a 5% chance that the relationship exists. The 5% margin error was used to test for the  $H_A$  (alternative hypothesis).

Objectives one to four were analyzed through simple linear regression models. The general simple linear regression model was;

$$Y = \beta_0 + \beta_1 X + \varepsilon \quad (3.2)$$

In model 3.2,  $Y$  represented sustainability  $X$  represented community-based tourism and  $\varepsilon$  was the *residual* or *error* term. The residual term represented the deviation of the observed value of sustainability from that expected by the model. The values  $\beta_0$  and  $\beta_1$  were constants to be determined. Model 3.2 was used to assess the strength of the relationship between the sustainability of tourism sites and each of the community-based tourism interventions. It was also used in obtaining the influence of each of the community-based tourism interventions on the sustainability of tourism sites.

The general objective of the study was analyzed through multiple linear regression models. This was necessary to obtain *regression coefficients* that estimate the change in the dependent variable associated with a unit change in the corresponding independent variable keeping other independent variables constant. The general multiple linear regression model for the dependent variable,  $Y$ , with  $q$  explanatory variables  $X_1, X_2, \dots, X_q$  was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_q X_q + \varepsilon \quad (3.3)$$

The term  $\varepsilon$  in model 3.3 shows the *residual* or *error* and represents the deviation of the observed value of the dependent variable from that expected by the model. These error terms are assumed to have a normal distribution with variance  $\sigma^2$ . In particular, in the current study, for the dependent variable  $Y = \textit{sustainability}$ , while the independent variables  $X_1, X_2, X_3$  and  $X_4$  are management, innovation, and financial/ resource allocation respectively; government policy was included as an intervening variable. Preliminary to the use of model 3.3, the independence of residuals test, linear relationships between the dependent and independent variables test, homoscedasticity

test, multicollinearity test, test for significant outliers, test for normality of the residuals were conducted. This allowed for analysis of the data according to the objectives.

### 3.8.2 Multi-linear Regression Analysis.

The multiple regression model was used to establish the simultaneous influence of several variables on the dependent variable. The model was used to establish the combined influence of community-based tourism on the sustainability of tourism sites. The model aids in understanding how much of a variance in the dependent variable is explained by a set of independent variables.

The model is defined as follows:

$$f(x_1) \text{ – Management of CBTO}$$

$$f(x_2) \text{ – Innovation of CBTO}$$

$$f(x_3) \text{ – Financial Resource allocation in CBTO}$$

$$f(x_4) \text{ – Government policy}$$

$$f(x_1, x_2, x_3, x_4)$$

### 3.8.3 Multiple Regression Model

The multiple regression model was used to establish the influence of community-based tourism on the sustainability of tourism sites since the model shows how much of the variance in the dependent variable is explained. The model that was used was defined as follows;

$$E = f(x_1, x_2, x_3, x_4)$$

$$EV = f(x_1, x_2, x_3, x_4)$$

$$S = f(x_1, x_2, x_3, x_4)$$

Where: *E* – Economic sustainability  
*EV*- Environmental sustainability  
*S*- Social sustainability  
*x*<sub>1</sub> – Management of CBTO

$x_2$  - Innovation in CBTO

$x_3$  —Financial resource allocation in CBTO

$x_4$  -Government policy in CBTO

### **3.8.4 Qualitative Data Analysis**

Through coding, the study was able to discover patterns among the data that point to theoretical understandings of a social phenomenon and to retrieve materials that may later be of interest in (Babbie, 2010). This was done by first reading scripts categorize and coding to enable comparison between issues. The organization of data into broader descriptive categories was also done. A category is deemed to exist if it occurred three times across all the respondents. Categories were used as a basis for sorting out the data for further analysis. The researcher constantly compared the data to document ideas and insights that emerged.

### **3.9 Ethical Consideration**

The study conformed to the general requirements shared by researchers about what is proper and improper in the conduct of social research (Babbie, 2010). This research proposal was presented before the university postgraduate studies. Upon approval of the proposal, the researcher obtained a clearance letter from the board of Postgraduate studies at Jaramogi Oginga Odinga University of Science and Technology which was then used to obtain a research permit from NACOSTI. Participants in the study were briefed about the research with a view of seeking their informed consent as outlined in Cooper and Schindler (2003) that research must be designed in a manner that a respondent does not suffer physical harm, discomfort, pain, embarrassment, or loss of privacy. The principles of confidentiality, anonymity and privacy of information given by a participant were adhered to. The rights or free will of participants was respected including that of ceasing to participate in the study any time (*Appendix X, XI and XII*).

## CHAPTER FOUR

### FINDINGS INTERPRETATION AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents the results of the study which were discussed per themes and subthemes as per the objectives. The themes were management by the community and sustainable tourism sites, innovation and sustainable tourism sites, financial resource allocation and sustainable tourism sites, conservation of cultural heritage and sustainable tourism sites. An analysis of the variables and constructs was done both descriptively and inferentially. For each research objective, descriptive analysis was done first followed by the inferential analysis by use of correlation and multiple regression analysis to test the significant relationship in the study. Descriptive and inferential statistics was used to help achieved the objectives of the study. Specifically, presented in the chapter is the rate of response, respondents' demographic characterization, the influence of community-based tourism organizations on the sustainability of tourism sites and the impact of the mediating factor, government policy.

#### 4.2 Response Rate

The table shows the results of respondents' participation in the study. The details are summarized as shown in Table 4.1.

**Table 4.1: Response Turnout Rate**

Categories	Frequency	Frequency (%)
Response	304	79.4
None response	79	20.6
<b>Total</b>	<b>383</b>	<b>100</b>

*Source: Research data (2022)*

It is evident from Table 4.1 that 383 were questionnaires distributed. 304(79.4%) of all the questionnaires distributed, were well completed and returned. According to Mugenda and Mugenda (2003), a return rate of 50% or more is adequate for the realization of representative results. The response rate for this study was achieved due to proper coordination amongst the research assistants and field management staff coupled with adequate sensitization of management staff on the importance and purpose of the study.

### 4.3 Respondents' Demographic Characterization

The respondents' demographic characteristics with the nature of CBT organizations they participated in were necessary. The study sought to elicit information on the impact the demographic characterization of respondents had on sustainability of tourism sites.

#### 4.3.1 Distribution of the respondents by Gender

Distribution of the respondents by gender was made. The essence of this was to exhibit whether service delivery in businesses surveyed recognized the role played by both gender in relation to: access to same opportunities and rights to choose material conditions while respecting their specificities. The details are as shown in Table 4.2.

**Table 4.2: Gender distribution of the respondents**

Category	Frequency	Frequency (%)
Male	169	55.6
Female	134	44.4
<b>Total</b>	<b>304</b>	<b>100.0</b>

Source: *Survey data (2022)*

Table 4.2 shows that of the 304 respondents who participated in the study, 169(55.6%) were males while 134(44.4%) were females. The responses to the questionnaire items exhibited a gender parity of 11.2%. This showed that there were more male than female participants in the community based tourism organizations in Kisumu County. This was in contrast with the findings of the UNWTO report (2010) that showed Women make up a large proportion of the formal tourism workforce at 54%. The gender parity could have been contributed by; job segregation, lack of access to tourism resources, lack of economic autonomy and under-representation in decision making. The county government should implement the national policy (2019) on gender and development that advocates for greater participation of women and equal access to development resources and distribution of benefits.

#### 4.3.2 Age of the Respondents'

In this case, data about respondents' ages in the businesses surveyed were collected. Distribution of respondents by age group was conducted to determine the normality of

respondents' distribution by age as displayed in Table 4.3. The purpose of establishing the age group of participants was to help establish the age diversity of respondents in CBT organizations which is deemed an important piece of an inclusive and effective workplace.

**Table 4.3: Distribution of respondents' by age**

<b>Category</b>	<b>Frequency</b>	<b>Frequency (%)</b>
< =20	28	9.4
21-30	102	33.6
31-40	90	29.6
41-50	50	16.4
51-60	28	9.4
>=61	6	1.6
<b>Total</b>	<b>304</b>	<b>100.0</b>

*Source: Research data (2022)*

The distribution of respondents by age in table 4.3 revealed that out of the 304 respondents who took part in the survey 242 (79.61%) fell between the category of 21-50 years of age. 34(11.18%) of the respondents were above 50 years of age while 28(9.21%) were less than 20 years of age. This implies that the diverse age groups of respondents in CBT organizations brought about a variety of experiences and points of view. Different perspectives could be used as a source of innovation. By pulling the various strengths of all the participants in the organization could foster creative and forward-thinking ideas. For continued learning and skill building organizations should embrace diverse age group workforce for mentoring purposes. While the older workers use their years of experience in the workforce to teach younger employees the ropes, the younger employees can teach new technology or industry-related skills to older workers. This helps in sustaining the CBT organizations.

### **4.3.3 Respondents' Level of Education**

In this section, data on the uppermost respondents' educational level was sought. Specific levels considered were: none; primary; secondary; college; and university. The level of education would be used to articulate issues in the business ventures that could lead to the sustainability of CBT organizations. The findings are as shown in table 4.4.



**Table 4.4: Respondents' Highest Educational Level**

<b>Level</b>	<b>Frequency</b>	<b>Frequency (%)</b>
None	14	4.6
Primary	50	16.5
Secondary	115	37.8
College	83	27.3
University	42	13.8
<b>Total</b>	<b>304</b>	<b>100.0</b>

*Source: research data (2022)*

The findings of Table 4.4 manifest that, majority of the participants 115 (37.8%) were educated up to the secondary level and 83(27.3%) had college education level. Nevertheless, 14(4.6%) of the participants had no formal education. Since most of the participants had high levels of formal education they were able to respond adequately to concepts being investigated. Business connects with education as education cover business skills and how to run the business. This implies that the respondents were able to use their education level to gain insights into their potential customer preferences and needs which had an impact on transformational management.

#### **4.3.4 Type of CBTO Initiative**

Data was collected on the type of business organizations of the respondents in the CBTO Initiatives. This was important as the information sought would help in identifying which businesses were being and not being exploited and yet they were key in improving and sustaining tourism sites. The summary of the findings is as displayed in Table 4.5.

**Table 4.5: Type of CBT Organizations**

<b>Type</b>	<b>Frequency</b>	<b>Frequency (%)</b>
General trade	75	24.7
Transport	50	16.4
Agriculture	74	24.3
Accommodation	25	8.2
Professional services	40	13.2
Financial	13	4.3
Others	27	8.9
<b>Total</b>	<b>304</b>	<b>100.0</b>

*Source: Research data (2022)*

The results in Table 4.5 shows that, out of the 304 respondents who participated in the study, 75(24.7%) of the respondents were involved in general activities (more than one activity), 50(16.4%) of the respondents were involved in transport, 74(24.3%) were involved in agriculture, 25(8.2%) were involved in accommodation, 40(13.2%) were involved in professional services, 13(4.3%) were involved in financial services and 27(8.9%) were involved in other activities not included in the list of CBT organizations. A larger number of respondents in the CBT organizations were involved in general activities 75(24.7%) and agriculture 74(24.3%) related business ventures. This implies that the majority of the respondents lacked managerial skills hence could only engage in general and business-related agricultural ventures.

#### 4.3.5 Position held in the CBTO organizations

Data was collected on the position of participants in the community based tourism (CBT) organizations. The importance of this was to demonstrate seniority and experience with excellence in CBT operations. As such, they could respond openly to the questionnaire items. Distribution of respondents by the role they played in the business venture was important, as it would show the roles played by the respondents in their particular CBT organizations. The position an individual occupied and the service provided was considered important in the management of community tourism ventures by the community. Table 4.6 displays the findings.

**Table 4.6: Position in CBTO initiative**

<b>Position</b>	<b>Frequency</b>	<b>Frequency (%)</b>
Security	25	8.2
Cleaner	32	10.5
Other staff	89	29.3
Initiative owner	114	37.5
Manager	44	14.5
<b>Total</b>	<b>304</b>	<b>100.0</b>

*Source: Research data (2022)*

Table result in Table 4.6 shows that out of the 304 respondents that participated in the survey, 25 (8.2 %) were security personnel, 32(10.5%) were cleaners, 89(29.3%) were

other staff (cooks, receptionists, tour guides among others), 114(37.5%) were initiative owners, and 44(14.5%) were managers. The majority of the respondents 114 (37.5%) were business initiative owners. The result suggests that most of the respondents were equipped with knowledge, experience and skills about CBT operations in the Community tourism ventures and could clearly understand items in the questionnaire.

#### **4.4 Community Based Tourism Organizations and Sustainable Tourist Sites Development.**

Analysis of data on the influence of community-based tourism organizations on the sustainability of tourism sites Development was conducted. The analysis was guided by the study objectives. The section, therefore, addresses: the influence of community management on sustainable tourist sites development; the influence of community innovation on sustainable tourist sites development; the influence of financial resource allocation on sustainable tourist sites development; the influence of conservation of cultural heritage on sustainable tourist sites development: and the moderating effect of government policy on the relationship between community-based tourism and sustainable tourist sites development.

##### **4.4.1 Management of Community-Based Tourism organizations and Sustainable Tourist Sites**

The data on the influence of community management in community-based tourism organizations on the sustainability of tourism sites were analyzed, presented and interpreted. Table 4.7 shows the findings of the analysis.

**Table 4.7: Management of Community Based Tourism and Sustainable Tourism Sites.**

<b>Chi-Square Tests</b>			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4256.000	210	.000
Likelihood Ratio	1633.055	210	.000
Linear-by-Linear Association	190.301	1	.000
N of Valid Cases	304		

Source: *IBM SPSS Statistics Version 20 Data Output*

The respondents concurred that in Kisumu County, the management of community-based tourism was a major contributing factor to the sustainability of the tourism sites. This is evident in the table 4.7 where the chi- square shows a significant p- value < 0.05. which indicates that there is a relationship or dependence between the two variables. First, the county allowed the community to operate other business ventures, which included; sale of artifacts and provided professional services such as transport, tour guides security, accommodation, among others.

Initial tests were done on the regression equation to find the value of the residual and it was found out to have a mean of 0 (table 4.8d). Therefore the general equation becomes  $Y = 0.594 + 0.645X$ . where Y is the dependent variable, sustainability of tourism sites, while X is the independent variable, Management of community based tourism. The assumption of linearity, normality and scedasticity were also done and the initial assumptions were fulfilled. The influence of the management of community-based tourism on the sustainability of tourism sites was consequently investigated. Table 4.8 shows the results of the analysis.

**Table 4.8: Analysis of the Influence of Management on the Sustainability of Tourism Sites**

**a. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.594	.073		8.090	.000
Management	.645	.034	.735	18.816	.000

Dependent Variable: Sustainability of Tourism sites

**b. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 <sup>a</sup>	.540	.538	.26185

a. Predictors: (Constant), Management of Community- based tourism

**c. ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	24.274	1	24.274	354.031	.000 <sup>b</sup>
Residual	20.706	302	.069		
Total	44.980	303			

a. Dependent Variable: Sustainability of Tourism sites

b. Predictors: (Constant), Management

**d. Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.3895	2.3158	1.9464	.28304	304
Residual	-.33481	.62186	.00000	.26141	304
Std. Predicted Value	-1.967	1.305	.000	1.000	304
Std. Residual	-1.279	2.375	.000	.998	304

a. Dependent Variable: Sustainability of tourism sites

Source: *IBM SPSS Statistics Version 20 Data Output*

In Table 4.8 , the  $R^2$  value of .540 was the proportion of sustainability of tourism sites that was due to management. It showed a 54% variance in the sustainability of tourism sites was due to changes in community management in tourism. This is a good model since the coefficient of determination is above 50%. The regression model was statistically significant ( $F_{ratio} = 354.031$ ;  $p < .05$ ).

The regression function derived from table 4.8 and equation 4.1 was

$$Y = .594 + .645X \quad (4.1)$$

The function 4.1 showed that variance in the sustainability of community-based tourism sites about 53.8% of the variance in the model was due to changes in the management of community-based tourism. The function 4.1 additionally showed that deprived of management, the sustainability of tourism sites was roughly .594 units and for a unit increase in the management of community-based tourism, the sustainability of tourism sites improved by roughly .645 units This implies that the management of CBT organizations in Kisumu County by the local community was a key factor in their success. This perhaps was also because the majority of Kenya's CBT organizations are donor-funded and managed (KWS, 1990; CBTO framework, 2009). When the participants in the Focus group discussions were asked to state their roles and what they

would like changed in the management of the organizations for better achievement. They had the following to say;

*“We are not the managers and the organizations do not belong to us. The small jobs within the community tourism organizations are done by us and most of them are services such as; maintenance, entertaining visitors with songs and dances. We also sell a few artifacts to the visitors although they don’t collect much money. The managers make decisions on what activities should be done in the organization. Those of us who work in the CBTO only do what they have been asked to.”” Those in management are not keen to make changes in the way activities are carried out.”*

*“Even if given a chance to make changes in the way activities are carried out, we may not do much because we lack knowledge and skills to make informed decisions.””*

*“Managerial activities should be decentralized so that we can participate in the management of tourism organizations. For now, the professionals ignore our ideas and instead impose their own on to us. The situation is even worse when some management staff are politically appointed. Tourism policies should be put in place so that we can acquire skills and build capacity to manage our resources effectively and also to play a leading role in strategic planning of activities in our organizations because we know what we want and how to get there.”*

These findings concur with that of Adams et, al. (2004) on the management of CBTO s by the local community in traditional Guatemala tourism programs and in Ethiopia. The programs had strong capital, knowledge and established tourism enterprises but none of them was controlled by locals despite being the custodians of the community resources. In contrast to this finding are the studies of (Montana, 1993; Reid, 2003; Akama & Kieti, 2007; Pollini et, al.) that recognized the important role played by the indigenous community on the management of community tourism organizations on ecosystems in Indonesia and fishing activities in Malagasy. The findings revealed that the Management of CBTOs by the local community had seen the achievement of food security and self-sufficiency thereby reducing overreliance on fishing activities for sustainability. Similar studies of Afenyo, (2014); Gordillo & Stronza (2008) attribute knowledge and management of community resources to successful community-based programs in Peru. The study revealed that community capacity building was key in the management of finances, human resources, operations and marketing of CBTOs for sustainability.

Further, the study of Choi & Sirakaya, (2006) recommended that the host population should form part of sites management to provide locally-based knowledge, expertise and resources to work in the design and implementation of tourism activities.

Likewise, studies of Murphy (1985); Murphy (2004); Lepp (2007); Novelli & Gebhardt, (2007); Manyara & Jones, 2007; Kibicho (2008); Okazaki (2008); Harrison, 2015) link the successes of tourism in developing countries to management by the local community. The studies support the need to involve the local community in the planning and management of tourism for three fundamental reasons namely; adaptation to changes, community perception and community as a tourism product. Similarly, the study findings of the Rwanda development report (2015) on the social, economic and environmental sustainability of CBTO stresses on the engagement of the local communities that are close to the tourism plant and attractions by developing meaningful economic linkages such as; the supply of agricultural produce to the lodges and outsourcing of laundry. While analyzing conditions necessary for successful CBTO, Armstrong (2012) acknowledged that the CBTOs owned or/and managed by host communities' delivered wider benefits for the community, the study also considered other key organizations such as; engagement with the private sector, a strong unified host community, genuine community participation, ownership and control, quality and demand-driven products based on community assets, appropriate stakeholders support, transparent financial management and effective monitoring and evaluation system as crucial in the sustainability of community-based tourism sites which the current study lacked.

#### **4.4.2 Innovation in Community Based Tourism and Sustainable Tourism Sites**

The influence of innovation in community-based tourism on the sustainability of tourism sites was examined, presented and understood. Table 4.9 provides information on the variables.

**Table 4.9: Innovation in community-Based Tourism organizations and Sustainable Tourism sites**

<b>Chi-Square Tests</b>			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4256.000 <sup>a</sup>	210	.000
Likelihood Ratio	1633.055	210	.000
Linear-by-Linear Association	190.301	1	.000
N of Valid Cases	304		

**Source:** IBM SPSS Statistics Version 20 Data Output

The majority of the respondents concurred that in Kisumu County, an innovation of community-based tourism was evident. Innovation was being achieved through; several initiated environmental activities such as; garbage management, increased household income and increased number of job opportunities. The participants concurred that Kisumu County enjoyed sustainable tourist sites. First, the region has improved tourism products and services leading to improved revenue collection. Secondly, it has increased business ventures owned by the community and strengthened local creativity leading to varied choices of goods and services and thirdly it has encouraged more of cultural tourism in community organizations such as; Kit Mikaye for locally manufactured handicrafts and Fish-eating and cultural dances at Dunga beach.

Innovation has a relation with the sustainability of the CBTO, as shown in chi-square Table 4.9, which indicates that there is dependence between the two variables since p-value < 0.05.

**Table 4.10: Regression model output for innovation impact on sustainability of CBTOs**

From the tables given,  $Y = -0.624 + 1.201X$

**(a) Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 <sup>a</sup>	.501	.500	.24655

a. Predictors: (Constant), Innovation



**(b) Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
(Constant)	-.624	.133		-4.676
Innovation	1.201	.069	.708	17.424

a. Dependent Variable: Sustainability

**(c) ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.455	1	18.455	303.602	.000 <sup>b</sup>
	Residual	18.358	302	.061		
	Total	36.813	303			

a. Dependent Variable: Sustainability

b. Predictors: (Constant), Innovation

**(d) Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.3356	2.1776	1.6875	.24679	304
Residual	-.32311	.55915	.00000	.24614	304
Std. Predicted Value	-1.426	1.986	.000	1.000	304
Std. Residual	-1.311	2.268	.000	.998	304

a. Dependent Variable: Innovation and sustainability

Source: IBM SPSS Statistics Version 20 Data Output

Initial tests were done on equation 4.3. and it was found out that the value of residual,  $\epsilon$ , is 0; thus giving the above stated equation. Additionally, Table 4.10 showed a positive and significant correlation between innovation and sustainability ( $R=.708$ ;  $P<.05$ ).

The initial assumptions were fulfilled. The influence of innovation of community-based tourism on the sustainability of tourism sites was consequently investigated

**Table 4.11: Analysis of the Influence of Innovation on the Sustainability of Tourism Sites**

**a. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 <sup>a</sup>	.501	.500	.24655

a. Predictors: (Constant) Innovation

**b. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.624	.133		-4.676	.000
Innovation	1.201	.069	.708	17.424	.000

a. Dependent Variable: Sustainability of tourism sites

**c. ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.455	1	18.455	303.602	.000 <sup>b</sup>
	Residual	18.358	302	.061		
	Total	36.813	303			

a. Dependent Variable: Sustainability of tourism sites

b. Predictors: (Constant) Innovation

**d. Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.3356	2.1776	1.6875	.24679	304
Residual	-.32311	.55915	.00000	.24614	304
Std. Predicted Value	-1.426	1.986	.000	1.000	304
Std. Residual	-1.311	2.268	.000	.998	304

a. Dependent Variable: Sustainability of tourism sites

Source: IBM SPSS Statistics Version 20 Data Output

The regression model was statistically significant ( $F_{ratio} = 303.602$ ;  $p < .05$ ). The regression function derived from table 4.10 and equation 4.3 was

$$Y = -.624 + 1.201X \quad (4.4)$$

The function 4.4 shows that variance in the sustainability of community-based tourism sites had a positive significant correlation ( $r = .708$ ;  $p < .05$ ) with changes in the innovation of community-based tourism. About 50.1% of the variance in the model was due to changes in the innovation of community-based tourism. The function 4.4 additionally showed that deprived of innovation, the sustainability of tourism sites was roughly -.624 units and for a unit increase in the innovation of community-based tourism, the sustainability of tourism sites improved by roughly .1.201 units. This implies that innovation was a major factor in the sustainability of community-based tourism organizations in the County and depends mainly on creativity, which applied to the production of new ideas, new approaches and inventions. Sustainability of tourism sites can mainly be achieved through the innovation of tourism products and services. The

community has initiated innovation activities such as business ventures that have since increased job opportunities and revenue collection.

When interviewed during their focus group discussions on whether they have ever changed the type of brand products they offer to tourists in their CBTO and for what purposes they changed. The respondent's response was:

*“Non of is allowed to come up with an idea on how to improve our products and services for better sales. Changes are made by other people. Our work is to implement them. However, we participate in cultural activities such as; preparation of traditional foods, traditional dances and exhibition of our artifacts at sub-county and county levels as a way of marketing and generating income for our organizations and ourselves. If the organizations allow us to be innovative, we can offer a variety of products and services that are of a quality to our customers and compete well with other organizations in the community. All of us feel indebted to our community organizations because we own all the activities in the organizations. Our CBT organization also advertises and campaigns to inform potential tourists about our products and services through national and local radio stations. We are happy that our desires and objectives have been achieved t because we are able to make more sales from our prproducts to some extent”*

The study findings are supported by the Kenya Tourist Board (KTB) (2008) report on product innovation for the sustainability of CBTO organizations. The report shows how the government strategically launched a diverse and distinctive visitor experience on Kenya's coastline through an establishment of resort cities to link up the Coast and Safari products. The strategy has been achieved through an increase in bed capacity, offering quality service and improving facilities in all under-utilized parks to enable it to achieve higher tourist revenue. Such products include; Kakamega Forest and Ruma National Park for their untapped indigenous cultural tourism and water-based tourism such as water sports and fishing in Tana River and Lake Victoria owing to their friendly environmental aspects that can provide tourists with a cultural experience (KTB, 2008).

In the same vein, the government of Kenya established the Mara Naboisho conservancy model in 2010 by the local Maasai landowners in collaboration with Base camp Foundation to conserve the biological resources and the socio-cultural heritage of the conservancy area, promote tourism by partnering with investors and contributing to wealth creation for landowners. To date, the community has an opportunity to protect the

wildlife and its natural terrain while providing a high-quality game viewing experience for the visitors. The diverse activities in the conservancy have increased wildlife, promoted wildlife-friendly land-use practices, encouraged monitoring of wildlife population and movements, eradicated poaching and illegal possession of wildlife products and strengthened conservation programs within the conservancy. Other than creating new high-value niche products such as; cultural, eco-sports and water-based tourism the government also intends to boost business tourism by attracting high-end international hotel chains and investing in new conference facilities.

Similarly, the studies of Ondicho (2010) and Azarya (2004) on marketing as an innovation strategy reported that the government of Kenya uses the Maasai culture as a unique tourist attraction and tool for promoting and marketing Kenyan tourism. When tourists visit Kenya, they visit the Maasai community and experience their culture, photograph and film them in their traditional regalia, purchase locally manufactured handicrafts, and postcards adorned with Maasai photographs to remind them of their encounter with community. Further, the government has equally implemented a cultural tourism marketing and promotion campaign to sustain CBTO organizations. These include; cultural and tourism markets research, an audit of cultural products that are ready for market, media awareness and familiarization programs as well as participation in international trade fairs and shows. Bomas of Kenya is a host of cultural tourism infrastructure and development programs. The center has renovated and upgraded its traditional villages and devoted resources to its attractions through advertisement campaigns that inform potential tourists about Kenya's attractions and facilities (GoK, 2006). The advertisement targets high spending tourists in both traditional and new markets with a specific focus to its top five sources of tourists. These include; UK, USA, Germany, Italy and France as well as other high prospective markets such as; Scandinavia, India, South Africa and Japan. Other than expanding domestic and regional tourism, the government has added value to its national parks and reserves by classifying them according to their various qualities.

The current study confirms the position taken by previous studies of Saratat (2010) on the use of homestays as a sites innovation in tourism revealing how the government of Thailand has taken advantage of its beautiful natural environment as well as its affordability and hospitality as a tourism sites to sustain its tourism industry hence

enabling a self-reliant rural community. The study further reveals that to achieve maximum results, a management partnership between the community and the ministry of interior has responded to the tourists' high demand for accommodation particularly for students, teachers and administration officials as a way of encouraging them to prolong their stay in Thailand. Similarly, a study by Suriya et al., (2007) observes that homestays in Malaysia are owned by the community and heavily promoted as a tool of empowering and increasing rural people's income despite challenges on their viability and sustainability. This is due to low-income generation, length of time taken to deliver benefits, uneven tourism income distribution and the fluctuation of income due to seasonal effect. Further, in Jamaica CBTO organizations have empowered people to value their community assets, cultural heritage, cuisine and lifestyle. The community in turn mobilizes the assets and converts them into income-generating projects while at the same time offering a more diverse and worthwhile experience to visitors.

However, a study by Armstrong (2012) on the innovation of CBTOs contends that changes and improvements related to tourism development were largely inspired by local needs and aspirations especially when residents have ownership rights of their cultural and natural resources. Further, the studies of Tasci (2013) and Henry, (2009) found that when local people decide for themselves what they feel to be the most pressing local needs, they tend to participate and feel emotionally committed to the change process or problem-solving program for their betterment and success.

A similar study by Meseret (2015) on opportunities and challenges of community-based tourism development in the Awi zone of Ethiopia, identified the strategic location of CBTO sites, positive attitude of participants towards CBTO, the hospitality of the local community and the great potential of the resources in the area as great success for organizations for CBTO development. The study reports that the government of Ethiopia uses CBTO as a method of integrating natural resource conservation, local income generation and cultural conservations to enhance community tourism (Miller, 2004). However, Kirsty (2005) reviewed the community-based tourism approach on tourism sites as a way of creating a sustainable tourism industry and identified several failures from a community development perspective. Firstly, CBTO tends to treat the community as a standardized block; secondly, it uses a serviceable approach to involve the

community and thirdly, it neglects the organizational constraints to local control of the tourism industry (Kirsty, 2005).

Likewise, the findings of Tasci (2013) on innovation in CBTO and environmental sustainability in New Zealand points out that the Tamaki Maori village initiates and manages its Community Based Tourism organizations. The Maori people ensure that social and economic development belongs to residents, including employment opportunities, ownership of retail stores, cultural and environmental awareness. Other beneficiaries of the CBTOs are tourists who experience authentic Maori traditions and culture while participating in local activities such as; seeing Maori weaponry displays, weavings, carvings, tattooing's, and traditional songs and dances from which they earn an income while promoting their rich culture.

#### **4.4.3 Financial Resource Allocation in Community Based Tourism and Sustainable Tourism Sites.**

The influence of financial resource allocation in community-based tourism on the economic sustainability of tourism sites was examined. Table 4.11 shows Information on financial resource allocation in community-based tourism and sustainable tourism sites.

**Table 4.12: Financial Resource Allocation and Sustainable Tourism Sites**

<b>Chi-Square Tests</b>			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2128.000	98	.000
Likelihood Ratio	1191.738	98	.000
Linear-by-Linear Association	21.047	1	.000
N of Valid Cases	304		

**Source:** IBM SPSS Statistics Version 20 Data Output

In Table 4.12, the respondents concurred that in Kisumu County, financial resource allocation on community-based tourism was evident. Financial resource allocation was being achieved through the sale of artifacts and the sharing of accrued benefits from the CBT organizations. The participants concurred that Kisumu County enjoyed sustainable tourist sites and an increase in household income since the chi-square test table showed significant p-value < 0.05 which is an indication of dependence between the two variables.

The variable financial resource allocation revealed that there was a relationship with sustainability but failed to show the extent it did influence the sustainability of the organizations. Consequently, a simple regression analysis was sought. The variable financial resource allocation revealed that there was a relationship with sustainability but failed to show the extent it did influence the sustainability of the organizations. Consequently, a simple regression analysis was sought. Using a 5%, level of significance, the null hypothesis, “there is no statistically significant influence of financial resource allocations in community-based tourism on the sustainability of tourism sites” at Kisumu County was investigated. Table 4.12 shows the results of the analysis.

**Table 4.13: Analysis of the Influence of Financial Resource Allocation on the Sustainable Tourism Sites**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.503	.103		14.528	.000
Financial resource	.364	.051	.385	7.110	.000
The goodness of fit:					
$R = .385$					
$R^2 = .148$					
$Adj R^2 = .145$					
$F_{ratio} = 50.545$					
$p < .05$					
Durbin-Watson value:					
1.774					

a. Dependent Variable: Sustainable of tourism Sites

b. Input Variable: Financial resource allocation in community-based tourism sites

**Source:** IBM SPSS Statistics Version 20 Data Output

The regression model was statistically significant ( $F_{ratio} = 50.545$ ;  $p < .05$ ). Standardized beta values showed that for one standard deviation increment in financial resource allocation; the sustainability of community-based tourism sites had an increment of .385 units.

The regression function derived from table 4.12 and equation 4.5 was

$$Y = 1.503 + .364X \quad (4.5)$$

The function 4.6 shows that variance in the sustainability of community-based tourism sites had a positive significant correlation ( $r = .385$ ;  $p < .05$ ) with changes in financial resource allocation to community-based tourism. About 14.8% of the variance in the

model was due to changes in financial resource allocation on community-based tourism. The function 4.6 additionally showed that deprived of financial resource allocation, the sustainability of tourism sites was roughly 1.503 units and for a unit increase in financial resource allocation on community-based tourism, the sustainability of tourism sites improved by roughly .364 units.

However, when interviewed during their focus group discussion to rate how satisfied they were with the way benefits from the CBTO organizations were shared and what needed to be improved. Their responses were:

*“We are not satisfied with the way the benefits are shared out by the management. It is the management that decides what we should be given and sometimes the benefits are so little compared to the time we spend doing initiative activities. These benefits also take too long before we receive them. Most of the accrued benefits are taken up by the big people then the balance is shared by the participating community. If we can be allowed to own some of the shares in the organizations it would help us to improve our livelihoods.”*

The study findings are supported by the studies of Stradas, (2005) and Lynn (2003) on the sustainability of tourism sites which argue that community-based tourism was heavily promoted by the government but the organizations’ sustainability and viability faced major challenges. The challenges included; low income and time taken to generate substantial benefits to villagers and uneven distribution of tourism income. Similar challenges of resource sharing were experienced by communities. Further URT (2014) report observed that the process of resource sharing mechanism was as diverse as the experience or projects on the ground. There was no in-depth economic analysis on how to share benefits, lack of clarity on how proportions were shared and whether they assumed resource endowments and cost-benefit distribution among the stakeholders.

Similarly, the studies of Rastegar (2010); Manyara and Jones (2007); Sinclair et al. (2000) on resource allocation and sustainability of tourism organizations in Thailand contend that the success of community-based tourism in Sam Chuk and KlongSuan depended on the participation of the community in decision-making processes, local ownership, collective responsibility, leadership and management, achieving authenticity, and achieving distinction. Further, Frank (2008), examined the socio-economic complexities of conservation outcomes in developing nations and reported that protected



areas had both costs and benefits, which accrued and operated at different spatial scales. The benefits were found to occur at a global scale, through the provision of ecosystem services while costs to the global community were limited. At the local scale, a direct financial benefit was relatively small while opportunity costs resulting from livelihood restrictions were higher. The impact on wealthy community members was less negative, with less cost per household per year. Hence, the latter experienced a greater benefit than their poorer community members did.

World Bank (2009); Makame and Boon (2008) recognize benefit-sharing as a key factor to tourism development but little or no empirical evidence has been reported on how tourism businesses such as accommodation providers in the sites share their tourism benefits with adjacent local communities despite the existence of a well-established literature on benefit-sharing from the perspective of wildlife protected areas and adjacent local communities. However, the findings of this study do not concur with the deductions of Pegas and Stronza (2010); Naidoo and Adamowicz (2005); Wunder (2000) on resource allocation for the economic sustainability of CBTO. The study argues that engaging in community-based tourism business is built on the notion that, accrued benefits from the organizations are used to enhance access to local heritage and conservation of the natural resources by local communities.

Similarly, the studies of; Scheyvens (1999); Salafsky & Wollenberg (2000); Mann (2014); and Lew (2014) on financial resource allocation for community-based tourism organizations argued that when tourism is experienced at the community level there is an increase in empowerment of the local people through job creation and a share in the financial benefits accrued from tourism activities in the area hence a reduction in poverty levels. Further, financial benefits made from tourism amenities, facilities, income, and employment opportunities should be for the whole community and not for a few individuals in the community. The benefits include the flow and equitable distribution of financial resources throughout the community from the early stage of tourism development as observed by the studies of Tasci (2013); Thailand Community Based Tourism Institute (2012); Asker *et. al.* (2010); Henry (2009); Mountain Institute, 2000).

Similarly, Rwanda Development Board (2015) report on financial and other incentives for product development as a way of promoting tourism product, the government of Rwanda

offers effective capital investment support, establishes and nurtures cooperative trade networks to support business development. An emphasis is put on investment and financing to develop and promote quality and sustainable tourism products, minimize revenue leakage, and provide a significant impact on local communities. The government further implements tourism specific tax incentives and beneficiary concessions for capacity building, local sourcing and development of low visitation regions, with particular emphasis on local investment, and development of natural and cultural resources with local communities in a sustainable manner. It also promotes tourist projects and undertakings by way of joint venture arrangements with local partners by allocating the necessary public funds to enable effective development and marketing. In its Sustainable Tourism Master Plan Report (2009) and Bush *et, al.* (2010), the Rwandese government has emphasized local capacity building and training programs such that industry can ensure a supply of qualified local staff at competitive prices and identify additional local linkages that can be created within the industry to eliminate importation of human resource every two years.

In the same vein, a study by Font and Tapper (2004) on the sustainability of CBTO organizations argue that resource allocation can be achieved through land ownership and management, creation of parks and reserves, generation of money through entry and user fees, concessions, and leases or direct operation of commercial activities. Countries have therefore set up tourism revenue-sharing programs to address the development needs of host communities in the national parks. These schemes are based on the assumption that providing financial support or a share of the revenue derived from the CBTOs can help reduce pressure on natural resources and thus support conservation and development. Further, both studies of Gucik and Marcis (2017) and Galvasora (2008) contend that non-financial support for tourism development not only coordinates the development process and development of organizational structures but also provides a variety of non-financial tools such as; information, marketing, networking, advisory, education, consulting services, methodological and subject support for small and medium enterprises.

#### **4.4.4 The relationship between Government Policy, Community Based Tourism organizations and Sustainability of Tourism Sites.**

In this section, an empirical analysis of the intervening effect of government policy on the relationship between community-based tourism and sustainability of tourism was

done. To explore this, hierarchical multiple linear regression analysis was conducted to ascertain the extent to which the variables influenced sustainability of tourism sites.

#### 4.4.4.1 Tests of independence of Residuals

An Independent test of residuals was done using Durbin-Watson measures. It was done for sustainability taking into consideration the independent variables: management; innovation; resource allocation; and conservation of cultural heritage. The results table 4.17<sup>a</sup> shows Durbin-Watson measure 2.373 according to Field (2009) lies within the valid range from 1 to 3. As such, adjacent residuals did not correlate and were consequently independent.

#### 4.4.4.2 Multicollinearity test

Multicollinearity happens when at least two explanatory variables significantly correlate. It leads to hitches in comprehending the explanatory variable, which causes changes in the response variable and other practical issues for estimating regression models. Table 4.14 shows the findings of multicollinearity verification.

**Table 4.14: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.298	.080		-3.736	< 0.05		
	Management	.397	.023	.560	17.557	< 0.05	.732	1.366
	Innovation	.679	.048	.449	14.076	< 0.05	.732	1.366
2	(Constant)	-.352	.079		-4.464	< 0.05		
	Management	.376	.023	.531	16.663	< 0.05	.696	1.436
	Innovation	.830	.059	.549	14.008	< 0.05	.460	2.176
	Government Policy	-.110	.026	-.142	-4.186	< 0.05	.612	1.634

a. Dependent Variable: Sustainable\_Tourism

**Source:** IBM SPSS Statistics Version 20 Data Output

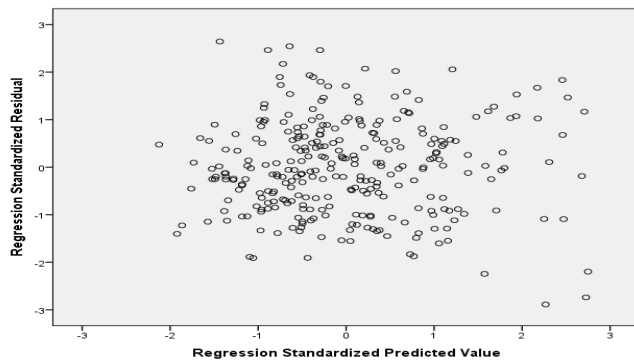
There was concurrence that management, innovation, and financial resource allocation were taking place in the community tourism sector in Kisumu County. There also exists a

government policy intervention in the community tourism sector in Kisumu County. This means that most businesses ventures experienced guidance, consistency, accountability, efficiency and clarity. Negligence of policies in business ventures leaves the organization at risk for financial losses, security breaches, and a ruined reputation.

The Multi-collinearity test between the explanatory variables performed through Tolerance/VIF examination whose findings are displayed in the table 4.15a. Collinearity absence is represented by trivial tolerance values. However, VIF being the reciprocal of tolerance display large measures. According to Sabine and Brian (2004), multicollinearity did not exist since the tolerance measure was more than .10 and the VIF measure smaller than 10.

#### 4.4.4.3 Test for Normality, Linearity, Homoscedasticity and Outliers

Regression Standardized Residual and Scatter Plot is examined to ascertain the presence of outliers, the existence of normality, linearity and homoscedasticity (Tabachnick and Fidell, 2007). The results are shown in figure 4.1.



**Figure 4.1: Residual Plots**

Figure 4.1 shows the validity of homogeneity of variance since the residuals scatter randomly about the zero lines and the extent of scatter seems constant across the entire range of estimated values. It reveals all Standardized residuals fall within the range from -3.3 to 3.3, and is sensible for model assumptions (Tabachnick and Fidell, 2007).

Preliminary assumptions were satisfied. The mediating effect of government policy on the relationship between community-based tourism and sustainability of tourism was therefore examined. Table 4.14 and Table 4.15 reveal the details of verification.

**Table 4.15a: Model Summary of Sustainability of Tourism sites and Community Based Tourism Organizations**

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
				R Square	F	df1	df2	Sig.		
1	.881 <sup>a</sup>	.776	.773	.14787	.776	345.831	3	300	< 0.05	
2	.890 <sup>b</sup>	.792	.789	.14256	.017	23.759	1	299	< 0.05	2.373

a. Predictors: (Constant), Resource allocation, Management, Innovation

b. Predictors: (Constant), Resource allocation, Management, Innovation, Government policy

c. Dependent Variable: Sustainable tourism Sites.

**Table 4.15b: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.686	2	11.343	520.468	< 0.05
	Residual	6.560	301	.022		
	Total	29.246	303			
2	Regression	23.048	3	7.683	371.870	< 0.05
	Residual	6.198	300	.021		
	Total	29.246	303			

a. Dependent Variable: Sustainability

b. Predictors: (Constant), Resource allocation, Management, Innovation

c. Predictors: (Constant), Resource allocation, Management, Innovation, Government policy

**Source:** IBM SPSS Statistics Version 20 Data Output

Regression model 1 ANOVA table 4.14<sup>b</sup> shows a statistically significant ( $F$ -ratio = 520.468;  $p < .05$ ) general model. Model 2 Table 4.15<sup>a</sup> shows the effect of government policy on the relationship between community-based tourism variables and the sustainability of tourism sites. The model 2 ANOVA table 4.15<sup>b</sup> shows a statistically significant generalized model ( $F$ -ratio = 371.870;  $p < .05$ ). The variance was due to changes in community-based tourism variables only because of the value of  $F$  change ratio was significant.

A further analysis was conducted to explore the contribution of each of the explanatory variables in the model. The output table of standardized coefficients. Table 4.18 shows that each explanatory variable contributed differently to change in sustainability.

**Table 4.16: Government Policy and Community Based Tourism Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.292	.141		7.453	.040		
1 Management	.396	.026	.559	1.904	<.05	.535	1.869
1 Innovation	.679	.050	.449	3.040	<.05	.494	2.024
1 Resource allocation	-.002	.027	-.002	1.857	.956	.551	1.815
(Constant)	-.055	.145		5.884	< 0.05		
2 Management	.334	.028	.472	1.713	< 0.05	.530	1.888
2 InFovation	.913	.068	.604	2.987	< 0.05	.493	2.027
2 Resource allocation	-.074	.030	-.085	1.974	.015	.549	1.821
2 Government policy	-.146	.030	-.188	-1.89	<.05	.983	1.018

Dependent variable: Sustainability

Source: *IBM SPSS Statisstics Version 20 Data Output*

In Table 4.16, the unstandardized coefficient used to relate the contributions of every explanatory variable is revealed. The values of explanatory variables were converted to the same scale so that they could easily be compared. In model 2, innovation revealed a statistically significant biggest Beta coefficient of .913 ( $p < .05$ ). It had the strongest unique contribution in explaining sustainability when the changes made by other variables were controlled. Management realized the second most strong unique significant contribution with the Beta coefficient of .334 ( $p < .05$ ). Neither management nor resource allocation made a uniquely significant contribution. Model 1 shows that only two variables innovation beta coefficient .679 ( $p < .05$ ) and mangement beta coefficient .396 ( $p < .05$ ) were statistically significant and made unique contributions to sustainability when other variables are controlled. The difference in the two models is due to government policy as a mediating factor included in model 2. In model 1 financial resource allocation  $-.002$  ( $p > 0.05$ ) is not significant but becomes significant  $-.074$  ( $p < 0.05$ ) in model2 in the presence of the mediating factor.

Table 4.18 model 2 and model 4.9 provides an optimum regression equation showing the moderating effect of government policy on the relationship between community-based tourism and sustainability as

$$Y = -0.055 + .334X_1 + 0.913X_2 - 0.074.X_3 - .146 X_4 \quad (4.10)$$

Regression model 4.10 shows government policy had a mediating effect ( $F$  change-ratio=17.525;  $p>.05$ ) on the relationship between community-based tourism and sustainability. Although the percentage of the contribution in the model was small but it had an impact on the other variables as indicated in the table 4.18. It revealed a model accounting for a 78.6% variation in community-based tourism and government policy. It shows that only an additional 1.2% variance in the sustainability of tourism sites was due to government policy interventions. The regression model 2 ANOVA table 4.17<sup>b</sup> shows that the statistical significance of regression model 4.10 ( $F$ -ratio = 371.87;  $p< .05$ ) was mainly attributed to inclusion of government policy into the model. These findings agree with a study by World Bank (2009); Sharon (2010); Lukhale (2015) on policies to regularize CBTO organizations found that CBTO organizations thrive in countries that have national policies for implementing CBTO organizations. The organizations receive support from enablers as well as the private sector for promotion and right placement among infinite options of tourism activities for tourists and gain access to technical financial resources. For instance, South Africa facilitates CBTO by turning over the rights to land, wildlife and natural resources to rural communities. The approach has initiated joint ventures between the community and the private sector for managing tourism. European Union on the other hand has equally provided financial and technical assistance to the Caribbean government with a focus on CBTO in their tourism development programs.

Similarly, the Constitution of Kenya of (2010) advocates for environmental conservation of natural resources to ensure environmental sustainability. The constitution stresses the equitable sharing of benefits from these resources. It was in this context that conservation policy that Lumo and Mwaluganje wildlife sanctuaries in Kenya were initiated as community-based conservation projects. The organizations purposed to avert human-wildlife conflict and to benefit the local community who are major stakeholders. Private investors have partnered with the local community to run the sanctuaries from which an annual lease fee is paid to the community. Community project ownership is actualized through a membership scheme restricted to the local community. Members pay a subscription fee to be entitled to a Share in the sanctuary. The income generated goes towards social development to enhance education and health services, and pay to the members.

Reports by UN (2008) and UNESCO (2006) state that due to diverse guidelines for the preservation and management of cultural heritage sites in Thailand, there is a need for community participation. The community shares responsibility in protecting, conserving and transferring cultural heritage to live as sources of learning to future generations. The Thai charter also has policies on devolution and widening of the field of cultural heritage which focuses on cultural heritage sites, emphasizing the process of participation by stakeholders from the cultural heritage sites at the same time considering human rights. Regular meetings to discuss and promote dissemination and exchange of knowledge on cultural heritage and conservation are held to encourage and maintain the diversity of local cultural identity. Similarly, Siti- Nabiha (2010) on the participation of the local community in conservation found that policies on the participation of the local community in the preservation of its environment, social and cultural heritage are given prominence. The policies and acts play a significant role in sustainability of tourism development in the country. The government positions sustainable tourism approaches that focus on tourists' satisfaction, quality facilities and infrastructure development, preservation and upkeep of tourism resources. The approaches include urban tourism, coastal tourism, rural tourism, ecotourism, and cultural tourism, international shopping, tangible and intangible heritage zones and assets. However, there were no policies on innovation and policies on how to share the accrued benefits from the organizations. This means that most businesses ventures lacked guidance, consistency, accountability, efficiency and clarity. This implies that the businesses are likely to experience inconsistency, repetition and accountability which is key in the success of any business.

A report by the UNESCO (2003) argues that intangible cultural heritage has its basis in communities and the continuing activities of members who possess specific knowledge of traditions, skills and customs of these communities. It is therefore important to engage the community in the conservation of cultural heritage. Further, studies of Park, Lee, Choi, Yoon, and Yoshich (2012) on community-based tourism policies report that the government of South Korea uses policy programs to increase social capital in CBTOs. It also uses policies to manage community conflicts by involving them in the tourism business. Similar studies by Randle and Hoye, (2016) found that the government of Australia allowed the private sector to build and operate tourism superstructure within national park borders in the year 2012. Since then, an efficacious regulatory system has increased stakeholders' trust and support for government regulatory efforts.



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview.**

This chapter presents a summary of findings, conclusions and recommendations. The summary of the findings for each hypothesis was presented. The conclusions presented in this section were guided by the research objectives and informed by the findings, analysis, interpretation and discussion in the study. Based on the conclusions made, the contribution of the study to knowledge was examined. Recommendations were based on the findings for policy and practice as well as suggestions for further research.

#### **5.2 Summary of Findings**

In the testing of the hypothesis in the study, Chi- square and multiple linear regression analysis were employed. A total of four objectives were formulated and subsequently tested in the study to establish the role of community-based tourism organization thereof.

##### **5.2.1 Management of community-based tourism organizations and sustainability of tourist sites.**

The linear function 4.1 showed that the variance in the sustainability of community-based management of tourism sites was about 53.8% of the variance in the model. The function 4.1 additionally showed that deprived of management, the sustainability of tourism sites was roughly .594 units and for a unit increase in the management of community-based tourism, the sustainability of tourism sites improved by roughly .645 units.

##### **5.2.2 Innovation in community-based tourism organizations and sustainability of tourist sites**

The linear function 4.2 shows that variance in the sustainability of community-based tourism sites was about 50% of the variance in the model. The function 4.2 additionally showed that deprived of innovation, the sustainability of tourism sites was roughly -.624 units and for a unit increase in the innovation of community-based tourism, the sustainability of tourism sites improved by roughly 1.201 units.

### **5.2.3 Financial Resource Allocation in community-based tourism organizations and sustainability of tourist sites.**

The linear function 4.3 shows that variance in the sustainability of community-based tourism sites about 14.8% of the variance in the model was due to changes in financial resource allocation on community-based tourism. The function 4.2 additionally showed that deprived of financial resource allocation, the sustainability of tourism sites was roughly 1.503 units and for a unit increase in financial resource allocation on community-based tourism, the sustainability of tourism sites improved by roughly .364 units.

### **5.2.4 Government policy, community-based tourism organizations and sustainability of tourists**

Regression model 4.4 shows government policy had a statistically significant mediating effect. It revealed a model accounting for a 51.2% variation in sustainability of tourism sites due to government policies on community-based tourism organization . The regression model 2 ANOVA table 4.16<sup>b</sup> shows that the statistical significance of regression model 4.10 ( $F$ -ratio = 371.870;  $p < .05$ ) was majorly attributed to changes in community-based tourism variables.

## **5.3. Conclusion**

This section presents the conclusions for the study.

On the first objective, there was a manifestation of management by the community CBT organizations and had the second highest significant contribution with better coefficient of .334( $P < .05$ ) on sustainability of tourism sites. The results further indicated that for a unit increase in the management of community-based tourism, the sustainability of tourism sites improved. According to the author, the studied sites had a potential to become epic centers for sustainable tourism due to the existence of mainly dry shores, space for potential infrastructural increase, and the ability to prevent the recreational activities that are unfriendly to the environment.

Based on the second objective there was a demonstration that Innovation had the strongest unique contribution to sustainability .675( $P < .05$ ) when changes to other variables were controlled. For a unit increase in innovation of community-based tourism, the sustainability of tourism sites improved. Innovation was achieved through several initiated environmental and socio economic indicators such as garbage management and

improved infrastructure , improved household income and job opportunities and depended mainly on creativity, new ideas, new approaches and inventions

On the research objectives three allocation of financial resources and government policy as a mediating variable, the results revealed that financial resource allocation had a low impact on sustainability of community based tourism sites but became significant with mediating variable of government policy.

Objective four, set out to examine the role of county government in CBT sites as an independent variable. The findings revealed that the variable was more of a mediating variable than an independent variable. Hence the government's role in whatever form becomes a mediatory and not stand alone variable. The study findings further revealed that each explanatory variable contributed differently to changes in sustainability of community based tourism sites.

#### **5.4. Recommendations**

This section presents recommendations made in the study based on the research findings, analysis, interpretation and discussion as per the objectives.

##### **5.4.1 Recommendations for Policy Issues**

The study recommends the following:

1. That the County government provides training to the community to equip them with management skills that could enable them make informed decisions based on tangible facts available. The County could also collaborate with other stakeholders to help inform and guide the community on best tourism practices for sustainability of tourism sites development.
2. That an in-house training for capacity building and implementation of ideas that deliver value to community tourism sites should be enhanced to facilitate program designs that are tailored to meet the needs of particular community-based tourism organizations. The confidence of the host community and sufficient knowledge about tourists would act as a basic requirement for sustainability of community-based tourism sites development.
3. That the government and other community-based tourism stakeholders should design people centered empowerment programs as measures for controlling

conflicts that are likely to arise during accessibility to funds , ownership of CBTOs, sharing of benefits and the management of Community based tourism organization resources for sustainability of community-based tourism sites.

4. That the County government should facilitate effective and economical community-based tourism attractions, activities, tourist facilities and services. The County government should also identify and document tourism sites for the purposes of duplication or upscaling to promote sustainable tourism.

### **5.5. Areas for Further Research**

This study was carried out in Kisumu County only.

1. This study can be simulated in many other communities and counties to validate any environmental organizations that may exist in any one County and enhance the generalization of these results.
2. A study can be carried out to examine the influence of other activities like cultural practices, leadership, communication management, attitude and perception in the sustainability of tourism sites.
3. A study can still be done with the moderating variable in this study as the independent variable and community-based tourism as a moderating variable to determine the effect that it would have on the sustainability of tourism sites.

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## APPENDICES

### Appendix I: Letter of Introduction

Aguda Josephine Angeline  
P.O. Box 260 – 40100, KISUMU  
Email:josaguda@yahoo.com  
Cell phone +725887276  
Date 1<sup>st</sup> January 2022.

Dear Respondent,

#### **RE: INFLUENCE OF COMMUNITY-BASED TOURISM ORGANIZATIONS ON SUSTAINABILITY OF TOURISM SITES IN KISUMU COUNTY**

I am a Ph.D. Candidate at Jaramogi Oginga Odinga University of Science and Technology pursuing my Doctorate Degree in Planning.

I am researching the role of community-based tourism organizations on sustainable tourism sites Development in Kisumu County. I humbly request you to participate by providing information that could assist me in the research. Your views as a stakeholder are crucial to the success of the study. Please complete the questionnaire following the instructions given for each of them and return it to the researcher. The information required is purely for academic purposes and therefore will be treated with the UTMOST confidentiality.

Thank you in advance.

Yours faithfully,



Aguda Josephine Angeline (Student/Researcher).  
(Jaramogi Oginga Odinga University of Science and Technology)

## Appendix II: Questionnaire for the Community

### PART: 1

#### DEMOGRAPHIC INFORMATION

1. Please provide information about yourself or your organization. *Tick the appropriate one.* Gender:

Male	<input type="checkbox"/>
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Female	<input type="checkbox"/>
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2. In which age bracket do you belong? *Tick the appropriate one.*

Age category (years)	Tick
Less than 20	<input type="checkbox"/>
Between 21---30	<input type="checkbox"/>
Between 31---40	<input type="checkbox"/>
Between 41---50	<input type="checkbox"/>
Between 51---60	<input type="checkbox"/>
61 and above	<input type="checkbox"/>

3. Please indicate your level of education. *Tick the appropriate one.*

Category	Tick ( )
None	<input type="checkbox"/>
Primary	<input type="checkbox"/>
Secondary	<input type="checkbox"/>
College	<input type="checkbox"/>
University	<input type="checkbox"/>

**OBJECTIVE 1: (RQ1)** How does community management in tourism organizations influence the sustainability of tourism sites development?

#### Resource mobilization

1. Who mobilizes resources in your CBT organization? *(Can select more than one)*

The government

The community

CBT organizations

Individuals

2. Do you source your supplies locally support your local community?

Yes ( )                      No ( )                      sometimes ( )

3. What method do you use to mobilize your resources? (*Can select more than one*)
  - a) Funds drive
  - b) Grants
  - c) Shares
  - d) Revenue from sales
  - e) Loans
  
4. How has your resource mobilization helped you to be sustainable economically, environmentally, and socially? (*Can select more than one*)
  - a) We are sure of continuity of the organization
  - b) Room for improvement has been provided
  - c) An increase in products and services currently being offered has been scaled
  - d) Able to understand the needs the clients

### **Strategic plan**

5. How have you incorporated gender equity in your strategic plan?
  - a) Equal distribution of organizational power and resources
  - b) Equal access to opportunities and resources
  - c) Equal opportunity to financial independence through setting up businesses
  - d) All the above
  
6. How has the strategic plan helped your CBT organization to become environmentally stable? (*Can select more than one*)
  - a) Stable business environment has been identified
  - b) Facilities and space required for the businesses
  - c) Assessed the operation costs
  - d) Identification of labour needs for organizational goals
  - e) Environmental regulations
  - f) All the above
  
7. How has your strategic plan helped you to be sustainable economically, environmentally, and socially) (*Can select more than one*)
  - a) Equal distribution of organizational power and resources
  - b) Equal access to employment opportunities and resources
  - c) Strict adherence to environmental regulations

### **Marketing**

8. What method of marketing does your CBT organization use to market its products and services? (*Can select more than one*)
  - a) Social media marketing
  - b) Use of online banners
  - c) Newsletters
  - d) Paid media Advertisements
  - e) Direct selling

9. How have your marketing strategies helped you be sustainable? economically, environmentally, and socially)
- a) Organization is able to penetrate the market ( )
  - b) Enabled diversification of products and services ( )
  - c) Created socio-economic benefits through employment and income generating opportunities ( )

**Conflict resolution**

10. How does your CBT organization resolve conflicts related to the use of resources in the community? (*Can select more than one*)

- a) Through equitable sharing of available opportunities and resources ( )
- b) By avoiding any engagement in conflicts that may have no solution ( )
- c) Through mutual agreement ( )
- d) By working with other parties to arrive at an agreement ( )

11. How has your conflict resolution strategy helped you be sustainable economically, environmentally, and socially?

- a) It has improved better human relations between stakeholders ( )
- b) Appreciation of individual differences ( )
- c) Enhanced unity, trust and productivity ( )
- d) All the above ( )

**Leadership**

12. What leadership style does your CBT organization use?(*Can select more than one*)

- a) Democratic ( )
- b) Dictatorship ( )
- c) Transformational ( )
- d) Strategic ( )
- e) Laissez- faire ( )

13. How has the leadership style helped to solve gender equity issues in the CBT organization?

- a) There is no gender equity in the CBT organization ( )
- b) There is gender equity in the CBTO ( )
- c) There is no equal access to community resources ( )
- d) There is equal access to community resources ( )

14. How is the community trained to manage the CBT organization resources?

- a) Trained to identify resources that are in short supply and focus on them ( )
- b) Trained to embrace different ways of using organizational resources. ( )
- c) Trained to resolve resource conflicts ( )
- d) Trained to plan work to avoid under or over utilization of resources ( )

15. How has your leadership strategy helped you to be sustainable economically, environmentally, and socially)? (*Can select more than one*)

- a) Improved wellbeing while protecting natural ecosystems and resources ( )
- b) Increased stakeholder participation in giving diverse opinions/ideas ( )
- c) Improved working environment for stakeholder ( )
- d) Willingness of stakeholders working towards the achievement of organizational goals ( )

### **Monitoring and Evaluation**

16. Why are activities in your CBT organization monitored and evaluated?

- a) To provide the necessary data to guide strategic planning ( )
- b) To design and implement programs and projects ( )
- c) To allocate and reallocate resources in better ways ( )
- d) Assess if progress is made in achieving results ( )
- e) To spot bottlenecks in implementation ( )

17. How has your monitoring and evaluation strategy helped your organization to be sustainable? economically, environmentally, and socially)?

- a) A rise in awareness on immediate needs and issues in our environment ( )
- b) Efficient use of our natural resources has been enhanced ( )
- c) Promotion and development of new businesses in tourism sector ( )
- d) All the above ( )

### **OBJECTIVE 2: (RQ2) What innovations in community tourism organizations influence the sustainability of tourism sites development?**

#### **Process innovation**

18, How do the products and services in your CBT organization accessed by the consumers? (*Can select more than one*)

- a) Experience participation ( )
- b) Through advertisements ( )
- c) Entertainment ( )
- d) Events ( )

19. Which channel of distribution for products and services is most preferred by your CBT organization? (*Can select more than one*)

- a) Wholesalers ( )
- b) Retailers ( )
- c) Direct sales ( )

17. How does your CBT organization ensure timely delivery of products and services to the market?

- a) Ensure proactive communication and swift in resolution ( )
- b) Ensure your presence at all places where your customers are ( )
- c) Ensure service quality and customer satisfaction all the time ( )
- d) Ensure agents are trained and motivated ( )

18. How does your CBT organization ensure a reduction on cost and waste of resources?

- a) Consider using of reusable products ( )
- b) Use more of locally available resources to reduce packaging and transportation ( )
- c) Consider digital communication to curb on use of paper, mail and receipts ( )
- d) All the above ( )

19. In your own view why should your CBT organization recommend eco-friendly transport?

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20. Are there any procedures that have changed in your organization in the recent past? (Say last 5 years)

- Yes ( ) No ( )

21. What were the nature of these changes? (*Can select more than one*)

- a) Training of CBT organization Members ( )
- b) Diversification of training ( )
- c) Competency based training ( )
- d) Training on production of quality products and services ( )
- e) All the above ( )

22. How have the changes in the process impacted on the sustainability (socially, economically, environmentally) of your tourism site? (*Can select more than one*)

- a) Diversification of products and services ( )
- b) Quality products and services ( )
- c) Increased employment opportunities and revenue generation ( )
- d) All the above ( )

**Product innovation**

23. Has any of your offerings (products and services) changed in the recent past?

- Yes ( ) No ( )

24. What is the effect of change in provision of new products and services in your CBT Organization?
- a) An increase in product sales and services ( )
  - b) An increase in job opportunities ( )
  - c) An increase in revenue collection ( )
  - d) An increase in product and service diversification ( )
  - e) All the above ( )
25. How has visitors experience in provision of products and services helped your CBT organization to remain socially stable? (*Can select more than one*)
- a) Increased support for local producers/farmers ( )
  - b) Increased cohesiveness between the visitors and the community ( )
  - c) Increased product and service innovation ( )
  - d) Increased conservation and protection of community resources ( )
26. How does the community benefit environmentally when new resources are used for production of goods?(*Can select more than one*)
- a) Increased preservation of resources under use ( )
  - b) Reduced damage to the ecosystem ( )
  - c) Reduced scarcity and fluctuation of raw materials ( )
  - d) Reduced pollution ( )
27. How has/have the change(s) in products impacted on the economical sustainability of your CBT organization?
- a) An increase in profitability ( )
  - b) Increased growth and expansion ( )
  - c) Increased consumption ( )
  - d) Increased tax revenues ( )

### **Marketing innovation**

28. How does your CBT organization ensure customers get the goods and services they need? (*Can select more than one*)
- a) Paid media advertisement ( )
  - b) Internet marketing ( )
  - c) Social network ( )
  - d) Direct selling ( )
  - e) All the above ( )
29. Does your CBT organization explore new markets when marketing new products and services?
- Yes ( ) No ( )





37. How have the marketing changes impacted on the sustainability of tourism destination development (socially, economically, environmentally)?
- a) Increased awareness to specific customers on available products and services ( )
  - b) Increased production of quality products and services ( )
  - c) Increased consumption of products and services ( )

**Management innovation**

38. How has management innovation helped identify complementary activities in your CBT organizations?

Through:

- a) Supporting local communities and creating more employment opportunities ( )
  - b) Increasing quality of tourist experience ( )
  - c) Developing new products, processes and marketing methods ( )
  - d) New administrative methods and procedures ( )
  - e) Building new relationships with external parties ( )
39. How does your CBT organization use people management strategy to improve on work flow and boost performance?
- a) Recognition and rewards for best performers ( )
  - b) Encourage improvement through career and skill development ( )
  - c) Acknowledge contributions from stakeholders ( )
  - d) Look for leaders ( )
40. How has management changed in your CBT organization in the recent past [say past 5 years]).
- a) Improved internal cooperation ( )
  - b) Increased delegation of duties ( )
  - c) Increased partnerships. ( )
  - d) Improved employee compensation ( )
41. How has partnership helped develop your CBT organization?
- a) Increased funding of tourism activities ( )
  - b) Improved organizational security ( )
  - c) Improved infrastructure within and around tourism sites ( )
  - d) Increased job opportunities ( )
42. How have the changes in management innovation impacted on the sustainable development of tourism sites environmentally, socially, and economically?
- a) Increased productivity, creation of wealth and economic wellbeing ( )
  - b) Increased decent and green jobs ( )
  - c) Inclusive and sustainable growth ( )
  - d) Improved infrastructure and security ( )

**OBJECTIVE 3 (RQ3): How does financial resource allocations in community-based tourism organizations influence the sustainability of tourism sites development?**

1. Where does your CBT organization get its financial resources?
  - a) From the government ( )
  - b) Fee collection ( )
  - c) Subscription from members ( )
  
2. How often are the financial resources obtained by your CBT organization?
  - a) Once a year ( )
  - b) Monthly ( )
  - c) Each time the site is visited ( )
  
3. Who determines the entrance fee to tourism sites in your CBT organization?
 

The government ( )      Members of CBT organization ( )
  
4. What guides the financial resource allocation in your CBT organization?
 

Tourism policies ( )      Contributions of CBT organization ( )
  
5. Who gets the financial resource allocations?
  - a) The county government in form of taxes ( )
  - b) The CBT organization ( )
  - c) Individual CBT organization employees ( )
  - d) All the above ( )
  
6. Who incurs taxes for CBT organizations?
  - a) Members of the CBT organization ( )
  - b) The Government ( )
  - c) The CBT organization ( )
  
7. How are financial resources ploughed back into the CBT organization?
  - a) Retention by the CBT organization ( )
  - b) SACCOS ( )
  - c) Individual's salary ( )
  
8. What fraction of financial resources is allocated to conservation of the environment?
 

20% ( )      10% ( )      5% ( )      None ( )
  
9. Is the allocation of financial resources in your CBT organization done transparently?
 

Yes ( )      No ( )
10. If no in Question 10 above, what measures should be put in place to ensure transparency
 

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3. How has the safety and quality of products and services impacted on social, economic and environmental sustainability of community-based tourism organizations?
  - a) Improved socio- economic wellbeing ( )
  - b) Increased resource diversification ( )
  - c) Reduced resource wastage ( )

### **Partnerships**

4. If yes in (Q1) above, how has partnership helped your CBT Organization develop economically?
  - a) Provided an opportunity to small businesses to grow their customer base and improved their businesses ( )
  - b) Provided access to new products and reached out to new markets ( )
  - c) Increased customer loyalty ( )
  - d) Improved access to and quality of infrastructure services. ( )
5. If yes in (Q1) above how does your CBT organizations ensure partnerships do not erode the cultural integrity of the community
  - a) Sets expectations for the resources each group will commit and follows guidelines to track the success of the partnership ( )
  - b) Makes sure goals and directives are clearly defined. ( )
  - c) Promotes shared decision making ( )
6. If yes in (Q1), how does you CBT organization partner with agencies in taking care of the environment?
  - a) Recycle and reuse ( )
  - b) Growing their own produce ( )
  - c) Use fair trade products ( )
  - d) Use of eco- friendly cleaning products ( )
7. How has partnerships impacted on social, economic and environmental sustainability of CBT organizations
  - a) Funding for sustainable tourism development from partners ( )
  - b) Improves business outcomes hence improved sales ( )
  - c) Business partners bring out their best talent and strength ( )
  - d) Improved stakeholders' relationships. ( )

### **Sharing of resources**

1. If yes in (Q1) how does equitable sharing of community resources enhance harmony among the stakeholders?
  - a) Increased mutual trust and confidence. ( )
  - b) Reduced stress and a more pleasant working environment. ( )
  - c) Speedier and better problem solving and decision making. ( )
  - d) Better equipped to deal with challenging circumstances. ( )

2. How does your CBT organization encourage the use of environment friendly resources in the community?
  - a) Separation of bio-degradable and non-biodegradable substances ( )
  - b) Gardening. ( )
  - c) Use of gunny bags/paper bags in place of polythene/plastic bags. ( )
  - d) Harvesting rainwater. ( )
3. How has the sharing of resources impacted on social, economic and environmental sustainability of community-based tourism organizations?
  - a) It increases awareness about the needs and issues in our environment ( )
  - b) It makes use of our natural resources efficiently ( )
  - c) It promotes the development of new businesses in the tourism sector ( )
  - d) It revives the economy of rural areas and places where tourism takes place ( )

### **Role of stakeholders**

4. If yes in (Q1), which policies spell out the role of each stake holder in building a strong economic base in your CBT organization?
  - a) Providing services that facilitate visitors access to and appreciation of the site ( )
  - b) Provides laws and regulations defining standards for tourism facilities ( )
  - c) Training of local guides and entrepreneurs ( )
  - d) Allocation of tax revenues ( )
5. Who are the stakeholders of your CBT organization?
  - a) The government ( )
  - b) The host community ( )
  - c) The entrepreneur ( )
  - d) The tourist ( )
  - e) Suppliers ( )
6. How does your CBT organization take care of stakeholders varied interests and power of influence?
  - a) Stakeholders with high power and interest are kept close in order to manage their expectations. ( )
  - b) Stakeholders with high power and low interest are kept in the loop with what is happening on the project. ( )
  - c) Stakeholders with low power and low interest are monitored, ( )
  - d) Stakeholders with low power and high interest are adequately informed, and talked to , to avert any major issues are arising ( )
7. What policies spell out the role of stakeholders in managing the environment?
  - a) Policies that are geared to winning support and fostering partnerships ( )
  - b) Policies that focus on understanding the local community ( )
8. How has the role of stakeholders impacted on social, economic and environmental sustainability of community-based tourism organizations?
  - a) Increased interests and benefits ( )
  - b) Increased social responsibility ( )
  - c) Increased environmental awareness ( )

### **Appendix III: Interview Schedule**

(For interviewing the Minister in charge of tourism in the County Government of Kisumu)

Interview date: .....

Place of Interview: .....

Duration of interview: .....

Method(s) of capturing the interview data:

Summary notes  Audio recording  Video taping

#### **Interview questions**

1. What are the devolved functions in tourism for county governments to develop?
2. What has the county government of Kisumu done to develop tourism since the inception of the County governance system in Kenya?
3. What plans have been put in place to develop tourism in the remaining time of the current regime?
4. What has the county government of Kisumu done to promote the tourism sites?
  - a. Kit Mikayi
  - b. Seme Kaila
  - c. Abindu cultural site
  - d. Maasai market
  - e. Luanda Magere cultural centre
  - f. Paga beach
  - g. Usoma beach
  - h. Dunga beach
  - i. Ndere island
  - j. West Kano irrigation
5. What three things, that have not been done, or which have been partially/inadequately done, that you think hold the key to unlocking the full potential of tourism in Kisumu County?

## Appendix IV: Observation Checklist

Date: .....

Tourism site: .....

Name of CBTO: .....

#	SUSTAINABILITY PILLAR	INDICATORS	EVIDENCE (Tick appropriately)
	Economic sustainability	Profits	<input type="checkbox"/> Audited accounts report <input type="checkbox"/> Minuted financial reports
		Increased net worth	
	Social sustainability	Improved security	<input type="checkbox"/> Police reports <input type="checkbox"/> News reports <input type="checkbox"/> Minuted reports of CBTO <input type="checkbox"/> Community reports <input type="checkbox"/> Report from area Chief/Village elder
		Gender balance	<input type="checkbox"/> Article on gender balance in CBTO constitution <input type="checkbox"/> Male : Female Staff ratios
		Reduced Drug abuse	<input type="checkbox"/> Minuted report of CBTO <input type="checkbox"/> News reports <input type="checkbox"/> Community reports <input type="checkbox"/> Reports from area Chief /Village elder
		Reduced commercial prostitution	<input type="checkbox"/> Minuted report of CBTO <input type="checkbox"/> News reports <input type="checkbox"/> Community reports <input type="checkbox"/> Reports from area Chief /Village elder
	Environmental sustainability	Soil erosion control	<input type="checkbox"/> Planted vegetation <input type="checkbox"/> Constructed soil erosion control structures
		Solid waste management	<input type="checkbox"/> Evidence of the engagement of a solid waste collector



			<input type="checkbox"/> Waste collection bin <input type="checkbox"/> Waste segregation bins <input type="checkbox"/> Dumping site <input type="checkbox"/> Compost or composting site
		Recycling of waste resources	<input type="checkbox"/> Recycled products <input type="checkbox"/> Evidence of the engagement of a recycler
		Reuse of waste resources	<input type="checkbox"/> Reused waste resources
		Biodiversity conservation	<input type="checkbox"/> Planting of trees <input type="checkbox"/> Non consumptive use of biodiversity
		Reduced/managed air pollution	<input type="checkbox"/> Purchase of machines that are economical with fuel <input type="checkbox"/> Paved pathways <input type="checkbox"/> Grassed grounds <input type="checkbox"/> Planted trees
		Reduced/managed Water pollution	<input type="checkbox"/> No dumping in water resources <input type="checkbox"/> Protected water resources
		No noise pollution	<input type="checkbox"/> No loud music at the site
		No light pollution	<input type="checkbox"/> Appropriate lighting to control light pollution

## Appendix V: Focus Group Discussion Summary Sheet

Date: ..... Name of CBTO: .....

Number of members in the discussion:

.....  
 .....

Positions of the members present:

Chairperson

Vice Chairperson

Secretary

Treasurer

Tour guide

Member (Indicate number):

.....  
 .....

Other (Specify):

.....  
 .....

### Instructions:

Tick the answer that most of the members in the group discussion agree with. In case the response is in the negative, ask the group what works and take a note in the remarks section. Extended remarks can be made in my data collection note book. Remember to also take notes where may be necessary in spite of the response. Where the statement is not applicable, indicate not applicable in the remarks section.

### Summary statements

Statement/Question	Strongly Agree	Agree	Neither Agree or disagree	Disagree	Strongly Disagree	Remarks
Objective 1: To establish how business management in community-based tourism organizations influences the sustainability of tourism sites. RQ1: How does business management of community-based tourism organizations influence the sustainability of tourism site development?						
<b>Resource Mobilization</b>						
Profits is our major method of mobilizing resources						
Our profits alone are sufficient to make us economically sustainable						
Donor funding has enabled our tourism site to be environmentally sustainable.						
Donor funding has enabled our CBTO to be socially sustainable						

Statement/Question	Strongly Agree	Agree	Neither Agree or disagree	Disagree	Strongly Disagree	Remarks
<b>Strategic Plan</b>						
Our CBTO has a strategic plan that we are implementing						
Our strategic plan has enabled our CBTO to be economically sustainable						
Our strategic plan has enabled our CBTO to be socially sustainable						
Our strategic plan has enabled our CBTO to make our tourism site environmentally sustainable						
<b>Marketing strategy</b>						
Our most impactful marketing strategy is word of mouth						
Our marketing strategy has enabled our CBTO to be economically sustainable						
Our marketing strategy has enabled our CBTO to be socially sustainable						
Our marketing strategy has enabled our CBTO to make our tourism site to be environmentally sustainable						
<b>Business management</b>						
Our financial management practices have enabled our CBTO to be economically sustainable						
Our people management practices have enabled our CBTO to be socially sustainable						
Our environmental management practices have enabled our CBTO make our tourism site environmentally sustainable.						
Objective 2: To examine how innovation in community-based tourism Organizations influences the sustainability of tourism sites.						
RQ. 2: What innovations in community-based tourism Organizations influence the sustainability of tourism destinations development?						
<b>Process innovation</b>						
Our CBTO has had process						

<b>Statement/Question</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Remarks</b>
innovation in the last 3 years						
Our process innovation has enabled our CBTO to be economically sustainable.						
Our process innovation has enabled our CBTO to be socially sustainable						
Our process innovation has enabled our CBTO to make its tourism site to be environmentally sustainable						
<b>Product innovation</b>						
Our CBTO has had a product innovation in the last 3 years						
Our product innovation has enabled our CBTO to be economically sustainable						
Our product innovation has enabled our CBTO to be socially sustainable						
Our product innovation has enabled our CBTO to make its tourism site environmentally sustainable						
<b>Marketing innovation</b>						
Our CBTO has had a market innovation in the last 3 years						
Our market innovation has enabled our CBTO to be economically sustainable						
Our market innovation has enabled our CBTO to be socially sustainable						
Our market innovation has enabled our CBTO to make its tourism site environmentally sustainable						
<b>Management innovation</b>						
Our CBTO has had management innovation in the last 3 years						
Our management innovation has enabled our CBTO to be economically sustainable						
Our management innovation has						

Statement/Question	Strongly Agree	Agree	Neither Agree or disagree	Disagree	Strongly Disagree	Remarks
enabled our CBTO to be socially sustainable						
Our management innovation has enabled our CBTO to make its tourism site to be environmentally sustainable						
<p>Objective 3: To determine how the allocation of resources in community-based tourism Organizations influences the sustainability of tourism sites.</p> <p>RQ. 3: What resource allocations in community-based tourism Organizations influence the sustainability of tourism sites?</p>						
Our CBTO does make annual budgets						
Our CBTO does allocate financial resources for economic sustainability						
Our CBTO does allocate financial resources for social sustainability						
Our CBTO does allocate financial resources for environmental sustainability						
The allocation of financial resources by our CBTO to economic activities has enabled it to be economically sustainable.						
The allocation of financial resources by our CBTO to social issues has enabled it to be socially sustainable.						
The allocation of financial resources by our CBTO to environmental conservation has enabled it to be environmentally sustainable.						
<p>H<sub>0</sub> There is no significant relationship between the allocations of resources in community-based tourism organizations and the sustainability of their tourism sites.</p>						
Our CBTO does allocate financial resources for environmental sustainability						
Our CBTO does allocate resources for solid waste management						

<b>Statement/Question</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Remarks</b>
Our CBTO does allocate resources for soil erosion control						
Our CBTO does allocate resources for soil biodiversity protection/conservation						
Our CBTO does allocate resources for the purchase efficient implements/machines/equipment so as to reduce resource extraction from the environment and environmental pollution (water, air, light, sound, soil)						
Our CBTO has planted considerable number of trees in tourism site						
Our CBTO does and/or encourages the recycling of recyclable waste resources						
Our CBTO does and/or encourages the reuse of reusable waste resources						
The allocation of financial resources by our CBTO to environmental conservation has enabled it to be environmentally sustainable.						
Objective 4: To evaluate what the County government of Kisumu has done to promote sustainable development of the selected CBTOs and their tourism sites. RQ: What initiatives has the County government of Kisumu undertaken to promote the sustainable development of the selected CBTOs and their tourism sites?						
Tourism development is a devolved function in Kenya's current governance system						
County government of Kisumu officials in charge of tourism development have visited our site and/or CBTO to discuss issues related to tourism development						
County government of Kisumu have improved access roads to our tourism site						
County government of Kisumu have erected a road sign advertising and indicating the direction and/or						

Statement/Question	Strongly Agree	Agree	Neither Agree or disagree	Disagree	Strongly Disagree	Remarks
distance to our site.						
County government of Kisumu has developed a brochure advertising our tourism site.						
County government of Kisumu has a webpage/website advertising our tourism site						
County government of Kisumu has linked us with development partners to help develop tourism in our site.						
County government of Kisumu has developed a policy/bill/act/development plan to guide tourism in Kisumu county						
County government of Kisumu has trained our CBTO on issues related to tourism development						

**Appendix VI: Tourism Sites per Sub-County in Kisumu County**

<b>No.</b>	<b>SUB COUNTY</b>	<b>BEACH BASED</b>	<b>AGRIC. BASED</b>	<b>NON-AGRICULTURAL NOR BEACH BASED</b>	<b>TOTAL</b>
<b>1</b>	<b>KISUMU CENTRAL</b>	<ol style="list-style-type: none"> <li>1. Dunga beach</li> <li>2. Hippo point beach</li> <li>3. Kisumu beach resort</li> </ol>	-	<ol style="list-style-type: none"> <li>1. St. Theresa cathedral</li> <li>2. Maasai market</li> <li>3. Kisumu Museum</li> <li>4. Jubilee market</li> <li>5. Kibuye market</li> <li>6. Hippo Focus Group</li> <li>7. OgingaOdinga Sports Centre</li> <li>8. St. Stephens Cathedral</li> <li>9. Amazon theatrics</li> <li>10. Theatre group</li> <li>11. Mama Grace Ogot Social Hall</li> <li>12. Kisumu hotel</li> <li>13. Impala Sanctuary</li> <li>14. Maseno University</li> <li>15. Kisumu County assembly</li> <li>16. University of Nairobi</li> <li>17. Clock tower</li> <li>18. District Hospital</li> <li>19. War Cemetery</li> <li>20. Victoria Park</li> <li>21. Jamhuri park</li> <li>22. Taifa park</li> <li>23. Oile park</li> <li>24. Westend shopping mall</li> <li>25. Mega City</li> <li>26. Mega Plaza</li> <li>27. Fisheries Marine Institute</li> </ol>	<b>30</b>
<b>2</b>	<b>KISUMU EAST</b>	<ol style="list-style-type: none"> <li>1. Kichinjio</li> <li>2. Kadhiambo beach</li> </ol>	<ol style="list-style-type: none"> <li>1. Kibos fish farm</li> </ol>	<ol style="list-style-type: none"> <li>1. Kajulu hills</li> <li>2. Kajulu caves</li> <li>3. Kajulu dancers group</li> <li>4. Kolwa dancers group</li> <li>5. Got Nyabondo</li> </ol>	<b>9</b>
<b>3</b>	<b>KISUMU WEST</b>	<ol style="list-style-type: none"> <li>1. Paga beach</li> <li>2. Usoma beach</li> <li>3. Seme Kaila</li> <li>4. Usare beach</li> <li>5. Ogal beach</li> <li>6. Ngege beach</li> <li>7. Mawembe beach</li> <li>8. Rare beach</li> <li>9. Rota beach</li> <li>10. Okore Kogonda beach</li> </ol>		<ol style="list-style-type: none"> <li>1. Abindu shrine</li> <li>2. Maseno Equator</li> <li>3. Muguruk</li> <li>4. Punglu -Pangla</li> <li>5. Maseno hills</li> <li>6. Susan Owiyo centre</li> <li>7. Maseno choir band</li> <li>8. Dago view point</li> <li>9. Maboko Island</li> <li>10. Kisian hills</li> </ol>	<b>20</b>
<b>4</b>	<b>NYANDO</b>	<ol style="list-style-type: none"> <li>1. Orongo beach</li> <li>2. Nyamware beach</li> <li>3. Nduru beach</li> <li>4. Oseth obage</li> </ol>	<ol style="list-style-type: none"> <li>1. Ahero Rice irrigation scheme</li> <li>2. Sorghum</li> </ol>	<ol style="list-style-type: none"> <li>1. Greeners dancers' group</li> <li>2. Cultural band dancers</li> </ol>	<b>14</b>



		beach 5. Ugwe beach 6. Ochok beach 7. Kaloleni beach 8. Ogenya beach 9. Kadibo beach	3. cotton scheme		
<b>5</b>	<b>NYAKACH</b>	1. Sangorota beach 2. Bur Lum beach 3. Koguta beach 4. Kusa beach 5. Bala beach 6. Kombewa beach	1. Koguta rice scheme	1. Nyabondo View point 2. Odino falls 3. Sondu Muriu 4. God Mesa 5. Nyabondo hills 6. Katito heritage centre 7. Snake Park	<b>14</b>
<b>6</b>	<b>SEME</b>	1. Kaloka beach 2. Bao beach 3. Asat beach 4. Nanga beach 5. Othany beach 6. Arongo beach 7. Kadinga beach 8. Kobudho beach 9. Nyamarwaka beach 10. Kihanja beach 11. Kagwel beach		1. Kit mikayi 2. Thim Lich Ohinga 3. Ndere Island National Park 4. Got Ramogi	<b>15</b>
<b>7</b>	<b>MUHORONI</b>			1. Luanda Magere 2. Songhor prehistoric site 3. Kopere rocks	<b>3</b>
<b>TT</b>	<b>7</b>	<b>42</b>	<b>5</b>	<b>58</b>	<b>105</b>

Source: Research data 2022

**Appendix VII: Number of Tourism Sites per Sub-County in Kisumu County**

SUB-COUNTY	Kisumu Central	Kisumu East	Kisumu West	Nyando	Nyakach	Seme	Muhoroni	Total
Beach based tourism sites	3	3	10	9	6	11	-	42
Agriculture based tourism sites	-	1	-	3	1	-	1	5
Non-Beach or Agriculture based	27	5	10	2	7	4	3	58
Total No of Tourism sites	30	9	20	14	14	15	3	105

## **Appendix VIII: Study Sites**

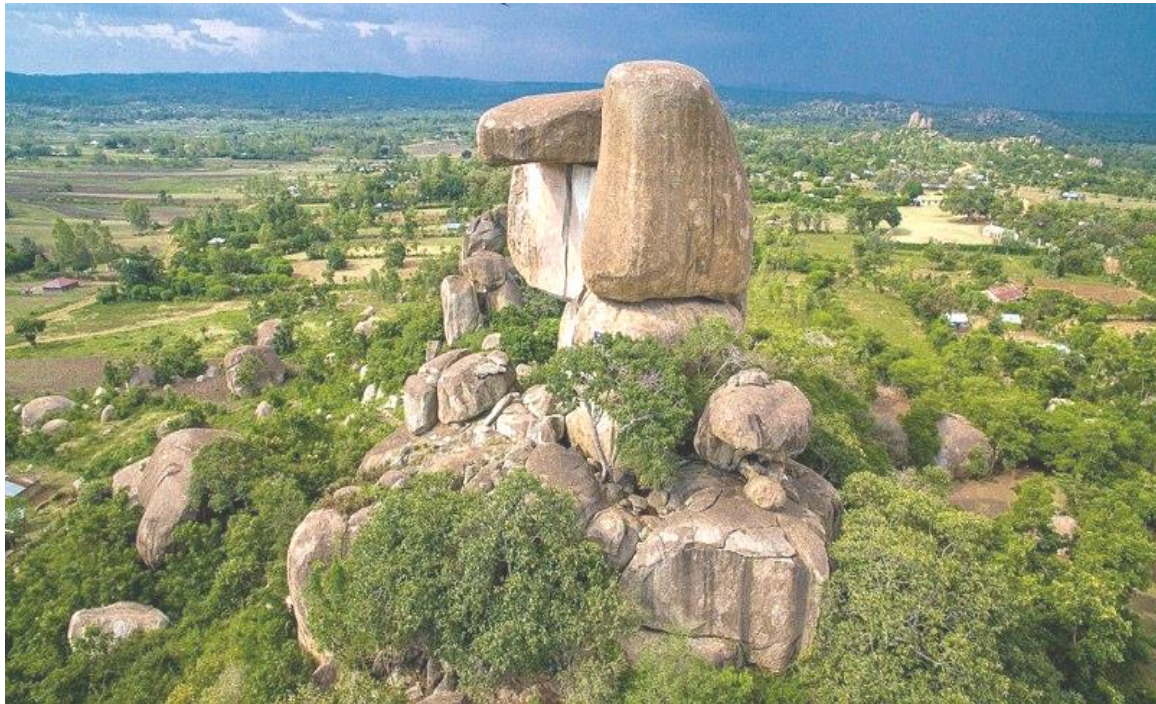
### **WEST KANO IRRIGATION SCHEME**

The irrigation scheme is located in the Kano plains between Nandi escarpment and Nyabondo plateau on the shores of Lake Victoria in Kisumu County. The scheme was established in 1974 and covers an area of 4,450 Acres. The main crop grown at the scheme is rice and currently involves 836 farmers who grow Rice as the main crop. The other crops grown here are soybeans, maize, watermelon, Tomatoes, Sorghum, and Cowpeas. The water used to irrigate crops is pumped from Lake Victoria. The rate of irrigation development potential of the area has been very low. This can be attributed to many developmental constraints and challenges facing the irrigation sector such as inadequate investments, poor system of operation, and lack of a proper policy to guide development and management, and inadequate support services such as irrigation extension and marketing. Projected Benefits are: Food security, Employment creation, Wealth creation thereby improving living standards such as; Health, Education, Shelter, and general economic growth of the population, Supply of fresh produce (watermelon and tomatoes) to town centers.

### **MAASAI MARKET**

Maasai Market is an open-air market where you can find paintings, drawings, jewelries, clothes and fabrics, sisal bags, wood-carvings, beaded necklaces, batik wall hangings, shoes, soap stone carvings, textiles, and many other exciting products handmade by local artisans. There is a wide selection of arts and crafts, wooden carvings and souvenirs. The market is truly wonderful with so many unique pieces of art, jewelry, crafts and fabrics. There is so much choice in the individual stalls. The animal carvings are here and much cheaper and everyone wants you to buy from them. But in general all the vendors are very friendly, you only have to beat them in bargaining the price.

## KIT MIKAYI CULTURAL SITE



**Source:** *Research data 2022*

The name “Kit Mikayi” is a word from Luo language, meaning the “Stone of the First Wife”. The traditional story from the Luo states that their lived an old man called Ngeso whose home had a rocky landscape. He loved to sit around this rocky landscape. Every day in the morning he would walk into the cave under the stones and stay for a long time. His wife would be forced to serve him breakfast and lunch each day at the cave. Kit Mikayi is a large rock with three rocks on top that are captivating, exclusive and eye-catching to travelers along the Kisumu- Bondo road. It is about 12 kilometers from Kisumu City. It is a historic site that relates to Luo traditions and narratives. There are varied beliefs and traditions associated with this large rock. Some believe that *Mikayi* went up the rocky hill weeping when her husband took a second wife. In another version, a man called Ngeso, had great love for the natural stone and named the stone the first wife (*Mikayi*). In another story, the rock formation reflects the Luo culture of polygamy with the stones representing the huts of the first three wives. Kit Mikayi site is seen as a source of, wealth, rain, blessings, marriage and love, spiritual cleansing and meditation. Elders converge at the entrance of the rock for meditation during the dry spells. The rock sends visions to people as far as Alego, Usonga, Uyoma, Sakwa, Gem, Asembo, and Yimbo on the need to conduct sacrifices and avert calamities such as drought, separation and divorce cases to appease the supernatural forces. Holy water at the site is believed to possess healing powers. People come from far and wide for

pilgrimage at the site. Kit Mikayi's legend and myth makes it a cultural icon among the Luo community. Tourists visit the site as a recreational facility to: climb the rocks, view sunsets and enjoy traditional Luo songs and dances. This supports community empowerment and sustained livelihoods for women and youth.

## **USOMABEACH**



**Source:** *Research data 2022*

Usoma Beach is located in West Usoma location of Kisumu west Sub County. The beach was established in 1982. Before then, the place served as a bay from which local fishermen and residents would sail while going fishing in Lake Victoria and dock their boats and canoes after completing their fishing sessions. Upon their return, the fishermen would be received by large numbers of people waiting to buy fish from them. Once money changed hands, the fish would be sold to enterprising fishmongers. Gradually, the bay expanded into a vibrant market place with main commodities for sale as fish, grains, animals and vegetables. It was not long before the beach caught the attention of the government. The beach is now managed by the County government of Kisumu. The

police based at the Usoma Police Post observe the security. The economic activities at the beach are managed by a Board of directors and other officials who are elected by beach members. The members are elected democratically and gender balance in leadership is also observed. The main economic activity at Usoma Beach is fishing. The fishermen from Usoma Beach mainly catch sardines [omona] and tilapia [ngege] fish. They use simple fishing methods like trawling, and fishing nets and hooks to catch fish. Apart from fishing, cattle rearing, crop cultivation and trade are also carried at the beach. Trade takes place locally at the Usoma market where local people buy and sell fish, cereals, cattle, and local vegetables among other things.

### **LUANDA MAGERE CULTURAL SITE**

Luanda Magere was born in 1720. His mother Nyabera died during his birth and was taken care of by his grandmother Rapondi. He lost his father in one of the numerous wars with their Nandi neighbors when he was barely a teenager. Luanda Magere was a great warrior of the Luo community. No Luo has had a profound effect on the Luo community than Luanda Magere son of the sidho clan of Kano on the shores of Lake Victoria. The Sidho clan occupies the present sugar belt at the foot of the Nandi escarpment. Magere possessed unearthly powers, and his flesh was made of stone. Arrows, spears and clubs simply bounced off his body, making him invincible during war. He was famously known for his capability to tear an entire army apart alone. The Nandi's were Luo's traditional enemies. Having been defeated in the war by Magere, they surrendered the fight and opted to give him a beautiful girl to marry as a show of respect. He married the Nandi girl who later own betrayed him by revealing his secret of his mighty strength to her people. Using the secret revealed to them by one of their own, a serious battle ensued. The Luo fought fiercely and killed so many Nandi warriors that they decided to retreat. While running a way one of the Nandi warriors remembered that Magere's strength lied in his shadow. He stood at a hill and threw a spear at Luanda Mageres shadow. Luanda Magere fell down and died. His body immediately changed into a stone. To this day, the place he died is revered and people come from far and wide to conduct rituals and prayers at the stone.



### **ABINDU SACRED SITE**

Abindu Sacred site is situated on a hilly ragged terrain that extends from Kajulu to Ojola and it is part of an extension of Nandi Escarpment, 12 kilometres North–West of Kisumu City. It offers a picnic site and a beautiful scenic landscape of the Lake Victoria shores with its wetlands and beaches. The site has numerous wild animals such as birds, unique insects, reptiles and mammals. Archaeological remains, unique sacred symbols, artistic design and engravings (rock arts) and the presence of religious and symbolic inscriptions attract various religious pilgrimages to the site. It offers unique cultural identity and rituals, as well as traditional herbal medicines and super-natural healing powers.

Community narratives have many elements. Witchdoctors go to the site to communicate with ancestral spirits and cast spells from those possessed with evil spirits. Sorcerers also visit the site to exorcise the evil spirits from those who are possessed. Customary marriages are consummated through traditional weddings that are performed at the site by both Independent African Christian Churches and Traditional Medicine men. Wizards frequent the site to draw their power from the supernatural forces at the site as well as to practice their witchcraft. Narratives from community informants indicate that the site traces its cultural significance from 1970s, when the community received a visitor who had strange, and unique behavior. The stranger had several identities and would transform from a human being to either, a wild cat, leopard or hyena (KTN, December, 15th 2012).

### **SEME KAILA (OHINGA) HISTORICAL SETTLEMENTS**

Seme-Kaila cultural site is situated 4 kms northwest of Holo market, Kaila sub-location in Seme Sub-county of Kisumu County, Kenya. The site has six stone-walls that surround it in situated on Got Kaila in Seme, The hillforts acted as a safeguard were and were used by Luo ancestors for protection purposes against external human aggression and attack from wild animals. The settlement structure within the enclosures depicts Luo settlement setup lined along the walls of the prehistoric settlement structures. The site has archaeological artefacts such as pottery and stone tools. There is also a sacred tree used as a shrine in the enclosure, It is believed that supernatural forces of the ancestral spirits and the gods live here. Both elderly men and medicine men, lead in offering sacrifices to appease the gods and prevent calamities and misfortunes such as famine and drought. The enclosures were used by people as human habitats in which people lived as community for quick mobilization of resources and security reasons. There have been Initial attempts to form a Community-Based Organisation where women and young people are part of the

governance committee. They also engage in cultural events that are informative and learning grounds for most of the management members of Seme-Kaila to engage in ecotourism -ventures that include; traditional dressing, basketry, traditional dances and songs, pot-making, drama, performing arts, and sports.

### **DUNGA FISHING VILLAGE**

Dunga Beach, is a fisherfolk village located five kilometres from the Central Business District (CBD) of Kisumu County. Dunga Beach and Wetland is known for its exclusive ecological attractions due to its rich biodiversity, with about 800 bird species, Dunga fishing village has been identified as an important place for bird conservation covering 5000 Hectares at Tako River Mouth on Winam Gulf of Lake Victoria. The wetland provides a fish breeding grounds for the fish and hippos. Eco-finder Kenya and Dunga Eco-tourism Association (DECTA) have been promoting and conserving natural and cultural heritage of Dunga, and supporting grass-root led activities for community empowerment and the improvement of livelihood security. Ecotourism -ventures that are already established include: tour guiding, kayaking, boat racing, bird watching, fish nights and festivals, sport fishing, pottery basketry, traditional food cuisines, traditional dressing and clothing, cultural museums, landing fish banda, beach markets and wetland board walks attracting domestic and international tourists, more popular with education tours. Dunga fishing village has one of the colonial railway lines with a terminal port with an informal urban settlement as well as a rural enclave. The site is a fish landing beach, with fishing as the main economic and cultural practice of the locals. The Beach Management Unit governs the operation of the fishing activities, in which women and youth are part of governance and enterprise ventures.

Source : Author 2022



## PAGA BEACH



**Source:** *Research data 2022*

**Appendix IX: Table of Sample Size**

N	S	N	S	N	S
10	1	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

**Note:** Table for determining sample size for a given population from Krejcie and Morgan (1990). *N* is the population size, *S* is the sample size

## Appendix X: Primary Data Collection Instruments



### JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE & TECHNOLOGY

BOARD OF POSTGRADUATE STUDIES

*Office of the Director*

Tel. 057-2501804  
Email: [bps@jooust.ac.ke](mailto:bps@jooust.ac.ke)

P.O. BOX 210 - 40601  
BONDO

Our Ref: **P161/4070/2013**

Date: Thursday, April 07, 2016

#### TO WHOM IT MAY CONCERN

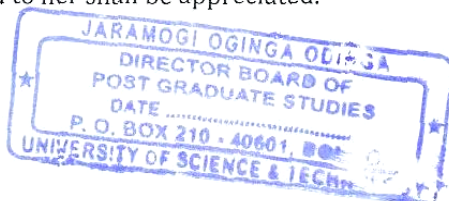
RE: IOSPHINE ANGELINE AGUDA - P161/4070/2013

The above person is a bona fide postgraduate student of Jaramogi Oginga Odinga University of Science and Technology in the School of Spatial Planning and Natural Resource Management pursuing PhD. She has been authorized by the University to undertake research on the topic: "**Influence of Community Based Tourism Initiatives on Sustainability of Tourism Sites in Kisumu City, Kisumu County**"

Any assistance accorded to her shall be appreciated.

Thank you.

for: 



Prof. Maria Onyango

Ag. DIRECTOR, BOARD OF POSTGRADUATE STUDIES



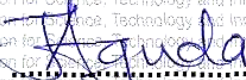
# Appendix XI: Nacosti Clearance & Permit

**THIS IS TO CERTIFY THAT:**

**MS. JOSEPHINE ANGELE AGUDA**  
**of JARAMOGI OGINGA ODINGA**  
**UNIVERSITY OF SCIENCE AND**  
**TECHNOLOGY, 0-40100 KISUMU, has**  
**been permitted to conduct research in**  
**Kisumu County**

**on the topic: INFLUENCE OF**  
**COMMUNITY BASED TOURISM**  
**INITIATIVES ON SUSTAINABILITY OF**  
**SELECTED TOURISM SITES IN KISUMU**  
**COUNTY, KENYA.**

**for the period ending:**  
**30th July, 2017**

  
.....  
**Applicant's**  
**Signature**

**Permit No : NACOSTI/P/16/66685/12823**

**Date Of Issue : 1st August, 2016**

**Fee Received : ksh 2000**



  
.....  
**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

## **CONDITIONS**

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit**
- 2. Government Officers will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice**



**REPUBLIC OF KENYA**



**National Commission for Science,**  
**Technology and Innovation**

**RESEARCH CLEARANCE**  
**PERMIT**

**Serial No. A 10432**

**CONDITIONS: see back page**

## Appendix XII: Research Authorization



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/16/66685/12823**

Date:

**1<sup>st</sup> August, 2016**

Josephine Angeline Aguda  
Jaramogi Oginga Odinga University  
of Science and Technology  
P.O. Box 210-40601  
**BONDO.**

#### RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of Community Based Tourism initiatives on sustainability of selected tourism sites in Kisumu County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Kisumu County** for the period ending **30<sup>th</sup> July, 2017**.

You are advised to report to **the County Commissioner and the County Director of Education, Kisumu County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

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

Copy to:

The County Commissioner  
Kisumu County.

The County Director of Education  
Kisumu County.



### Appendix XIII: Photos of Study Sites



From left research assistant, researcher and management staff at Dunga during an interview (*Source: Compilation of the researcher*)



The researcher during group discussion at Ndere Island with fish mongers (*Source: Compilation of the researcher*)



Fish mongers at Ndere Island Beach (Source: Compilation of the researcher)

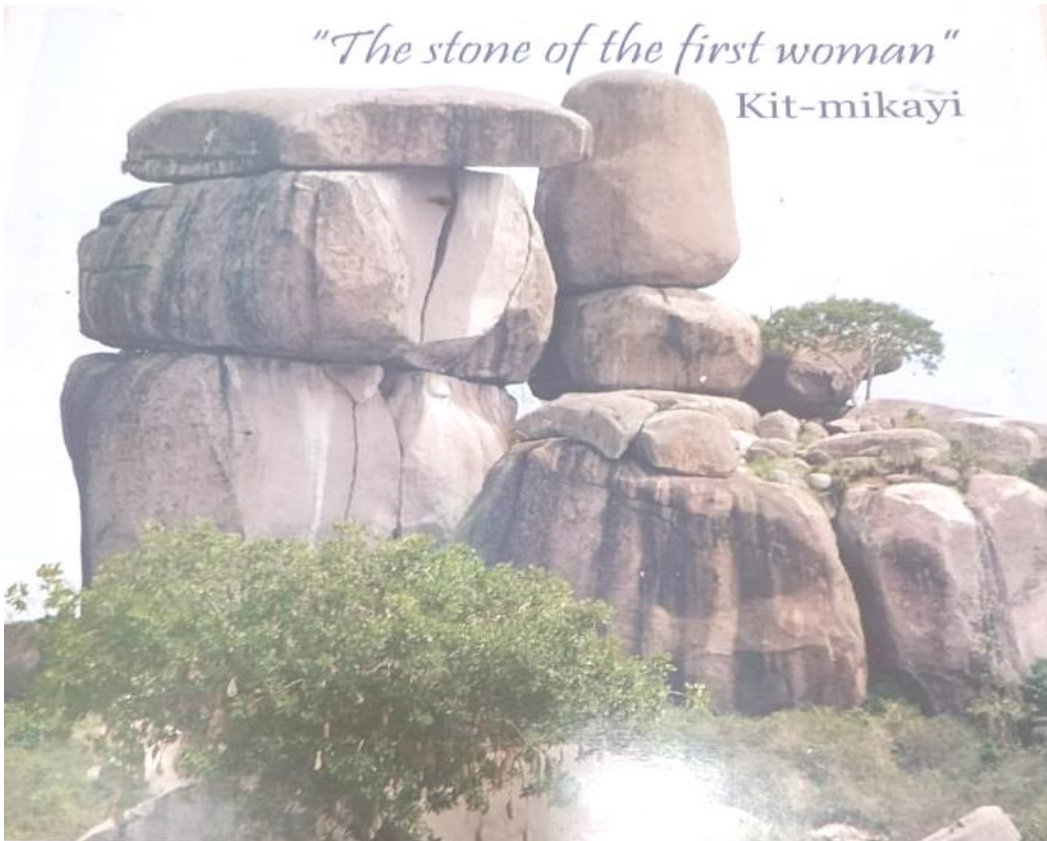


Researcher with CBTO members at Ahero Rice Irrigation Scheme (Source: Compilation of the researcher)





Got Abindu Sacred Shrine Focus group discussion  
*Source: Compilation of the researcher)*



Kit Mikayi *Source: Compilation of the researcher)*





Research assistant and internal administration security officer at Ndere Island  
**Source:** *Compilation of the researcher2022*