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**Research Article****Influence of Strategy Implementation on Sustainability of Community Based Tourism in the Coast Region of Kenya****<sup>1\*</sup>Geoffrey Kipchirchir Rono, <sup>2</sup>Dr. Fridah Simba Theuri, <sup>3</sup>Dr. Anwar Hood Ahmed,****<sup>4</sup>Dr. Titus Muthami Kising'u**<sup>1</sup>PhD Candidate, JKUAT, Kenya<sup>2,3,4</sup>PhD., JKUAT, Kenya

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**ABSTRACT:** The objective of this study was to establish the influence of strategy implementation on sustainability of community based tourism in the coast region of Kenya. The target population was 193 members of community based tourism units in coastal Kenya as a representative sample. Stratified random sampling method was used to classify the thirteen community groups into a single stratum. The study used structured questionnaires and documented literature as the main tools for both primary and secondary data collection. The findings indicated that strategy implementation had a positive relationship with sustainability of community based tourism. The variables were found to be normally distributed and hence no significant differences at 95% confidence level. The study established a strong linear relationship existed between strategy implementation and sustainability of community based tourism. Information from the study confirms enterprises require strategy implementation for continued sustainability of their enterprises.

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**Key words:** Strategic Management, Strategy Implementation, Sustainability, Community Based Tourism

**Introduction**

Strategic management has gained importance in recent years amongst both profit making and non-profit making organisations keen to address the ever changing business environment. These organizations used to focus on long-term planning where the external and internal environments remained stable for a long period of time (Thompson, Strickland, & Gamble, 2015). This has however changed due to globalisation. Today's managers and entrepreneur's undertake strategic management in the realisation that the environment can change any time. Their plans should therefore follow a strategy that includes contingency planning. Internal and external environmental factors do influence strategic management and that organisations should put into consideration such factors when undertaking their planning processes (Thomas & Ambrosini, 2015). A well formulated strategy will go a long way in helping an organization attain a desirable level of effectiveness while constantly allowing the same organisation to monitor its environment and to adapt the strategy as necessary (Roth & Ricks, 2014). A strategy describes the general direction that an organization is taking at the corporate, business and unit levels in the process of attaining its objectives.

At the corporate level, focus is on organisation performance and diversification (Glaister & Falshaw, 2015). While many companies focus on developing plans and strategies, the most important element in strategic management is the implementation of strategies (Okumu, 2013). Making the plan happen is as critical as the actual execution that leads to results. In addition, all organization members should know

why the plan was developed, what it means to the organisation, who will be involved in its implementation and how they can contribute to the organisation's success (Koech & Were, 2016). Management of groups and projects are appropriately guided by the prevailing policies which are intended to enhance project effectiveness. Teece, Pisano, & Shuen (2015) elaborated that entrepreneurial orientation has enabled organizations to produce new things, exploits new opportunities, and manage risks. The strategic focus of an organisation is to operate within a policy framework, act innovatively, take risks, and behave competitively.

**Sustainability of community based tourism globally**

Community Based Tourism (CBT) is one of the world's largest and fastest growing sectors. In 1984, international tourist arrivals were above 300 million and the total value of the global tourism industry was above \$100 billion. Twenty-two years later, in 2006, the sector generated 10.3 percent of World Gross Domestic Product (GDP), providing 234 million jobs, which account for 8.2 percent of total world employment (WTTC, 2012). In 2008 the gross domestic product of the international tourism reached \$7.5 trillion and the tax revenue was US \$503 billion. Currently tourism accounts for 9.3% of the global GDP with a 4% annual GDP growth forecast to 2022 greater part of which is community based tourism. The sector involves multiple actors from local communities to governments with 9% of the world's workers connected to tourism (WTTC, 2015). CBT is a growing economic activity globally and it currently accounts for 5% of the global tourism market with a growth rate of 20-30% annually. The

development of tourism infrastructure has improved the livelihood of the poor through improvement of tourism-linked service sectors, including transport and communications, water supply, energy and health services (Burgos & Mertens, 2017). The tourism industry employs a high proportion of women and creates microenterprise opportunities for them. Community resource management is emerging as a better option for sustainability economic development and provision of alternative source of income (Carlisle, Kunc, Jones, & Tiffin, 2012). It also encourages respect for local traditions and culture as well as for natural environment as they form the core of tourism attractions. In 1996 the government of South Africa issued the White Paper of 1996 on the Development and Promotion of Tourism with the realisation that the country's transition to democracy opened the country's tourism potential to the rest of the world and more importantly to the previously neglected groups in the society (Hlengwa & Mazibuko, 2018). Communities that were previously neglected have acquired strategic management capabilities to plan and manage their resources with Kwa Ngcolosi community members deriving livelihood from tourism. The tourism sector is cross-cutting offering useful links to various economic activities such as transport, construction, retail and business travel-related services. Sustainability management of resources and collaborative effort are therefore necessary for the success in developing tourism (Giampiccoli & Kalis, 2012). Community-based tourism involves local communities in all aspects of development and the resulting economic empowerment contributes to poverty reduction (Zemenu, 2017).

### **Sustainability of Community Based Tourism in Kenya**

Tourism total contribution to GDP and employment was 9.7% and 9.0% respectively in 2017 (WTTC, 2018). The growth of the tourism sector varies from time to time with the number of tourist arrivals dropping in the late 1980's and picking up again in 1992 and 1996 (Republic of Kenya, 2013). The coast region of Kenya is well endowed with diverse natural resources that provide for a wide range of business opportunities ranging from production, value addition and service provision (Republic of Kenya, 2014). Over 60% of Kenya's tourism is coastal based providing jobs both directly and indirectly with a considerable size of coast population directly depending on tourism for their livelihoods (Republic of Kenya, 2013). CBT operates on commercial orientation and is implemented through community private sector partnerships which in turn support investment promotion at the community level for sustainability development (Ernawati, Sanders, & Dowling, 2017).

There is growing awareness on the benefits of CBT projects in Kenya with communities that have allowed access to their land registering improved lifestyles through increased revenue from employment, land leases, and development funds (Imbali, Muturi, & Abuga, 2016). This trend has contributed to the rising number of CBT projects such as Ngwesi and Tassia in Laikipia, Sarara in Namunyak in Samburu,

Shompole in the Magadi and Losikitok in Amboseli (Owuor, Knerr, Ochieng, Wambua, & Magero, 2017). This prominence has further reinforced the need for strategic and sustainability management of resources (Harrington, Chathoth, Ottenbacher, & Altinay, 2014). Community Based Tourism requires appropriate strategic management of locally available resources upon undertaking proper identification of Community Based Organizations (Saurombe, Plessis, & Swanepoel, 2018). There is therefore need for concerted efforts in the development and promotion of community based tourism with emphasis on strategic management, business planning and market strategies for community based enterprises so as to promote sustainability community tourism enterprises.

### **Statement of the Problem**

Despite the growth potential for community based tourism at the globally level, the Kenyan scenario paints a relatively slow growth despite adequate resource endowment that provides business opportunities for tourism. Skills to undertake data collection, analysis, and reporting are also lacking negatively impacting on strategic decision making and management by organisations and groups (Peterlin, Pearse, & Dimovski, 2015).

A study on factors influencing strategy implementation in the tourism industry highlighted the growth potential in community based tourism as well as factors responsible for such growth (Imbali et al., 2016). Mwaura and Karanja (2014) indicated that community groups do not operate within their budgets despite having weak internal controls and not following laid down financial policies. On the other hand, community based tourism contribute to employment creation, wealth creation, environmental conservation, and reduction in regional disparities (Owuor et al., 2017). Sustainability is a deliberate strategic management initiative that requires full support from community members. The study on the influence of strategy on sustainability of community based tourism in the coast region of Kenya was therefore conducted so as to bring out a clear understanding on the growth potential and the inherent deficiencies in the sustainability of community based tourism enterprises and hence recommend appropriate strategies to address identified challenges.

### **Hypothesis of the Study**

The following Null Hypotheses were tested during the research:

- H<sub>01</sub>: Forming implementation teams has no influence on sustainability of community based tourism in the coast region of Kenya
- H<sub>02</sub>: Developing milestones has no influence on sustainability of community based tourism in the coast region of Kenya
- H<sub>03</sub>: Developing group tasks and activities has no influence on sustainability of community based tourism in the coast region of Kenya

### **Literature review**

## A. Theoretical Framework

**Resource-Based View Theory:** The Resource-Based View (RBV) Theory is based on the principle that organisational competitive advantage depends on unique resources and capabilities an organisation possess (Peteraf & Barney, 2013). A resource is strategic to the extent that it is valuable, rare, difficult to imitate and non-substitutable. Organisation's resources are classified into three categories namely physical capital, human capital and organisational capital. Simply these resources are either tangible resources or intangible resources (Penrose, 2015). Whereas resources refer to what an organisation owns, capabilities refer to what an organisation can do such as its ability to manage or exploit resources in a manner that provides value added and advantage over competitors (Peteraf & Barney, 2013). The theory explains the organisational ability to deliver sustainability competitive advantage by managing its resources so as to create a competitive edge over its competitors. The theory assumes resource heterogeneity and resource immobility which makes such resources costly to copy (Barney, 2015). The success and failures of organisations is determined with respect to their competitiveness and those of their subsidiaries by employing the RBV theory. The theory is applicable to this study as it helps in understanding how organisations utilise strategy formulation, strategy implementation, strategy evaluation, and stakeholder management in strategically managing their organisations and in executing strategies aimed at sustaining their operations. This is more so given the highly competitive and dynamic business environment organisations operate in hence the need to understand how well and prepared an organisation is in mobilising its resources towards sustaining its operations (Lado, Boyd, Wright, & Kroll, 2015). The theory is also specifically applicable in examining strategy formulation in an organisation where the resource base is taken into account when designing appropriate strategies aimed at sustaining its operations and realising its full potential.

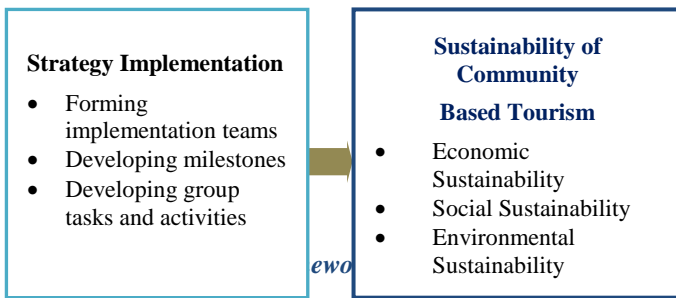
**Performance Theory:** The Performance Theory (PT) utilizes the concept of performance where the Balanced Scorecard (BSC) is used as an analysis technique to translate an organization's mission statement and overall business strategy into specific and quantifiable goals (Schechner, 2015). Developing a performance is a journey and the level of performance describes the location of that journey (Penrose, 2015). Effective performance is characterized by performer's mindset, immersion in an enriching environment and engagement in reflective practice (Sull, Homkes, & Sull, 2015). Since worthy accomplishments are produced from high level performances, this theory is useful in many learning contexts (Schechner, 2015). By improving own performance, one empowers himself to help others learn and grow. Building performance capabilities should be a central theme in any organization because when people learn and grow, they are empowered to create results that make a difference (Bryson et al., 2018). The balanced score card approach breaks broad goals down into tactical activities and metrics which are easy

to follow through and monitor (Jordao & Novas, 2013). Customer perspective is a measurement of customers' satisfaction and their accomplishment requirements while internal business process perspective measures the critical to customer process requirements. Financial perspective tracks the financial requirements and accomplishments in an organisation while the learning and growth perspective concentrates on how an organisation utilizes learning to maintain a competitive edge in the market (Jordao & Novas, 2013). A case study in higher education in Malaysia showed that majority of the institutions are yet to implement the BSC to measure their performance and hence there is need to overcome BSC implementation (Fahmi & Sofian, 2015). The BSC reinforces use of Strategy Implementation (SI) in the continuous improvement of processes thus enabling organisations to establish actions aligned to their strategy so as to create value. The study on the use of the Balance Scorecard for strategy implementation analysed its use as part of Management Control System (MCS) on strategy implementation in a Brazilian Company. It was observed that BCS is very useful in allowing follow-up of performance of financial and non financial factors (Jordao & Novas, 2013). The study applied the Performance Theory when analysing influence of Strategy formulation so as to understand the relationships between goals, activities, intended results, and actual results (Hax & Majluf, 2016).

**Systems Theory (ST):** Treats an organization as either open or closed system. The systems theory focuses on the inter-relations between the parts which connect them as a whole and thus determines a system that is dependent on its elements such as the various departments. The same concepts and principles of an organization apply to the different disciplines thus providing a basis for their unification and proper functioning (Siegel & Leih, 2018). The theory is of much help to the management of community groups in recognizing how different sub-systems work internally and how the whole system relates to the external environment that comprise of various stakeholders (Elias, Jackson, & Cavana, 2014). The theory further indicates that business value creation is related to both the sub-systems and supra-systems thus allowing for appropriate networking with other systems. The decision maker analyses the structure of his system as well as the structure of supra systems thus modifying the borders between the systems and supra systems and making the organization and the environment labels for patterns of activities (Peteraf & Bergen, 2013). The ability to organize relationships defines the efficiency of a system and this is the central characteristic of viable systems. Organizations are viable if they can survive in a particular context due to continual dynamic processes and internal adaptation (Elias et al., 2014). Managers need to be familiar with the systems theory and the associated way of thinking. They are required to plan for adjustments to guarantee the survival of the whole system, implement adjustments and guidelines, and re-define the organizational structure so as to promote sustainability (Tima & William, 2016). The system theory emphasizes the

need to comply with policies and procedures for harmonious and well functioning of systems.

**B. Conceptual Framework**



**Research Methodology**

The research adopted a cross sectional study that covered all strata of respondents namely the management committee and the general membership categories. This approach gave the researcher an opportunity to subject respondents to similar conditions that ensured data is captured at one single point in time allowing for comparison of groups at that point in time. The target population was identified and variables measured and this provided the researcher the opportunity for comparison of groups (Kothari, 2014). The study focused on members of community based tourism enterprises in Kwale, Mombasa, and Kilifi counties (Republic of Kenya, 2014). Selected groups have implemented. A total of 13 CBT’s each with a total membership of 220 were identified from the three counties under the study. The population was categorised so that members were drawn from both the management committee and the general membership representing the different levels of planning and implementation of community projects (Kothari, 2014). The sample provided an understanding on the behaviour and thinking of the target population (Eldredge, Weagel, & Kroth, 2014).

$n = \frac{N}{1+N(e)^2}$  The sample included members of community based tourism groups in Kwale, Mombasa and Kilifi counties currently implementing community based tourism projects and receiving direct benefits from tourism activities. A total of 13 CBT’s, eight in Kwale, two in Mombasa and three in Kilifi were identified (Republic of Kenya, 2014). The sample size was determined through use of stratified random sampling which involved determining the population in the three counties of study. The respondents were then selected through random balloting so as to reduce bias selection of respondents (Tommy & How, 2018). The sample size was 69 respondents from the management committee and 124 respondents from the general membership giving a total of 193 determined using the Yamane formula:

Where n = number of samples, N = number of total population, e= error designated to be at 95% significant level (Uwemedimo, 2014). The study used the questionnaires the main tools for primary data collection while literature review was used to collect secondary data (Andrea & Chantelle, 2012). The areas of focus included forming implementation teams, developing milestones, developing group tasks and

activities that influence sustainability of community based tourism groups in Kwale, Mombasa and Kilifi Counties. The study used questionnaires to collect primary data (Singh, 2014). The study was designed to generate both quantitative and qualitative data for use in impact assessment of the variables of interest. The questionnaire was both structured and unstructured with structured portion helping respondents to respond more easily and allowing the researcher to summarize the responses more efficiently (Battaglia, Dillman, & Frankel, 2016).

The researcher collected, coded and keyed in the data into the Statistical Package for Social Sciences (SPSS) for computation of descriptive statistics, regression, and correlation. Statistical data checks such as testing for normality and reliability were undertaken using Cronbach's Coefficient to ensure the instruments used were consistent (Zulfigar & Bala, 2016). Hypothesis testing was undertaken using the probability (P) value method of hypothesis testing. After generating correlation results, a linear regression model was fitted to establish relationship between independent variables and dependent variable where independent variables were treated simultaneously (Kothari, 2014).

Research Findings and Discussions

**C. Reliability Test**

The internal consistency for each of the variables was tested using Cronbach's coefficient alpha and found to be responsive since they had high internal consistency/reliability (Khawaja, Haim, & Dileep, 2012). Reliability test results in Table 1 shows that forming implementation teams has Cronbach's coefficient alpha of 0.924, developing milestones has a coefficient of 0.934, developing group tasks and activities has a coefficient of 0.918, and sustainability of community based tourism has a coefficient of 0.907. All the Cronbach's coefficient alpha for each variable is higher than 0.7 which is considered "acceptable" in most social science research as evidence that the items measure what was intended to measure (Hatice, Esin, Eda, & Selahattin, 2017). The study on analysis of strategic management practices in real estate companies by Alozairi and Aga (2017) had a reliability co-efficient of .815 which established that strategic management practices are vital tools for every business in achieving its goals.

**Table 1: Reliability Test**

Variable	Cronbach's alpha	Comments
Forming implementation teams	.924	Accepted
Developing milestones	.934	Accepted
Developing group tasks and activities	.918	Accepted
Sustainability of community based tourism	.907	Accepted

**D. Factor Analysis of Sustainability of Community Based Tourism**

Factor analysis was used to describe variability among variables and correlate them in terms of factors for the purpose of reducing large variables to factors which in this study are forming implementation teams, developing milestones, and developing group tasks and activities. Factor analysis helps in grouping together variables with similar characteristics and in the process allows for factor loading that correlates original variables and the factors so as to understand a factor. The factor loading indicate the percentage of the variance in the original variables that are explained by the factor being analysed. To test the significance of the relationship between the variables, Kaiser-Meyer-Olkin (KMO's) measure of sampling adequacy and Bartlett's test of simplicity were used (Cresswell, 2013). KMO measures sampling adequacy which is the extent to which indicators of a construct belong to each other. From the analysis, KMO value for sustainability of CBTs is given as 0.721 which shows strong correlations. The Bartlett's test of Sphericity is also significant with a chi-square of 517.591 and  $p < 0.000$ . This shows strong correlations as shown in Table 2.

**Table 2: KMO and Bartlett's Test for Sustainability of Community Based Tourism**

Kaiser-Meyer-Olkin Measure of Sampling	.721
Bartlett's Test of Sphericity Approx. Chi-Square	517.591
Bartlett's df	15
Bartlett's Sig.	.000

**E. Test for Normality**

The test for normality was performed using Skewness and Kurtosis to determine the distribution curve. In a perfect distribution, the values of both skewness and kurtosis are zero. The value of Skewness is within  $\pm 2.00$  of its respective standard error at 95% significance level and the value of Kurtosis is within  $\pm 3.00$  of its respective standard error at 95% significance level (Kising'u, Namusonge, & Mwirigi, 2016).

**Table 4: Test for Normality using Skewness and Kurtosis**

Variable	n	Kurtosis		Skewness	
		Statistic	Std Error	Statistic	Std Error
Forming implementation teams	178	-.904	.362	-.304	.694
Developing milestones	178	-.566	.362	-.696	.661
Developing group tasks and activities	178	-.360	.362	-.678	.950
Sustainability of community based tourism	178	-1.118	.362	-.311	.740

The skewness statistic on forming implementation teams was -.304 and the kurtosis statistic was -.904. Developing milestones had a skewness statistic of -.696 and a kurtosis statistic of -.566 while developing group tasks and activities had a skewness statistic of -.678 and a kurtosis statistic of -.360. Sustainability of community based tourism had a skewness statistic of -.311 and kurtosis statistic of -1.118. All the above values did not exceed the absolute values of 3 for kurtosis and 2 for skewness and hence the study results met the normal distribution criterion. The study on the role of organisational innovation in sustainable competitive advantage in universities in Kenya (Kising'u et al., 2016) found out the value of Skewness to be within  $\pm 2.00$  and the value of Kurtosis to be within  $\pm 3.00$  and hence the distribution of the variables of the study did not depart from normality.

**F. Linear Regression Model for Sustainability of Community Based Tourism**

Regression analysis was used to define relationships among the variables, the overall model fit, and how well the dependent variables predict the independent variable. Multiple Regressions was used in determining how predictors (forming implementation teams, developing milestones, and developing group tasks and activities) predicted the dependant variable (sustainability of community based tourism).

**Table 5: Multiple Regression Coefficients**

Variables	Un-standardized Coefficients	Standardized Coefficients	t		Sig.
			Beta	Std. Error	
Constant	.767	.156	4.907		.000
Forming implementation teams	.216	.064	.206	3.401	.001
Developing milestones	.340	.040	.465	8.489	.000
Developing group tasks and activities	.286	.057	.305	5.052	.000

a. Dependent Variable: SUS (Sustainability of Community Based Tourism)

The coefficients in the regression model indicate the change in the dependent variable as a result of single change in each of the independent variables. The coefficients  $\beta_0$  is the Y-intercept (.767),  $\beta_1$  is the first regression coefficient for forming implementation teams with a value of .216,  $\beta_2$  is the second regression coefficient for developing milestones with a value of .340, and  $\beta_3$  is the third regression coefficient for developing group tasks and activities with a value of .286.



Using the regression coefficients, the regression model is:  
 $Y = 0.767 + 0.216X_1 + 0.340X_2 + 0.286X_3$ . Assuming a zero value for other independent variables, one unit change in formulating implementation teams will give rise to the predicted value of Y as .216 (Pandis, 2016).

**G. Goodness-of-Fit**

Regression analysis established how well the independent variables were able to predict sustainability of community based tourism. The square of R (R<sup>2</sup>) is the variance in sustainability of community based tourism explained by independent variables and it indicated that 82.6% of the variance in sustainability of community based tourism is explained by the predictors. Adjusted R<sup>2</sup> as a precise indicator of relationship between dependent and independent variables states that 82.3% of the changes in sustainability of community based tourism is explained by the model and only 17.7% is not explained by the model. The study on estimating the Standard Error of the Impact of Individual Randomized Trials with Clustering by Weiss, Lockwood and McCaffrey (2016) indicated that a small standard error is a good thing. In this regard, strategy implementation exhibited a strong influence on sustainability of community based tourism.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.909 <sup>a</sup>	.826	.823	.292

a: Predictors (constants)

b: Dependant variable (Sustainability of Community Based Tourism)

**H. Analysis of Variance (ANOVA)**

The Analysis of Variance was used to test the significance of the independent variables on the dependent variables and to establish existence of variations in the variables (Rotich, 2017). The F-ratio in the ANOVA Table tests whether the overall regression model is a good fit for the data (Sow, 2014). The test result revealed F-statistic of 276.171 which was significant at 0.05 (P<0.05) meaning that independent variables represented by strategic implementation has significant influence on the dependent variable represented by sustainability of community based tourism. The P value was 0.000 which is less than 5% level of significance. The results depicted a linear regression model showing it as a good fit for the data.

**Table 7: ANOVA<sup>a</sup>**

Model	Sum of Square	df	Mean Square	F	Sig
1 Regression	70.502	3	23.501	276.171	.000 <sup>b</sup>
Residual	14.807	174	.085		

Total	85.309	177
a. Dependent Variable: Sustainability of Community Based Tourism		
b. Predictors: (Constant), forming implementation teams, developing milestones, and developing group tasks and activities		

**Discussion of Key Findings**

The study had three independent variables namely: forming implementation teams, developing milestones, and developing group tasks and activities. Results from this study indicate a positive relationship between strategy implementation and sustainability of CBTs. Formulating a consistent strategy is a difficult task and implementing it throughout is even more difficult (Shah, 2012). A good strategy and a good implementation should therefore forge strong links in providing stakeholders the necessary satisfaction since failure to do so will result in poor outcome (Njiru & Wario, 2014). The success of any implementation process lies with the implementation team. A well coordinated team at the management and group level is very essential. Without effective implementation no strategy can succeed even if the said strategy is good (Speculand, 2014). Well formulated strategies may fail if they are not properly implemented and hence the need for a good balance between strategy & resource-allocation process. Due to inherent diversities within a group, there is need for the same group to develop its own values and culture aimed at supporting its implementation process. Members should identify with group values where negative tendencies are identified and addressed immediately and conclusively (Atenya & Nzulwa, 2018). An organization should realize that implementation is a good link between strategy and results. In order to do their tasks, teams need properly developed milestones to guide the implementation process and the milestones should be achieved within a specified timeframe. As stated by Mwanje & Deya (2018), strategies need to be implemented in a coordinated manner to avoid causing avoidable delays and setbacks. Mulei & Were (2018) pointed out that successful project implementation is largely determined by how strategic decisions are made and implemented. It is the proper implementation of strategies that ensures a business achieves its desired goals and exploits available opportunities (Njiru & Wario, 2014).

**Conclusion**

The study confirmed that strategy implementation has a positive influence on sustainability of community based tourism. Enterprises require strategy implementation for continued sustainability of their enterprises. The management committee of community groups should embrace and progressively apply strategy implementation principles in managing their enterprises. Community based tourism is an economic activity with potential to enhance community livelihoods thus impacting positively on the livelihoods of the local communities with respect to income generation. The

CBTs also have a good potential to spread the benefits among the local communities especially in the remote areas.

### Recommendations

Arising from the study findings and the conclusions, the study recommends that infrastructure development be given attention during the design and implementation stages since most community based tourism sites under the study were deficient of basic but necessary infrastructure. The government, research institutions, and development partners should utilize and continually improve on indigenous knowledge by having field work learning programmes in community based tourism sites. The management of community based tourism groups should build networks within the community and with other communities to facilitate exchange of information, participation, study tours and demonstration of best practices.

### Areas for Further Research

The main focus of the study was on influence of strategy implementation on sustainability of community based tourism in the coast region of Kenya. The findings indicate a positive relationship between strategy implementation and sustainability of community based tourism. However, sustainability of community based tourism is not solely influenced by strategy management. Other factors that need specific focus include the role of governance structures, the impact of climate change, and the role of private sector in promoting sustainability of community based tourism.

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