

Role Of Innovation In Community-Based Tourism Initiatives For Sustainable Development.

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ABSTRACT

Despite tourism being a rewarding bustle worldwide, it has been criticized for its discrepancy with the goals of sustainable development. Tourism activities have implications on the environment, cultural and social life of communities and the socio-cultural conflicts that arise solely from its management panaches. The study specifically sought to establish how innovation influence the sustainability of tourism destination development. The study was conducted in Kit Mikayi, Seme Kaila, Abindu, Paga, Kaloka, Usoma and Dunga tourism sites in Kisumu County, Kenya. The study was anchored on three theories; participation and power redistribution; leadership and community development. The study adopted a descriptive survey and exploratory research designs. The study sampled 384 respondents. A proportionate stratified random sampling technique was used. Data were collected by the use of structured and semi-structured questionnaires, interviews and documentary analysis. Both correlation and regression models were used in the study. The result of innovation in community-based tourism sites revealed a moderate degree of statistically significant positive correlation ($R=0.434$; $p<0.05$) between innovation and sustainability of tourism sites with a variance of 18.8% in the sustainability of tourism sites which was attributed to a variation in innovation in community-based tourism sites. The result on government policy revealed a statistically insignificant moderating effect (F change-ratio=3.55; $p>0.05$) on the relationship between community-based tourism and sustainability of tourism sites. Hence the statistical significance of the regression model (F -ratio = 20.145; $p<0.05$) was attributed to changes in community-based tourism variables. The study concluded that innovation with the beta coefficient .216 ($p<0.05$) was statistically significant and made unique contributions to sustainability in community-based tourism sites when other variables were controlled. The study recommended heightening training on administration skills and the design of community-based tourism initiatives that permit creativity and enable the people to resolve the specific needs of the community.

KEYWORDS: Community based tourism, Tourism initiatives, tourism innovation, tourism destinations,

Date of Submission: 12-08-2020

Date of Acceptance: 28-08-2020

I. INTRODUCTION

The ancient model of tourism development emphasizes the use of the community as an object of tourism activity and has diminutive or no value for the local community whose involvement is only in the form of representation (Anismar, D. S. and Muhammad, A. 2017; Manyara et al, 2016; Manyara & Jones, 2005). The model, therefore, poses a challenge to sustainable tourism destinations (Manyara et al, 2016). To achieve growth and development of tourist destinations, innovative products and services need to be put in place to avoid market saturation and enhance destinations' competitive advantage (Weiermair, 2004).

Since tourism destinations act as stages for different tourism activities, there is a need for innovative tourism destinations that can compete well and remain relevant with demand trends (Hjalager, 2002). According to Carson and Macbeth (2005), innovation is the capacity to create and implement novel ideas that are proven to deliver value to the community. However, innovation activities such as production, new approaches and inventions cannot be achieved without the human capital which is a key to achieving these innovations. Moreover, tourism initiatives that use more professional management tools tend to have a positive attitude towards Information Communication Technology (ICT) (Sundby, 2017, Orfilantes, 2005).

Most tourists look for experience as opposed to destination-driven products. Creativity is therefore a rewarding tourism experience for tourists through innovations and product development (OECD, 2004).

Moreover, the importance of human resources in innovation destination is also stressed by the contribution of Hall (2009) and Gupta and Drippings (2000). The studies contend that innovation not only allows customers to undergo new experiences through participation in the provision of services and redirection of communication to enhance brand perception but also recognizes employee satisfaction at the workplace and improves internal competencies and knowledge.

Tourism destinations can no longer take tourists for granted given the nature of competition being experienced in the industry. Hall (2009) and Gupta and Drippings (2000) recognized several categories of innovation in tourism destinations. The categories include product innovation, process innovation, marketing innovation and management innovation. In business initiatives, innovation can be attained by adding new products and services or new processes that link business activities in innovative ways and changing actors in business ventures, but the type of innovation an initiative chooses to adopt depends entirely on the purpose and availability of resources (Amit and Zott, 2012).

While product innovation indicates the changes that are observed directly by customers and has an influence on their buying behavior, the 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. Residents should therefore be left to decide on the initiatives to venture in and initiate solutions that are best for them (Armstrong, 2012). The Safari tourism in Kenya has instituted a premium product that targets initiatives to attain an increase in the value of niche products due to its game variety, ease of admittance and satisfactory climate, that allows visitors to the reserves and parks throughout the year. Similarly, a diverse and distinctive visitor experience has strategically been established for quality service and higher tourist revenue collection other than creating new high-value niche products to boost business tourism. (KTB, 2008).

Process innovation is an implementation of a new or significantly improved product or delivery method that cuts on production cost, delivery and time taken. (Hall, 2009; Gupta and Drippings (2000). Customer's involvement in the production of tourism products and services is the new normal in tourism destinations as the practice enhances the achievement of superior and sustainable performance of tourism destinations. Moreover, customer involvement in innovation activities is key in nurturing continuous learning and the creation of new and unique products that are of special value to customers and provides information about the needs and wants of clients (Dierickx and Cool, 1989).

According to (Papazoglou, 2017) Process innovation addresses the capacity of service delivery systems, types of capacity resources and efficient use of capacity resources. Tourist destinations, therefore, carry out many activities to satisfy visitor's needs and provide a variety of services despite high resource consumption (Bowie and Buttle, 2013). However, destination operations depend entirely on their performance and competitiveness. Hence information systems are put in place to effectively control, improve and manage its operations. Governments and tourism entrepreneurs equally have a role to play in the use of technology to grow the tourism sector. For instance, Kenya uses locality applications to innovatively make destinations accessible, incorporating online food ordering and efficient delivery systems for catering service providers (Nyawira, 2018).

While product innovation indicates the changes that are observed directly by customers and have an influence on their buying behavior, Marketing innovation is a practice that involves addressing customers' needs, opening up of new market or new positioning of a firm's product in the market to increase the organizations' sales. An innovative marketing management idea builds new relations between destinations and visitors hence for successful tourism destinations, marketing innovation is key as it offers new and unique products to help tourism destinations in the community as well as the individual providers of services, who should be able to differentiate themselves from the competition

Increased competition in the tourism sector, behavior change in customers and the strength of EURO currency have shortened tourist's length of stay in tourism destinations. To pawn this trend, tourism products have been restructured innovatively to respond to the demands of tourists in tourism destinations (Gajdosik, 2014). Destination managers seek innovative strategies, sustainable competitive advantage and the capacity of rural destinations through causal marketing research to generate rural tourism loyalty. Hence sustainability is a vital determinant of the competitiveness of a tourist destination (Campo-Cerro *et al.*, 2017).

In response to demand in marketing innovation, a cultural tourism marketing and promotion campaign has been implemented. The Kenya Community Based Tourism (KECOBAT) in partnership with other tourism agencies, has devoted considerable resources to market new tourist attractions through advertisement campaigns to inform potential tourists about Kenya's attractions and facilities. KECOBAT in particular helps facilitate information sharing, delivery of technical support and advisory services, mediating and lobbying their interests to government and other relevant institutions. The advertisement targets high spending tourists in both traditional and new markets with specific focus to its top five sources of tourists (GoK, 2006; KECOBAT, 2003).

Hall, (2009); Gupta and Drippings(2000). define management innovation as the new approaches that are used in organizing internal cooperation, people management and delegation of duties, career prospects and employee compensation. A community experiences economic benefits through the development of practical and sustainable livelihoods that are management based and conserves the area's biodiversity (Asian Pacific Environmental Cooperation (APEC) workshop group, 2010).

According to Tasci, *et al* (2013) and Henry (2009), development of many community-based tourism projects have developed a great deal because 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. For instance; The community combines beach tourism with homestays under community-based tourism institute that is charged with the responsibility of coordinating the development of CBT projects through research, training and sharing skills as a way of empowering communities country-wide (Tasci *et al.*, 2013; Thailand CBT Institute, 2012; Asker *et. al.* 2010; Henry, 2009; Mountain Institute, 2000)

1.1 STUDY OBJECTIVE

To establish how innovation in community-based tourism initiatives influence the sustainability of destination development.

II. METHODOLOGY

The study was conducted in three sub-counties; Kisumu East, Kisumu West and Seme of Kisumu County. Through purposive sampling, Abindu, Seme Kaila, Kit-Mikayi shrines and Kaloka, Usoma, Paga and Dunga, beaches were selected of the 21 community-based tourism initiatives due to their inimitable physiognomies that makes them experience a hub of activities that necessitate the presence of tourism attractions.

Primary data was obtained through the use of structured and semi-structured questionnaires, interview schedules and Focus Group Discussion. Secondary data were obtained from government institutions, reputable internet websites, relevant journals, community-based initiatives and Non-governmental Organization

A combination of quantitative and qualitative data collection approaches was used in the study. The data collection methods included: questionnaires, In-depth interviews, Focus Group Discussions and documentary reviews.

The study used both structured and semi-structured questionnaires and a variety of matrix type of questions to collect both qualitative and quantitative data. Questionnaires were used to collect large amounts of information from the study.

An in-depth Interview schedule was used for face to face interviews with key informants. Key informants were managers of community-based initiatives and resourceful persons and expertise due to the positions they held in the initiatives. In-depth interviews were carried out with experts from county government offices, CBT consultants and NGOs promoting CBT initiatives. key informants provided data to support their contributions. Qualitative data collected from key informants were used to balance between quality and quantity of data collected using other methods of data collection.

Focus Group Discussions were executed using distinct discussion guides. The discussion guides were an asset of guardedly pre- determined probing questions. Discussions were guided and moderated by the researcher. Focus group discussion comprised of members from CBT initiatives 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.

Documentary reviews were used to confirm the already facts from a different source to help improve the validity and reliability of the study. Records of CBT initiatives were consulted to determine CBT Initiatives and their activities in the community.

The research procedure for data collection started in the month of January 2017 after receiving the instruments. The researcher obtained research permission from the Kisumu County Education office and the list of all the community-based tourism initiatives from the sub-counties. The researcher sought permission for the study from the sampled community-based tourism initiatives. The researcher visited the study area with the research assistants to make appointments with the target group and to have a general view appreciation of the study area.

The study employed both thematic analysis and descriptive statistics to generate research findings from the data collected. Qualitative data collected from focus group discussions, in-depth interviews and key informants were thematically analyzed. Both descriptive statistics and inferential statistics were used to analyze quantitative data. Descriptive statistics were used to analyze demographic characteristics through frequency distribution, percentages averages and mean values. The descriptive statistics were then presented in form of tables and graphs. 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 was used to assess the strength of the relationship between each a set of independent variables and a single dependent variable.

III. FINDINGS

This research aimed to establish the influence of community-based tourism actors on sustainable tourist destination development specifically focusing on the involvement of key actors in the innovation of tourist destinations.

4.9. Innovation in Community Based Tourism initiatives and Sustainable Tourism destinations

	N	Mean	Std. Deviation	Skewness	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Innovation	292	2.03	.58	.89	.14	.50
Sustainability	292	2.21	.55	.35	.14	-.36

Key: 1.0 - 1.4- strongly agree; 1.5 - 2.4-agree; 2.5 - 3.4- not sure; 3.5 - 4.4-disagree; 4.5 - 5.0-strongly disagree
Source: Research data (2018)

The results In Table 4.9 as demonstrated by the mean and standard deviation (mean=2.03; Std= .58) confirms that innovation of community-based tourism initiatives exists in Kisumu County, Innovation was being achieved through the following indicators; several initiated environmental activities such as; garbage management, Increased household income and increased number of job opportunities. Table 4.9 also shows the mean and standard deviation for sustainability (mean=2.21; std=.55). However, the variable innovation failed to show the extent it did influence the sustainability of the initiatives. Additionally, it had a mean value lower by certain units of sustainability casting doubt about their relationships. Consequently, a simple regression analysis was sought. The simple linear model was

$$Y = \beta_0 + \beta_1 X + \varepsilon \tag{4.3}$$

From model 4.3, Y is the dependent variable and stands for the sustainability of tourism sites, while the independent variable X was the innovation of tourism sites. The parameter ε is residual and stood for the departure of practical values of sustainability from the values of the model estimate.

Initial tests were done on equation 4.3. In Table 4.10, adjacent residuals revealed nil relationships. According to Field (2009), this was authentic considering the Durbin-Watson value of 1.818 lying in the accepted range of 1 to 3. Additionally, Table 4.10 showed a positive and significant correlation between innovation and sustainability ($R=.394$; $P<.05$) qualifying the assumption of linearity. It was shown in Table 4.9 that innovation had the value .89 for skewness and .50 for kurtosis. Likewise, for sustainability, the value .35 was for skewness and -.36 was for kurtosis. According to Tabachnick and Fidell (2007), both the values lie within the justified range from -2.0 to +2.0 and as such, the distributions were normal.

The initial assumptions were fulfilled. The influence of innovation of community-based tourism on the sustainability of tourism destinations was consequently investigated. Using 5%, level of significance, the null hypothesis, “there is no statistically significant influence of innovation on the sustainability of tourism sites” at Kisumu County was verified. Table 4.10 shows the results of the analysis.

Table 4.10: Analysis of the Influence of Innovation on the Sustainability of Tourism Sites

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.377	.105		13.061	.000
	Innovation	.408	.050	.434	8.194	.000

The goodness of fit:

$$R = .434$$

$$R^2 = .188$$

$$AdjR^2 = .185$$

$$F_{ratio} = 67.140$$

$$p < .05$$

Durbin-Watson value:
1.818

- a. Dependent Variable: Sustainability of tourism sites
b. Input Variable: Innovation in community-based tourism
Source: Research data (2018)

Table 4.10 shows a moderate degree of positive significant correlation ($R=.434$; $p<.05$) between the innovation and sustainability of tourism sites. R^2 value of .188 was the proportion of sustainability of tourism sites that was due to innovation. The 18.8% variance in the sustainability of tourism sites was due to changes in innovation. Adjusted R^2 suggested globalization of the model. It is supposed to be close to R^2 as possible if it is not equal. Its departure from the ultimate model was too small .003(.3%). It shows if the model was derived from the target population in place of a sample then .3% less variance in findings would have been clarified. The regression model was statistically significant ($F_{ratio} = 67.3140$; $p<.05$). The null hypothesis was not accepted. Standardized beta values showed that for one standard deviation increment in innovation; sustainability of community-based tourism sites had an increment of .434 units. The regression function derived from table 4.10 and equation 4.3 was;

$$Y = 1.377 + .408X \quad (4.4)$$

The function 4.4 shows that variance in the sustainability of community-based tourism sites had a positive significant correlation ($r = .434$; $p<.05$) with changes in the innovation of community-based tourism. About 18.8% 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 1.377 units and for a unit increase in the innovation of community-based tourism, the sustainability of tourism sites improved by roughly .408 units.

IV. DISCUSSIONS

This research aimed to establish the influence of community-based tourism actors on sustainable tourist destination development specifically focusing on the involvement of key actors in the innovation of tourist destinations.

4.1 Innovation in community-Based Tourism initiatives

According to Carson and Macbeth (2005), innovation is the capacity to create and implement novel ideas that are proven to deliver value to the community. Such ideas include creativity in production, new approaches and inventions. The study also recognizes human capital is a key factor in achieving innovation in tourism destinations.

The study revealed that Kisumu County enjoyed sustainable tourist destinations. 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 initiatives such as; Kit Mikaye for locally manufactured handicrafts and Fish-eating and cultural dances at Dunga beach. This result implied that innovation is a major factor in the sustainability of community-based tourism initiatives in the County and depended mainly on creativity 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.

In support of this result is a report by the OECD, (2012) which contends that the governments New Zealand uses innovation strategy to achieve improved returns from tourism and a sustainable economy that provides job opportunities, higher incomes, and improved living standards to its people. The strategies include; business performance, energy efficiency, waste management, water conservation among others. New Zealand also encourages effective partnerships between government and broader stakeholders by initiating specific policies and programs to support green innovation. Further, the Nordic regions use innovation in tourism and other services to overcome major barricades that come with the seasonal and peripheral nature of tourism. For instance; The Norwegian government has innovated the mountain projects into an all-year activity with attractive products that focus on network development, entrepreneurship, and measures to counter barriers to innovation. This has prompted co-operation and collaboration between the public universities and the private sector to pool resources together to enhance innovation and opportunities for business development.

4.2 Innovation in community-based tourism initiatives and Sustainable Tourism destinations

The study engaged respondents in their Focus group discussions. The respondents were interviewed on the type of brand products they make in their initiatives, whether they have ever changed the products they offer to tourists in their initiatives and for what purposes they changed the brands. The respondents had these to say:

“We are encouraged to come up with our ideas on how best to improve our products and services for better sale and engagement with tourists. We also 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 initiatives and ourselves.” *“Because the initiatives 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 initiatives in the community. All of us feel indebted to our community initiatives because we own all the activities in the initiatives.”* *“We also advertise and campaign 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 to some extent”*

The findings of this study are an indication that community-based tourism initiatives in Kisumu County do encourage innovation from the community. The progress the initiatives have made are as a result of the changes they have accomplished in the initiatives. Studies conducted by Tasci, *et. al*, (2013); Armstrong. (2012) and Henry, (2009) on the innovation of CBTIs argue 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. When the local people decide for themselves on 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. Hence ownership is a component of sustainability.

The findings are also supported by the Kenya Tourist Board (KTB) (2008) report on product innovation for the sustainability of CBT initiatives. 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 innovation 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).

To encourage innovation in CBT initiatives the government of Kenya established the Mara Naboisho conservancy model in 2010 by the local Maasai landowners. This was in collaboration with the Base camp Foundation to conserve the biological resources and the socio-cultural heritage of the conservancy area, promote tourism partnership and contribute to wealth creation for landowners. The community has an opportunity to protect wildlife and its natural terrain while providing a high-quality game viewing experience for the visitors. The diverse activities in the conservancy have increased and 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 intends to boost business tourism by attracting high-end international hotel chains and investing in new conference facilities.

According to Ondicho (2010) and Azarya (2004) marketing innovation is a strategy that the government of Kenya uses to market its tourism destinations. For instance, the Maasai culture is used 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 equally implements cultural tourism marketing and promotion campaign to sustain CBT initiatives. 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.

The government of Kenya uses the Bomas of Kenya as a host to 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 innovation targets high spending tourists in both traditional and new markets with 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 destination 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 destination to sustain its tourism industry hence enabling a self-reliant rural community. To achieve maximum results, the government of Thailand encourages management partnership between the community and the ministry of interior to respond to the tourists' high demand for accommodation

However, a study by Suriya (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 although they are confronted with challenges of viability and sustainability caused by low-income generation, the delivery of benefits, uneven tourism income distribution and the fluctuation of income due to seasonal effect. Similarly, Jamaica CBT initiatives 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.

4.3 Government Policy, Community Based Tourism and Sustainable of Tourism Destinations

Results on innovation in community-based tourism initiatives revealed a statistically significant biggest Beta coefficient. Innovation had the strongest unique contribution in explaining sustainability when the changes made by other variables were controlled. Moreover, the regression model showed that government policy had a statistically insignificant moderating effect on the relationship between community-based tourism and sustainability. The regression model ANOVA showed that the statistical significance of the regression model was majorly attributed to changes in community-based tourism variables.

This result is in contrast with studies conducted by World Bank (2009); Sharon (2010) and Lukhale (2015) on the need for policies to regularize CBT initiatives. The studies observed that CBT initiatives thrive in countries that have national policies for their implementation. The initiatives receive support from enablers as well as the private sector for promotion and right placement among infinite options of tourism activities. For instance; South Africa facilitates its CBT initiatives 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.

Similarly, Siti- Nabiha (2010) found that policies on the participation of the local community in CBT initiatives are given prominence by the Malaysian government. The policies acts play a significant role in sustainable tourism development in the country. Further, the policies have positioned sustainable tourism approaches that focus on tourists' satisfaction, quality facilities and infrastructure development and preservation and upkeep of tourism resources. However, there are no policies on innovation and policies that demonstrate how to share the accrued benefits from the initiatives. Moreover, a study conducted by Park, Lee, Choi, Yoon, and Yoshich (2012) on policies for sustainable tourism reports that the government of South Korea uses policy programs to increase social capital and to manage conflicts by involving the community in the tourism business.

While studies Randle and Hoye, (2016) reveal how the government of Australia allows the private sector to build and operate tourism superstructure within national park borders and how it has increased stakeholders trust and support for government regulatory efforts, the Government of Kenya, (2009) has an elaborate national heritage policy that recognizes its unique and varied tangible and intangible heritage.

V. CONCLUSION AND RECOMMENDATION

The study made the following conclusions and recommendations

5.1 Conclusions

The study concluded that innovation in community-based tourism initiatives made unique contributions to sustainable destination development when other variables were controlled. The variation in the sustainability of tourism sites was attributed to variation in innovation in community-based tourism initiatives. Innovation was a major factor in the sustainability of community-based tourism initiatives in the County and depended mainly on creativity, new ideas, new approaches and inventions.

5.2 Recommendation.

Innovation was key to destination tourism development without which the sustainability of tourism destinations may not be achievable. The study recommended

1. Heightening of training on administration skills and design of community-based tourism initiatives that permit creativity and enable the people to resolve the specific needs of the community
2. In-house training is suggested to facilitate program designs that are tailored to meet the needs of particular community-based tourism initiatives. The confidence of the host community and sufficient knowledge about tourists would act as a basic requirement for sustainable community-based tourism destination development.

3. Fundamental, effective and economical community-based tourism destinations should be identified and documented for purposes of duplication or upscaling to provide for management.

ACKNOWLEDGMENT

My foremost appreciation goes to all my supervisors, Dr. Joshua Wanga from the school of Spatial Planning and Natural Resource Management and Professor Fred Amimo from the School of Health Sciences for their invaluable dedication, patience, and constructive guidance throughout the development of this thesis. I benefited a lot from their wealth of experience and knowledge.

My appreciation also goes to the dean, School of Spatial Planning and Natural Resource Management Prof. Patrick Hayombe and all the lecturers in the school for their support. I thank the Kisumu County tourism department and the management staff of all the community-based tourism initiatives that extended their support during my fieldwork.

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JOSEPHINE A. AGUDA. "Role Of Innovation In Community-Based Tourism Initiatives For Sustainable Development." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25(8), 2020, pp. 01-09.