

**THE ROLE OF LOCAL GOVERNMENT AUTHORITIES IN SMALL AND
MEDIUM TOURISM ENTERPRISES GROWTH IN TANZANIA**

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**A THESIS SUBMITTED IN FULFILLMENT OF THE REQUIRMENT FOR
THE DEGREE OF DOCTOR OF PHILOSOPHY
DEPARTMENT OF MARKETING AND ENTREPRENEURSHIP
THE OPEN UNIVERSITY OF TANZANIA**

2020

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a thesis entitled *Role of Local Government Authorities in promoting small and Medium Tourism Enterprises in Tanzania* in fulfilments of the requirements for the award of Degree of Doctor of Philosophy in Business Administration of The Open University of Tanzania.

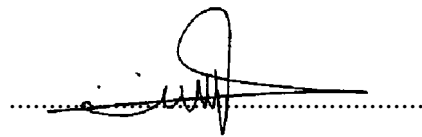
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Signature

.....

Date

DEDICATION

This work is dedicated to my beloved father the late Ahadson Chitimbwe Sanga.

Thank you for raising me up dad with all deeply loves.

ACKNOWLEDGEMENT

Several institutions and individuals have in one way or another contributed towards successful completion of this study. I would like to express my special thanks to my employer The Local Government Training Institute (LGTI) for sponsoring my course study and granting a study leave.

My sincere gratitude goes to my supervisor's Dr Emmanuel M. Tonya and Dr. Bukaza L. Chachage of the Open University of Tanzania for their guidance, encouragement and constructive criticism during the course of the study. Without your time, insights, and participation, I would not have been able to complete this valuable work.

I cannot forget the support I got from my fellow PhD candidates Ismail Juma, Lazaro, Kisumbe, Anastasia Njiku, Mary David and Ruth Elias. More thanks to Dr Golyama Bahati and Dr Jerome M Nilahi for the consultations I made to you, also special appreciation to John Kasubi for his ICT expertise assistance I received from him.

My field work could not have been successful without the cooperation of staff from Tourism Division under Ministry of Natural Resources and Tourism. I thank you all local government's officials particularly from Monduli District who took time out of their busy schedules to answer my survey. I find myself indebted to the support given to me by various Small and Medium Tourism Enterprises, and other related professionals from the surveyed areas.

Very special thanks to my family including my sons Dan, Wasley and Kish as well as my daughters, Bless and Hope and my wife Catherine Temba. I cannot forget my mother Rhoda Mwaisumbe and my late father Ahadson Chitimbwe Sanga for bringing up and encouraging words. Finally, more thanks to my cousin Ephraim Matheo who helped me to get through some of the toughest times during my academic dynamics

ABSTRACT

An enduring problem facing local tourism sector is how to improve the growth of Small and Medium Tourism Enterprises (SMTEs) so that majority of local community realizes directly the benefits of tourism sector. Previous studies have paid much attention on linking general tourism growth at the macro scale and central government' facilitation roles in the sector. The study therefore was set to bridge this knowledge gap. The main study objective was to assess the LGAs' roles in promoting SMTEs growth. Guided by stakeholder's theory and factors of production theory, the study followed a quantitative research approach and a cross-sectional survey design. The study was undertaken at Mto wa Mbu in Monduli District, Arusha region, questionnaires were used to collect data from census a total number of 232 SMTEs owners-managers. The study used multiple linear regressions for data analysis. The study findings indicated that community participation and land management have significance contribution to SMTEs growth. The study concludes that, the LGAs partially contributing to SMTEs growth. The study makes the following key contributions. First, promoting SMTEs growth is critical for local tourism and is an effective way to engage local communities in their development. Second it contributes towards enriching literature in the area of local tourism by specifically showing the influence of LGAs roles in facilitating tourism for SMTEs growth. The study recommended a review of Tourism legal framework so that LGAs part to development process of local tourism.

Keywords: *Stakeholders' theory, promoting, Tourism destination and Mto wa Mbu.*

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION	iv
DEDICATION	v
ACKNOWLEDGEMENT	vi
ABSTRACT	viii
LIST OF TABLES	xvi
LIST OF FIGURES	xviii
LIST OF ABBREVIATION	xix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem	6
1.3 General Objective.....	9
1.3.1 Specific Objectives.....	9
1.4 Scope of Research	9
1.5 Significance of the Research	10
1.5.1 Methodological Contribution	10
1.5.2 Theoretical Contribution	11
1.5.3 Practical Contributions	13
1.6 Organisation of the Study.....	14
CHAPTER TWO	15
LITERATURE REVIEW	15

2.1	Overview	15
2.2	The Definitions of Key terms	15
2.2.1	Tourism	15
2.2.2	Stakeholder	16
2.2.3	Small Business Enterprises in Tourism (SMTEs)	17
2.2.4	Business Growth	17
2.2.5	The Local Community	18
2.2.6	Local Government Authorities (LGAs)	19
2.3	Theoretical review	20
2.3.1	Stakeholders' Theory	20
2.3.2	Production Factors Theory	25
2.3.3	Theoretical Gap	29
2.4	Empirical Literature Review	30
2.4.1	The roles of Local Government in Tourism Facilitation for SMTEs Growth.....	30
2.4.2	Role of LGAs in Facilitating Community Participation on SMTEs Growth.....	34
2.4.3	The LGA' Role in Managing Tourist Attractions for SMTEs growth.....	43
2.4.4	LGAs' Role in Managing Stakeholders' Land Interest for SMTEs Growth..	51
2.4.5	Local Government' Role in Promoting Tourism Attractions for SMTEs Growth.....	57
2.5	Tourism Policy and Legal Framework in Tanzania	65
2.5.1	Tourism policy of 1999 and LGAs' Role in Tourism	65
2.5.2	Tourism Act, 2008 and LGAs Roles in Tourism	67

2.6	Small and Medium Tourism Enterprises Status.....	70
2.7	Research Gaps	74
2.7.1	Theoretical Gap	74
2.7.2	Empirical Gap	75
2.8	Conceptual Frameworks of the Study	77
	CHAPTER THREE	80
	RESEARCH METHODOLOGY	80
3.1	Overview	80
3.2	Philosophical Foundation of the Study	80
3.3	Research Approach	82
3.4	Study Area.....	83
3.4.1	Justification for Selection of the Study Area	84
3.5	Population.....	85
3.6	Survey and Sampling Design	85
3.6.1	Data Collection Method and Tools	87
3.7	Data processing and Analysis	88
3.7.1	Data Preparation	89
3.8	Descriptive Statistics	89
3.9	Inferential Statistics.....	90
3.9.1	Correlation Analysis.....	91
3.9.2	Regression Analysis	92
3.9.3	Estimation Procedure	98
3.10	Validity and Reliability of Data	101
3.10.1	Validity of Data.....	102

3.10.2 Reliability of Data	103
3.11 Ethical Issues	105
CHAPTER FOUR.....	106
RESEARCH FINDINGS	106
4.1 Overview	106
4.2 Preliminary Examination of Data.....	106
4.2.1 Data screening or screaming process	107
4.2.2 Questionnaire Checking	107
4.2.3 Data Editing.....	107
4.2.4 Missing Values	108
4.2.5 Normality of Data.....	110
4.2.6 Multicollineality Problem Testing	113
4.2.7 Eliminating Outliers	113
4.3 Demographic Information	114
4.3.1 Social Economic Information of the Respondents	114
4.3.2 Cross Tabulation between Gender and Education Cross Tabulation	116
4.3.3 SMTEs Types and Education Cross tabulation.....	117
4.4 Data Analysis on Specific Objective.....	119
4.4.1 Model formulation and Validation	119
4.5 Response Frequency and Percentage of Each Objective.....	128
4.5.1 Community Participation in Tourism for SMTEs Growth.....	128
4.5.2 Managing Tourists Attractions for SMTEs growth.....	129
4.5.3 LGA in Managing Stakeholders' Land Interest	130
4.5.4 Descriptive statistics of LGA in Promoting Tourism Attractions.....	131

4.5.5	Small and Medium Tourism Enterprises Growth (SMTEG) in Tanzania....	132
4.6	Correlations Analysis of all Variables	132
4.6.1	Correlation Across Independent Variables	132
4.6.2	Correlation between Independent and Dependent Variables	134
4.7	Parametric Analysis.....	136
4.8	Hypothesis Using Multiple Linear Regression Analysis	139
4.8.1	LGAs’ Role in Facilitating Community Participation in SMTEG.....	143
4.8.2	LGAs’ Role in Facilitating Managements of Tourism Attractions for SMTEG	145
4.8.3	LGAs’ Role in Facilitating Management of Land Interest for SMTs Growth.....	147
4.8.4	LGAs role in Facilitating Promotion of Tourism Attractions for SMTEG..	148
	CHAPTER FIVE.....	151
	DISCUSSION OF THE FINDINGS.....	151
5.1	Overview	151
5.2	The LGAs Role in Community Participation on SMTEs Growth	152
5.2.1	LGA’ Role On Community Awareness Creation for SMTEs Growth	157
5.2.2	Dissemination of Tourism Information for SMTEs Growth.....	160
5.2.3	Tourism Bylaws	162
5.2.4	Financial Support to SMTEs	164
5.3	The LGAs role in Managing Tourist Attractions for SMTEs growth.....	165
5.3.1	Identification of Tourism Attractions for SMTEs Growth.....	171
5.3.2	The Role of LGA in Preservation of Attractions	173
5.3.3	Tourists Security and Safety Assurance	174

5.4	Role of LGA in Managing Stakeholder’s Land Interest for SMTEs Growth.....	176
5.4.1	Land Policy Formulation for SMTEs Growth.....	179
5.4.2	Land Allocation for SMTEs Growth.....	181
5.5	Role of LGA in Facilitating Attractions Promotion for SMTEs Growth.....	183
5.5.1	Documentation of Tourism Activities.....	188
5.5.2	Tourist Information Centres	190
5.6	SMTEs Growth	191
5.7	A Review of the Study Hypothesis	192
	CHAPTER SIX	197
	CONCLUSION AND RECOMMENDATION	197
6.1	Overview	197
6.2	Conclusion.....	197
6.2.1	Local community Participation Tourism for SMTEs Growth	197
6.2.2	Role of LGAs in Managing Local Tourism Attractions for SMTEs growth.....	199
6.2.3	Managing Land Interest for Tourism on SMTEs Growth.....	201
6.2.4	Tourism Promotion of Attractions for SMTEs Growth	203
6.3	Recommendations	205
6.4	Suggestion for Future Research	208
6.5	Study Implications.....	209
6.5.1	Methodological Contribution	209
6.5.2	Theoretical Implication	210
6.5.3	Practical Implication	211

6.5.4 Implication to Policy Makers	212
REFERENCES	215
APPENDICES	231

LIST OF TABLES

Table 3.1:	Cronbach's alpha	104
Table 4.1:	Missing values status table for all variables item of the study	109
Table 4.2:	Descriptive statistics for checking normality data	111
Table 4.3:	Tolerance and VIF test for multicollinearity	113
Table 4.4:	Demographic characteristics of the respondents	116
Table 4.5:	Cross tabulation between Gender and Education Cross tabulation	117
Table 4.6:	SMTes business type and Education Cross tabulation.....	118
Table 4.7:	KMO and Bartlett's test	121
Table 4.8:	Total variance explain.....	123
Table 4.9:	Initial run of exploratory factor analysis rotated component matrix ..	125
Table 4.10:	Dropped items on exploratory factor analysis rotated	126
Table 4.11:	Final Rotated Component Matrix	127
Table 4.12:	Retained items on exploratory Factor Analysis Rotated	128
Table 4.13:	Role of LGA in facilitating community participation in tourism growth	129
Table 4.14:	Role LGA in managing tourists attractions	130
Table 4.15:	Descriptive statistics of LGA in managing stakeholders' land interest.....	130
Table 4.16:	Descriptive statistics of LGA on promoting tourism attractions	131
Table 4.17:	Descriptive statistics of LGA on promoting tourism attractions	132
Table 4.18:	Correlations analysis across independent Variables.....	134
Table 4.19:	Correlations of independent variables	136
Table 4.20:	Durbin-Watson d and correlation of residuals	138

Table 4.21: Model summary of objectives.....	141
Table 4.22: Relationship of objectives, ANOVAb	141
Table 4.23: Regression results of LGAs facilitation roles and SMTEs growth.....	142
Table 4.24: Characteristics of community participation measurements	145
Table 4.25: Characteristics of Attraction Management (AT) Measurements	147
Table 4.26: Characteristics of Land Interest (LI) Measurements	148
Table 4.27: Characteristics of Promotion of Attractions (PA) Measurements	150

LIST OF FIGURES

Figure 2.1: Conceptual framework 79

Figure 4.1: Eigenvalue Scree plot 124

Figure 4.2: Normal P-P plot of dependent variables..... 139

Figure 5.1: Hypothetical model of the study..... 196

LIST OF ABBREVIATION

BOT	Bank of Tanzania
LGAs	Local Government Authorities
MIGA	Multilateral Investment Guarantee Agency
MNRT	Ministry of Natural Resource and Tourism
NBS	National Bureau of Standards
NGOs	Non Governmental Organizations
NTP	The National Tourism Policy
PO-RALG	President Office Regional Administration and Local Government
REPOA	Research on Poverty Alleviation
SMEs	Small and Medium Enterprises
SMTEs	Small and Medium Tourism Enterprises
SPSS	Statistical Package for Social Science
TIC	Tanzania Investment Centre
TPSF	Tanzania Private Sector Foundation
UNWTO	World Tourism Organization
URT	United Republic of Tanzania
VEO	Village Executive Officer
WEF	World Economic Forum
WEO	Ward Executive Officer
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Tourism is arguably the world's largest and fastest growing industry (World Tourism Organization [UNWTO], 2017). The sector accounts for about 17% of the world's Gross National Product and 9% of the employments (World Economic Forum [WEF], 2018; World Travel and Tourism Council [WTTC], 2017). In Tanzania, tourism accounts for 14% of the Gross Domestic Production (Bank of Tanzania [BOT], 2012) and generates nearly 30% of the country's total export earnings (National Bureau of Standards [NBS], 2017). The sector also in Tanzania, employs directly around 600,000 (6%) people through small and medium enterprises where some of them are related to large tourist enterprises and up to 2 million people indirectly (WTTC, 2017).

Although, statistically the sector keeps on promising an increased development in terms of economic performance but there is a myth that tourism does not adequately provide benefits to the Tanzanian economy or improve the livelihoods of local people (Tanzania Private Sector Foundation [TPSF], 2010 and Kalemo, 2011). These complains in most cases originates from local communities who are largely engage themselves in tourism through employed or self-established in Small and Medium Enterprises (SMTEs) (Bae, 2013).These mainly include restaurants, lodges, transportation, handmade, ornaments and tour guide, catering service as well as

arranging the cultural and sporting activities for tourists (Saufi, 2013; Muganda, *et al.*, 2013).

However, Sangkyun *et al.*,(2014) and Kim, *et al.*,(2014) note that, most local entrepreneurs and community organizations engaging in tourism have limited tourism skills and the know-how to operate successful tourism establishments. Given the fact that tourism sector is characterized by various stakeholders (Boer, *et al.*, 2011) notes that in the developing countries small business owner are facing business competition from larger companies owned by foreigners and few rich people.

Therefore, it is argued that in order to ensure maximum tourism benefits to local community at the destination, it is crucial to consider participation of community issue into small business and its growth (Tundui, 2012). It is also more important to understand well the business environment in which they carry out their business operations to see whether they are supportive or not and how does the support contribute the growth of their business undertakings. The assumption is that the more SMTEs growth, the more employment opportunities are created. This, consequently, makes the local community accrue more income and pay tax accordingly. This argument is in line with argument by Alemu & Dame (2016) who maintain that, in many developing countries, success is to be broadened and employment opportunities are to grow if more attention is paid to small and medium business that are able to absorb much of the local people.

Saufi (2013) supported the above argument that, Government in developing countries has to pay more attention to support and ensure the growth of SMTEs. In line with this, Pedrana (2013) insist that the role of LGAs in supporting tourism development, tourism SMEs is imperative and inevitable for tourism sustainable development.

Since most of SMTEs operates their business in local places previous studies confirmed that, developed countries adopted decentralization tourism sector to allow local government authorities fully engaging in supporting the sector in their area (Brouder, 2013). These went together by establishing tourism policies, legal frameworks and increased equity of development activities together with promoting small business, destination image and tourist arrival (Nicolaidis, 2015). These efforts have, generally, resulted to an increase of the number for local people participating in tourism business and monitoring other tourism activities happening efficiently at the destination (Weaver, 2014 and Chili & Xulu, 2015).

On the other hand, experiences from Canada has shown that implementation of favourable local financing on loans condition and interest enabled tourism SMEs to grow for approximately twelve percent (12%) of Canada's overall GDP (Elci, 2010;Pierce, 2011) Likewise, China in the mid 1990s decided to decentralized tourism sector whereby majority of its local governments authorities recognize tourism as one of the key pillar industries and promulgated a series of regulations and policies facilitating tourism development (Jia, 2010). LGAs role of managing enterprises was shifted towards managing land and other types of tourism facilitation and resources. This tourism reform resulted in multiple emerging outstanding

tourism SMEs and employments to local people of China (Lundberg, 2014; Yang & Gao, 2011).

In Tanzania, the government has acknowledged the importance of SMTEs to local community as a source of employments and income. Therefore, the government has put various efforts in place to support the local community and ensure the growth of SMTEs (Sitts, 2010). In the same vain relevant policies and strategies, including the National Tourism policy of 1999 (URT, 1999) National Tourism Strategies of 2002 (URT, 2002), Small and Medium Enterprises of 2002 (URT, 2002), National Investment Policy of 1996 (1996) and Public Private Partnership Policy of 2009 (URT, 2009) were developed to support the tourism sector. Specifically, in both National Tourism policy of 1999 and National tourism strategies of 2002 addressed the small business as a means to engage local people's participation in tourism development.

Together with all governments' efforts undertaken to improve the tourism sector, Tanzanian SMTEs seems to be weak and incapable to withstand national and international competitive markets (Kazimoto, 2014). Public policies and approaches of streamlining, and enhancing SMTEs is tantalizing since the content of the concept of policies in implementation to market economy seems to be unclear not only to small business owners but also to policy makers (Jaafar, *et al.*, 2011). Moreover, previous studies to eliminate the causes of short are very limited and possibly none (Sama, 2011). As a result, SMTEs has been experiencing problem of growth stagnation. Muganda, *et al.*, (2013) and TPSF (2010) observed that, instead of these

enterprises growing vertically in terms of operational and financial wise many SMTEs have been growing in term of an increase number of the firms within the destination.

Researchers maintain that, local authorities are crucial in coordinating and supporting tourism stakeholders activities undertaking for sustainable development (Vieira *et al.*, 2016). However, less attention has been given to the examination of the local authorities' role in addressing SMTEs issues in tourism destination contexts (Brokaj, 2014; Ruhanen, 2009).

Theoretically, stakeholder's theory establishes that tourism business growth depends upon the planners when considering participation, interest and need of every stakeholder within the destination. In this concept, Lundberg (2014) argues that, tourism stakeholders possibly can work towards realizing the common objectives or their objectives can be absolutely conflicting to the extent of impairing tourism sustainable development. In such managing concept depends on mutual participation, communication, collaboration and understanding among stakeholders (Kapiki, 2012).

With the aim of minimizing any negative effects at the destination, local stakeholders who may affect or be affected by tourism have to be considered, their concern and participation in managing and developing this activity must be encouraged. Aguera (2013) argues that among all stakeholders, Local communities who often engage in small business should be taken into particular consideration and should always be the first to benefit from tourism potential at the destination. For this to happen there is a need for tourism planners/Manager to organize the local tourism industry into a

cohesive organization that promotes the growth of the sector and the area (Jamal & Stronza, 2009). This has been the reason of recognising the importance of local government role in facilitating tourism within the concept of sustainable development based on the stakeholder approach (UNWTO, 2017). In line with this view this study focus on examining the roles of LGAs on local community participation, Attractions management, stakeholders land interest management and promotion of destination attraction for the growth of SMTEs.

1.2 Statement of the Problem

The growth of Small and Medium Enterprises (SMEs) globally is dependent upon a conducive to business environment (Nkwabi and Mboya, 2019). Tanzanian government have put more efforts to improve SMTEs growth (URT, 2010). Some of efforts can be reflected in various policies and laws included the formulation of Decentralization by Devolution (D-by-D), National Tourism Policy of 1999 (URT, 1999), National Tourism Act of 2008 (URT, 2008) and other ministerial policies, laws and several issued by Seculars Government for implementation process.

According to the SMTEs policy, the main Government's main role is to create a conducive to macroeconomic environment that will allow SMEs to emerge, survive and grow (Mashenene & Lumanyika, 2014). In addition, the government has the responsibility of putting in place the requisite infrastructural facilities which will provide a basic support for the growth of the SMEs. Furthermore, the Local government Authorities will allocate and develop land areas for use of SMEs (URT, 2002).

Likewise, according National tourism policy the local government authorities hold responsibility and roles in facilitating tourism sector in their areas of jurisdiction (URT, 1999). Local communities who mostly involves in SMTEs while undertaking their activities are responsible to manage, preserve and promote tourism attractions existing within their destination for sustainable development. On the other side LGAs requires to put in place land policy that clearly defined mechanism and procedures for setting aside and better management of land for tourism SMTEs survive and growth (URT, 1999).

However, despite the efforts taken by the government and supportive stakeholders, the SMTEs are characterised by slow growth rate, stagnation and high failure rates of SMTEs which impair their potential to contribute to the economic development (Sitts, 2010 and TPSF, 2010; Mashenene & Lumanyika , 2014; Nkwabi & Mboya, 2019).

Previous studies show that LGAs is marginalized from the rim of management of local tourism sector (Nunkoo, 2015; Vieira *et al.*, 2016; Kimbu & Ngoasong, 2013). It argued that, tourism policies, Tourism Act and other tourism regulations have been focused to address macro tourism performances in relation to the roles of central government through ministry of tourism (Mitekaro, 2016). At the same time the policies and law have not been able to articulate well the roles and responsibilities of LGAs in relation to local tourism business performances in their area of jurisdiction.

Furthermore, in order to make LGAs perform effective its roles in supporting SMTEs largely depends on the governance structure of the particular country (Kimbu &

Ngoasong, 2013). According to Tourism Act of 2008, Tanzania' structure and operations of the tourism industry has been centralized around the Ministry of natural resources and Tourism (MNRT). On the other hand LGAs administratively belong and report to President Office Regional Administration and Local Government (PO-RALG) (URT, 2008). These two ministerial (MNRT & PO-RALG) setup obviously has implications for LGAs in the course of executing their roles in facilitating tourism development and SMTEs growth.

In addressing the SMTEs slow growth problem some past studies have attributed the failures of SMTEs to various factors such financial literacy, undercapitalisation, business competitions from multinational companies (Worku, 2013; Mehraliyev, 2014; Janeska-iliev, 2015). Other factors affecting the potential for tourism small business to grow include political stability and poor local governance, infrastructure development, service standards, and human capacity (Okello & Novelli, 2014). On the other hand other past studies in tourism such as Sitts (2010), Muganda *et al.*, (2013) Safari, (2015) and Mitekaro, (2016) have paid much attention on general tourism economic growth at the macro scale level. However, in their studies there was limited attention to assess the contribution of LGAs roles on SMTEs growth in their area of jurisdictions.

Despite the existing literatures being able to deliberate or unpack on local tourism development the knowledge is still demanding on the role of LGAs in facilitating community participation, attractions managements and promotion, and managing stakeholders' land interests for tourism. This information is significant especially to

date when the government aspires to improve the contribution of LGAs and SMTEs to the country's goal of reaching to middle income earning country. It is this reason that this study was conducted at Mto wa Mbu in Monduli Arusha in order to assess the influence of LGAs' roles in facilitating SMTEs growth.

1.3 General Objective

The overall objective of this study was to assess the roles of Local Government Authorities in Small and Medium Tourism Enterprises (SMTEs) growth at Mto wa Mbu in Monduli District Council, Tanzania.

1.3.1 Specific Objectives

The specific objectives were as follows: -

- i) To assess the role of Local Government Authorities in facilitating community participation in tourism for SMTEs growth
- ii) To evaluate the role Local Government Authorities in facilitating management of tourists' attractions for SMTEs growth
- iii) To examine the role of Local Government Authorities in management of stakeholders' land interest for SMTEs growth
- iv) To assess the role of Local Government Authorities in facilitating promotion of tourism attractions at the destination area for SMTEs growth.

1.4 Scope of Research

The inference from the theories and literatures, have indicated that community participation, management of specific local tourism attractions, managing

stakeholders land interest and promoting tourist's destination are potential influencers of SMTEs growth. Therefore, this study has covered only these four major LGAs facilitation roles in local tourism with their related variables.

Furthermore, Conceptual model (figure 2.1), have been tested to verify the effect of some predictor variables in the multiple linear regression model on local tourism development and the growth of SMTEs. The study also incorporates a framework for conceptual insight based on quantitative information. This study opts to use SMTEs owners/managers as the unit of inquiries to assess the growth problem of SMTEs in relation to LGAs. However, the past similar studies (Sitts, 2010; Muganda, 2009; Muganda *et al.*, 2013 and Safari *et al.*, 2015) relied on their information on household sources.

Regarding geographical location the study limited itself at Mto wa Mbu and Majengo administrative wards found in Monduli district, Arusha. The place is suitable for the study because firstly, the area's location supports tourism activities and it is found within the tourism nodes of the well-established and famous northern tourism circuit (Muganda *et al.*, 2010, 2013). Additionally the area is a tourist site with majority of SMTEs.

1.5 Significance of the Research

1.5.1 Methodological Contribution

This study employed a quantitative research method which has provided some unique results to address the SMTEs growth problem in relation to the roles of LGA

within the tourism destination. The current study is different from previous studies (Muganda *et al.*, 2013 and Kalemo, 2011) which employed qualitative and much descriptive research design in assessing community participation problem in Tourism. This study contributes to the knowledge both in the data collection process as well as in analysis; an analytic cross-sectional survey was used. Furthermore, previous studies in local tourism the target population were based on housed hold. This study targeted all owners or managers of Small and medium in Tourism Enterprises as the population of the study.

1.5.2 Theoretical Contribution

According to the National tourism policy the local government authorities hold responsibility and roles in facilitating tourism sector in their areas of jurisdiction. Local communities who mostly involves in SMTEs while undertaking their activities are responsible to manage, preserve and promote tourism attractions existing within their destination for sustainable development. On the other side LGAs' roles are supposed to facilitates SMTEs owners to ensure the growth and success of the destination. It is expected by the policy that LGAs to facilitates all tourism stakeholders to undertake their activities responsibly and in sustainable manner.

To assess the roles of LGAs in SMTEs growth this study has managed to integrate constructs from stakeholder's theory and factors of production and validated them in Tourism Tanzanian context. The stakeholders' theory is relevant to this study as it provided that community participation and adequate management and promotion of attractions are the determinate factors (constructs) for success of business firm(Jamal

& Stronza, 2009). Thus, these constructs were conceptualised into four LGAs roles. Then the influence of LGAs roles in SMTEs growth were assessed within the destination. The theory and its approach enhance the employments and income to local community through their participation in SMTEs and mutual management and promotion of the attractions within the destination area.

However, participation and attractions factors per se are adequate to explain the success of tourism destination as well as the growth SMTEs. Therefore, to understand well the growth of SMTEs in the LGAs context land construct from an economic production theory was borrowed to integrate to the stakeholders' theory to compliment in the assessment of LGAs' roles in SMTEs growth. The production theory emphasizes land factor as among of key factors of production which results in the growth of the firm, other factors includes labour, capital and entrepreneurship. From the theory, together with LGAs' roles in tourism within their destination places are crucial to enhance the success of tourism destination and the growth of SMTEs.

Another theoretical contribution of this study is that it ended up to suggest a proposed conceptual framework as described in figure 4.1 aiming to improve the roles of LGAs in local tourism in supporting SMTEs growth. Theoretically, it was seen from the study that all attributes of the main constructs (Community participation, attraction management, land interest management and promotion of attraction) had positive significant influence on SMTEs growth. Therefore, these are important information in adopting the suggested model for influencing SMTEs growth and tourism development in all Tanzanian local Government Authorities.

1.5.3 Practical Contributions

Previous studies on Tanzania tourism have paid close attention to assess the contribution of Central Government roles to general tourism growth in relation to community participation in tourism (Muganda *et al.*, 2003; Safari *et al.*, 2015; Mahato, 2013 and Mitekaro, 2016). This provided a general useful insight about the general tourism management in Tanzania. However, the contribution of Local Government roles to local tourism development in relation to growth of Small and Medium Tourism Enterprise undertaken by local community were largely ignored.

This study makes the following key contributions to local tourism knowledge in addition to determine factors for SMTEs growth. First, it contributes towards enriching literature in the area of local tourism by specifically showing the relationship of LGAs' roles in facilitating tourism for SMTEs growth. If this relationship is not considered in determining factors to the growth of SMTEs in the destination there may be inconsistent evidence on the existence of mission flow. Second the study voiced the demand of Local government authorities to take part in management of local tourism planning and development of local tourism in their area of jurisdiction.

Therefore, the practical implications of these study findings provided the useful information to policy makers and LGAs official during planning process and decision making in the destination. To the field of academics, the empirical evidence from this study can be used as baseline data to later studies by enriching the stock of

existing but limited knowledge and literature on the role of LGAs roles in facilitating community participation in relation to SMTEs' growth.

1.6 Organisation of the Study

This thesis is structured into Chapter One which provides the research background, research objectives, research questions and the significance of the study; Chapter Two presents the literature review while Chapter Three presents the research methodology. Chapter Four is about the data analysis and presentation of findings, Chapter five concerns with discussion of the findings. Finally, Chapter Six gives the conclusion, limitations and recommendation of the study.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter provides a length description of the literature related to the roles of local government authorities (LGAs) in facilitating SMTEs growth. The review was done to critically examine what had already been done by others on the roles of Government in developing local tourism in relation to community participation. The critical review observed the weakness that this looked at as opportunity and the developed insightful information worth for improving tourism in the country. Therefore, this chapter comprises an overview, conceptual definitions, theoretical review, empirical studies, policy review, research gaps, conceptual framework and summary of empirical studies,

2.2 The Definitions of Key terms

2.2.1 Tourism

Various scholars have generally defined tourism as about people travelling for a wide range of purposes together with the services and facilities required to enable and support travel (Middleton and Hawkins, 1996 UNWTO, 1998; Swarbrokke, 2000; Harris, Griffin and Williams, 2002). WTO (2008: p. 6) defines tourism as “the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, education and other purposes. This current study adopted this definition and therefore tourism refers to all activities of a person’s (foreigners and domestic visitors) travelling to

Mto wa Mbu, Majengo and Maguguni in Monduli District as their unusual environment for not more than one consecutive year for leisure, business education and other purposes. It also includes services and facilities required to enable and support travel and stay at Mto wa Mbu destination.

2.2.2 Stakeholder

The general idea of the Stakeholder concept is a redefinition of the organization. However, scholars have been defining stakeholder according to the different contexts. Freeman (2010, p.32), in management context defined stakeholders as any group or individual who can affect or is affected by the achievement of the organization objectives. In line with, Emmanuel (2014, p.8) added that, a stakeholder is any gathering or individual with an investment or stake in the operation of a business or foundation. Also, Friedman & Miles (2006, p.56) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm.

On the other hand the term “stakeholder in tourism development ” includes, according to UNWTO, the following players: national governments, local governments with specific competence in tourism matters, tourism establishments and tourism enterprises, including their associations, institutions engaged in financing tourism projects, tourism employees, tourism professionals and tourism consultants, trade unions of tourism employees, tourism education and training centers, travelers, including business travelers, and visitors to tourism destinations,

sites and attractions, local populations and host communities at tourism destinations through their representatives, other juridical and natural persons having stakes in tourism development including non-governmental organizations specializing in tourism and directly involved in tourism projects and the supply of tourism services. Survey on the Implementation of the Global Code of Ethics for Tourism, WTO (2005, p. 44). Therefore, this study adopts this definition by UNWTO as the research focus on tourism sector.

2.2.3 Small Business Enterprises in Tourism (SMTEs)

The term SMTEs, as used in this study refers to the Small and Medium Tourism Enterprises. According to the Tanzanian SME development policy of 2003 (URT, 2003, p.3) the SMTEs, in terms of the number of employees are categorised as follows, Micro enterprise consists of 1-4, Small enterprise 5-49, Medium enterprise 50-99 and Large enterprise at least 100 employees. Moreover, in terms of capital investment, the SMTEs are categorized as follows, Micro enterprise a minimum of Tsh 5 million, Small enterprise Tsh. 5 to 200 million, Medium enterprise Tsh.200-800 million and at least Tsh. 800 million for Larger enterprise. Thus, this study adopted this definition as the definition of SMTEs through out of the study. Since the research is carried in Tanzania the choice of this definition justify the adoption of the definition of SMTEs.

2.2.4 Business Growth

Defining business growth is subjective and scholars used various measures of growth (Mehaliyev, 2014). Browman, (2016, p. 14) defined business growth as “increasing

sales, assets, net profit, and a chance to take advantage of the experience curve to reduce the unit cost of product sold and thereby increasing profits. Likewise, Tundui (2012, p. 17) define that business growth as “the business when realised the desired objectives which can be measured in several different indicators including, capital investments expansion, profit realisation and increase in market share. In the other hand, Achtenhagen *et al.*, (2010, p. 19) defined growth as an increase in size or improvement in quality as a result of process of development in which an interacting series of internal changes lead to an increase in size of accompanied by changes in the characteristics of the growing object.

According to Bains (2011, p. 14), Business growth potential refers to the state of the business having the potential to progress far. This potential progress can be measured by increase in capital, increase in number of employees, sales income, business survival and expansion in terms of branches and product lines. This study follow this definition and the reason is that the research is more interested on community development hence taking employment, income and tax compliance as measurement tool is more reasonable.

2.2.5 The Local Community

Local community is defined as a social group and individuals of any size whose members reside in a specific locality, share government, and often bound by similar and dissimilar interests or ideas across a common cultural and historical heritage (Cambridge dictionary, 2016, p. 24). Zhao and Ritchie, (2007, p. 7) also defined that local community as groups which are more often socially, economically and

politically marginalized in the planning and development process within a community. They are the targeted beneficiaries of most community development projects, including tourism. From the perspective of developing countries, this group of stakeholder's accounts for the majority of the population in most developing countries (WTO, 2010). In addition, Okazaki,(2008, p. 17) defines community as consisting of different stakeholders including local government officials, local citizens, architects, developers, business people and planners. In this study local community adopt this definition as it assume all stakeholders found in the tourism destination including local government officials, local citizens, architects, developers, business people and planners.

2.2.6 Local Government Authorities (LGAs)

Local Government Authorities are part of Government of a country operating on a local level, functioning through a representative organ known as a council. These are established by law to exercise specific powers within the defined jurisdiction. To be more precise, these are the grassroots government institutions established by the Local Government (District Authorities) Act No. 7 of 1982 and the Local Government (District Authorities) Act No. 8 of 1982 and their amendment (URT, 2010). According to the Acts, LGAs are responsible for planning, financing, and implementing development programmes within their areas of jurisdiction. Each authority has to suppress crime, maintain peace and good order to protect public and private properties and promote the social welfare and economic wellbeing of the people within their areas of jurisdiction. It is also responsible for the control and improvement of agriculture, Trade, Industry enhancement of health, education and

the social life of the people and fight against poverty, disease and ignorance. Therefore, in this study Local Government Authorities means the Monduli district council including Mto wa Mbu ward.

2.3 Theoretical review

This study is informed by the stakeholder's theory and factor of production theory. The two theories are deemed suitable to govern the understanding of the influence of local government authorities' roles in SMTEs growth within tourism destination context. Each of these theories is described in the subsections below to establish its relevance to the study.

2.3.1 Stakeholders' Theory

Stakeholder theory is the theory borrowed from strategic and management literature for managing organizational stakeholders to achieve organizational objectives. It was first proposed by Freeman (1984, in Tkaczynski, 2009) who suggested that an organization is characterized by its relationship with various groups and individuals in achieving its goals. The general idea of the Stakeholder concept is a redefinition of the organization. In general, the concept is about what the organization should be and how it should be conceptualized. Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints of the given stakeholders.

According to the theory the primary objective of any manager of the firm is likely to be beneficial when considered interest and need of all stakeholders who may affect or be affected by the decision of the organization (Tambunani, 2016). Thus, the theory

requires that manager to ensure adequate participation of stakeholders and mutual management of the scarce firm' resources so that to achieve sustainable development of the organization (Emmanuel, 2014).

For some years, stakeholder's theory has been commonly put forward by various scholars especially in identifying stakeholders, analyzing of stakeholder's behaviour, collaboration and community participation in tourism development (Aguera, 2013). In recent years, there has been an emerging new trend of viewing tourism destination as an organization (Randle & Hoye, 2016). Tourism researchers have applied the approach by expanding this concept of stakeholder from micro level (organisation or company) to a kind of mezzo level that is tourism destination (Safstic, *et al.*, 2011). It is further argued that theoretically tourism destination is the complex phenomena which involve various stakeholders with different interest and need (Zibert, *et al.*, 2017). From the tourism perspective, arguably, the theory's crucial role of Freeman (2010) is the ability to recognize its key concepts in which the first is the need to be conceptualized by the tourism planner(s) to fully appreciate all the stakeholders' interests and their needs to the procedure of planning process, delivery and/or outcomes of the tourism service (Peric *et al.*, 2014).

Emmanuel (2014) in the study titled detailing stakeholder theory of management argued that stakeholders theory is the theory for assessing the level of influence of an individual and cooperate stakeholder on an organisation. Assessment of the influence of individual or group who may help or hinder a business should regularly be an input to the achievement of business goals. In line with above views, many studies

applied stakeholder's theory in tourism context to examine tourism sustainable development (Sangkyun *et al.*, 2014 and Ruhanen, 2013). The logic behind is that like any organization, tourism destination also features in multiple stakeholders with heterogeneous interests and need (Luisticky *et al.*, 2014).

The general proposition is that stakeholder's interest and need tourism resources which may have positive or negative impact in tourism destination development. Being this fact, Aguera (2013) concludes that, with the aim of preventing any possible negative effects, every stakeholder can affect or be affected by tourism process. Therefore, their interest and need have to be considered into planning process. Furthermore, their participation in managing and promoting tourism resources of the destination must be encouraged and acknowledged by all stakeholders.

As argued by Kline *et al.*, (2015) who emphasizes those local communities should be taken into particular consideration as important stakeholder and should always be seen to benefit from tourism business. Generally, scholars of stakeholder's theory in tourism context has been commonly used the following constructs as the determinant of tourism success. These concepts include Participation of stakeholders, tourism resources management and promotion. The next sections describe these three concepts in details.

2.3.1.1 Stakeholder's Participation

Participation issue is among the pillars of stakeholder's theory to understand tourism problems and its solutions on resource management and destination development.

Muganda (2013) argues that ensuring participation of all tourism-related stakeholders in local tourism processes is an ideal tool for promoting tourism business at the destination. Lekaatha, (2014) adds that, tourists' expectations cannot be met and satisfaction cannot be achieved by an individual product or service if participation of different stakeholders is not enhanced. The emphasis is placed on stakeholders' interactions within a community that determine as a means to enhance visitors' appreciation and attraction at the destination. However, participation of stakeholders in tourism is being determined by the power relation. (Prabhakarana *et al.*, 2014) claimed that local community participation in tourism has been regarded as a positive force for change and passport to development. Local community is among the important stakeholders who own land, attractions and knowledge of the destination which form a base of tourism business. As a reason Nguyen (2016) posits that any tourist destination must consider local community because any plan could not be achieved without their participation. Against this background, it was hypothesized that LGAs role in facilitating community participation in the tourism has positive contribution on the SMTEs growth.

2.3.1.2 Tourism Resources Management

Application of stakeholders regarding resources management inform the study that Stakeholders exploit the tourism attractions as the main resources in order to create and meet tourists' needs and demands for their business. Tourism attractions simultaneous go with necessary accommodation services which make primary aim of tourist trips at the destination. In line with the stakeholder's theory, Kapiki (2012) claims that, often stakeholders in particular local community possess attractions and

its knowledge of the place. In this fact Pedrana, (2013) argues that, paying attentions in preserving and managing of local attractions is paramount important for the entire tourism business growth.

In support of the above point, Leask, (2016) added that the performance of tourism business enterprises is determined by the existence of attraction at its natural beauty view at the destination. Therefore, attractions need to be preservation, secured and adequately managed from decayed and overused by tourists and other stakeholders. Ramukumba and Ferreira, (2016) added that the sustainable of tourism destination is determined by the ability to control and coordinate multiple stakeholders' interests from overuse of tourism resources. In this case, the local government authority at tourism destination plays a major role to manage stakeholders for efficient resources use. Ideally, play an important role through policy and planning procedures LGA play an important role to maximize tourism benefit for respective community at tourism destination area (Pedrana, 2013). Thus, it was hypothesized in this study that LGAs role in facilitating management of tourism attractions has positive influence on STMES growth.

Following this deficiency, the production theory was deployed to supplement the stakeholder's by explaining land factors for enhancing SMTEs growth.

2.3.1.3 Promotion of Attractions

Hudson and Ritchie (2013) observe that, tourism attractions need to be placed in the eyes of Tourists as tourism product. Despite the attractiveness of the tourism

attractions at the destination, if no one knows the attraction exists, then all is for naught. A tourist must be informed, persuaded and reminded about the attractions available at the destination. To achieving this objective stakeholder theory demands every tourism stakeholder to participate in conserving and promoting attractions and services associated with.

This is because tourist's attractions by nature are the shared resources direct or indirect among the tourism's stakeholders. Stakeholder's theory demands that destination planner or manger must ensure that every stakeholder should be aware and responsible in promoting attractions for sustainable development of tourism of the destination. In line with this the fourth objective of the study thought to examine the influence of LGA in facilitating promoting tourism attractions at the destination area. Against the above background, it was hypothesized in this study that LGAs' role in facilitating promotion of tourism attractions at the destination has a positive influence on SMTEs growth.

2.3.2 Production Factors Theory

Theory of factors of Production is a very important theory in economics. Simply stated the factors of production are the resources that are employed by the firm to produce goods and services. It is generally believed that Production theory was propounded by Philip Wicsteed (1894). Wicsteed (1894) was limited to three factors of production that are needed for production these include land, labour and capital. However, Xu, (1965) studied and advanced the theory associated with four factors of production which include entrepreneurship factor. This was agreed by Xu *et al.*,

(2009) who classified firms' factors of production into economic resources include land, labour, capital and entrepreneurship need for producing goods and services.

Production theory is commonly theory applied in economics and business (Xu *et al.*, 2009). The theory approach was meant to assist the planner/ developers or manager of the firm which inputs and what levels should be deployed in order to achieve the desired output (Lange *et al.*, 2015). After a business decides what to make, they have to decide how to make it. They have to consider all of the things that they will need to produce the product and these are called the factors of production.

On the other hand, one of shortcoming of production factors theory is that, the theory has been largely applied in economics and government to explain production process. Literatures showing the application of the theory in other sectors including tourism development is very limited (Papava, 2017).

Despite of its limited to economic usage the factor of production theory seemed to be relevancy to this study. However, to suit the study purposes the study chosen only land factor among the four production factors (land, labour, capital and entrepreneurs) to be applied as one of the study constructs. This is because when conceptualizing stakeholder theory to guide this study the land construct was not well visible than production theory does. The knowledge generated from the literature led to understand that if LGAs manage well the available land and considered tourism sector its stake can elicit the growth of SMTEs and result to tourism sustainable development at the destination places.

Therefore the joint of factors of production theory and stakeholder's theory helped to inform the study about the influence of LGAs roles in land management on SMTEs growth within the tourism destination context. This is in line with the argument of Kurz (2014) that the utilization of land is indeed is indispensable in tourism sustainable development process and there can be no doubt that SMTEs need land for undertaking their operations. Thus, land constructs obtain from factors of production theory assisted the study to assess the influence of LGAs' role in land management on the growth of SMTEs.

In tourism sector the factors of production theory inform that land is an economic resources encompassing natural and cultural attractions for tourism which are tourism product. Furthermore SMTEs who are involving in providing accommodation services to support tourist such hotel, supermarkets and bars need land for efficiency operations. In other hand it should be noted that in Tanzania at grass root level where often tourism are taking place lies within LGAs jurisdiction. Furthermore, all land usage within the villages is managed by LGAs. The implication of factor of production theory in this study facilitated the assessment of LGAs role in land management on SMTEs growth.

In tourism context, some of previous research has been tried to address the magnitude of important of land in relation to the sustainable development however those studies have been lacking theoretical base in relation to land factor. For instances, Zarkesh (2011) in his study claims that, one of the interesting parts of stakeholders in tourism activities lies on the access to the land within the

destination's places. URT, (2010) shows that many undertakings of tourism projects are inevitably imbedded on the potential land which is limited in nature. This view is in line with what KheikhahZarskesh (2011) argued that, all tourism stakeholders are land users therefore interests on land cannot be overemphasized to them because all of recreations and tourism accommodation services rely upon local land. Tourism sector is subject into land usage thus the sustainable development of tourism is determined by the efficiency utilization of the available land within the destination area.

William, *et al.*, (2015) claimed that tourism destinations are characterized with the limited land area resulted by rapid growing of population and increasing of economic activities. As the result more, competition occurs among stakeholders who are interested on land usage. This calls for efficient management of stakeholders' interests on land use. Beeton (2006) argued that it is necessary to examine more closely the ways in which sustainability in regional land management is understood by various land use stakeholders, how these views differ from one land user group to another and the extent to which these views overlap, and how this understanding shapes their views of the regional land management system. In many cases the local Government authorities play a pivotal role in proactively facilitating the regulations both in terms of land use, financial support and other related aspects. In conclusion, when conceptualizing the stakeholder's theory it does not clearly provide the position of land in the process of tourism sustainable development. Therefore, the application of the production factors theory in this study will facilitates the assessment of the influence of land factor in supplementing the stakeholder factors.

2.3.3 Theoretical Gap

According to the National tourism policy of 1999(URT, 1999) Local government authorities has got specific roles in facilitating tourism sustainable development within their area of jurisdiction among various stakeholders. To assess the roles of Local Government Authorities in Small and Medium Tourism Enterprises (SMTEs) growth stakeholders' theory was deployed to inform the research.

The stakeholder's theory (Friedman, 1984) provided that community participation, adequate management and promotion of attractions are the determinate factors (constructs) for success of SMEs. Thus, these constructs are important to assess the LGAs roles in SMTEs growth found within the destination. The application of constructs will enhance the employments and income to local community through their participation in SMTEs and mutual management and promotion of the attractions found within the destination area.

However, participation and attractions factors per se are adequate to explain the success of tourism destination as well as the growth SMTEs. Therefore, to understand well the growth of SMTEs in the local government context land construct from an economic production theory was to integrate to the stakeholders' theory to compliment in the assessment of LGAs' roles in SMTEs growth. The production theory emphasizes land factor as among of key factors of production which results in the growth of the firm, other factors includes labour, capital and entrepreneurship. From production theory, together with LGAs' roles in tourism within their

destination places are crucial to enhance the success of tourism destination and the growth of SMTEs.

Stakeholder's theory and factors of production theory have been used in management and production process respectively. However, factors of production theory have not been used in tourism context. Despite importance in tourism one variable from production theory and three variables from stakeholders' theory are important in testing SMTEs growth. This is a theoretical gap that is filled in this study.

2.4 Empirical Literature Review

2.4.1 The roles of Local Government in Tourism Facilitation for SMTEs Growth

Different scholars have examined the influence of local government's roles on tourism growth. Majority of their findings found that local government influence some improvements in tourism (Manalo, 2016; Othman & Rosli, 2011 and Saner *et al.*, 2016). In Philippines, Manalo (2016) examined the role of local government on sustainability of tourism services. Based on the secondary data and key informants, it was revealed that the local government undertook measures to improve tourism at Puerto Princesa in Philippines. The measures included enactment of environmental laws, collection of garbage and promotion of cleanliness at the tourist destination area. The efforts contributed into 73% of average annual growth of the tourist arrivals at Puerto Princesa. The increase in number of tourists' arrivals in the area contributed in generating local employment and economic growth in the study area. In turn, the local government's revenues increased by collecting taxes from the small

and medium enterprises which had link with tourists. The findings recommended for the local government to take measures to control the area from turning into urbanization resulting from increased income and migration which might ruin the attractions for tourisms in the area. However, since the study mostly based on the existing literature and that it was more descriptive in nature, one cannot from the findings predict the influences of local government on SMEs growth.

Othman & Rosli (2011) carried out a study to examine the effects of tourism on the small business performance in Malaysian Islands. A total of 166 SMEs participated in the study. The multiple regressions analysis used to estimate factors that have impacts on the SMEs performance in Malaysian Islands. The study employed financial and non-financial indicators to assess the performance of the SMEs in the study area. The variables of the study included business diversification or expansion, the number of employees, sales and profits. Specifically, the findings revealed that start-up capital and tourist arrival had impacts on the performance SME business in the Malaysian Islands. The start-up capital revealed significant effects on non-financial performance at $\beta=0.11$ and $p<0.05$. Likewise, on the financial performance, start-up capital revealed significant positive effects at $\beta=0.062$ and $p<0.062$. Similarly, tourists' arrivals revealed positive significant effects on the non-financial performance at $\beta=0.066$ and $p<0.05$. Likewise, the tourist's arrival had significant impacts on the financial performance at $\beta=0.067$ and $p<0.05$. The findings imply that the increased in the startup capital and increased number of domestic and foreign tourists in the Island had had effects on both financial and non-financial performance indicators. However, the findings are silent regarding the roles of the local

government in influencing the SMEs in the Islands. Similarly, since tourism destination is allocated in Islands, the improved performance might be associated with the increased purchases of the tourist which could not be made in other places because the area is secluded. The performance of SMTEs at Mto wa Umbu in Tanzania might be different because tourists can get basic needs from other areas.

In Switzerland, Saner *et al.*, (2015) carried out a study to examine opportunities and challenges facing touring in the developing countries. It was revealed that effective tourism strategies could have multiple benefits to the developing countries. The benefits include increase in tax revenues and employment growth for both skilled and unskilled human resources. For the tourisms to have effective contribution in the developing countries, a comprehensive and integrated strategy for tourism in the respective tourist destination is a crucial factor for success. The comprehensive and integrated tourism strategy should include hotel service, transportation infrastructure, catering, restaurants, safe water and financial services at the tourist destination area. Thus, it was recommended for destination countries to carry out the reviews of their tourism strategies to incorporate important infrastructures and services to successful tourism in their countries. However, the findings are inconclusive as despite of the cultural differences between the areas in which the study was undertaken and the Mto wa Mbu in which current study was undertaken, the findings did not highlight the influences of local government in tourism. Likewise, since the study analyzed the findings qualitatively, predictions cannot be made. This calls for another study to examine the influence of the local government roles in enhancing SMTEs growth at Mto wa Mbu in Monduli, Tanzania.

In South Africa, Ramukumba & Ferreira (2016) examined the roles the government should play in support of the tourism business at Eden district with focus to guest houses as supporting services in tourism business. A survey tool used to collect data from 250 guest house owners Eden Region. The findings revealed that the majority of the respondents (88.3%) had the opinions that local government should play more active role in tourism related small business activities to enhance the tourism business in the area. About 53% of the respondents in this study opined the need to establish help desk for tourism services in the local government and about 40% of the respondents had the opinions that local government should engage in identification of the tourism related opportunities for SMEs in their areas of jurisdiction. The need to provide the support to the SMEs in the areas was highlighted as an indispensable factor for the growth of tourism activities in the study area.

However, the findings collected data on what roles should the local government play to support tourism business in Eden region. Regarding, the roles so far played by the local government in supporting the SMEs in the area remain unaddressed. Likewise, the used of descriptive analysis by the study did not answer the question regarding the extent of the influence of the local government in SMEs growth in the study area. These gaps call for further study in order to add knowledge on the existing literature gap.

Ogechi *et al.*, (2012) examined on how local governments are involved in tourism development in Nigeria. The aim was to find out the role local government can play

to promote sustainable tourism development and to provide useful solutions to local governments authorities. The research methods used included initial review of related literature, interview and structured questionnaire administered on the local government chairmen and tourism committee members. The results revealed that the states government do not give the local councils autonomy to plan and develop within the domain, lack of information regarding tourism trends and development among the people, no strategic plans for the enablement of sustainable tourism development at the local government level, lack of adequate facilities to attract and provide for visitors were identified as their major problems. The study noted that for tourism sustainability in Nigeria there is a need to involve the local community people and councils in local tourism planning. The study recommended that a broad based community participation through the local government as a basis for such process, that there should be more effective collaboration between the federal, state and local governments and the industry. The state government should not assume the role of planning and developing tourism alone without involving the local government authorities.

2.4.2 Role of LGAs in Facilitating Community Participation on SMTEs Growth

On any destination, the local Communities' support is vital for the sustainability development of the tourism industry (Nunkoo & Ramkisoorn, 2015). Many previous studies have attempted to address various issues regarding participation of local community for sustainable tourism development (Muganda *et al.*, 2013; Durasevic, 2014; and Shut & Chancellor, 2013)

In Tanzania, Muganda *et al.*, (2013) carried out a study to examine the local community's views regarding their roles in tourism development at Barabarani Village in Monduli. A survey tool used to collect quantitative data from 139 household which constitute of 6% of the entire households in the study area. The quantitative data were analyzed by the use of mean scores and standard deviations. Generally, the findings revealed that community members preferred participation in policy and decision making so that their interests and voices could be captured in the policy documents and the decisions regarding the tourism development in the areas. It is through this process that increased transparency and accountability is made possible to reduce resource misuse by the authority.

Despite, the empirical findings regarding the perceived importance of the community involvement in policy and decision making, the findings are silent on how so far has the local government's roles influenced community participation in tourism in the study area. Likewise, the findings did not document the extent of the influence of local government roles in enhancing SMTEs growth which is directly linked to the tourism activities. Further, since, the study used mean scores and standard deviations, it cannot be predicted how so far do the local government roles influence community participation in the study areas. This calls for further research to bridge the knowledge gap identified in the literature. Further, the empirical findings failed to inform about the influence of local government on SMTEs. However, the empirical studies are useful in this study in various aspects including literature review on tourism participation, descriptive statistics data analysis, and borrowing the variables of community participation in policy and decision making.

From the findings, so far the contributions of the Local government in facilitating local community to participate in tourism for SMTEs growth was not adequately investigated and documented by the previous studies. Further, there are mismatches between the National Tourism Policy, 1999 (URT, 1999) and the National Tourism Act of 2008 (URT, 2008). While the policy decentralized management of attractions to the Local Government Authorities, the National Tourism Act which is meant to facilitate the implementation of the Policy is silent. The effects of the mismatches between policy and Act regarding the role of LGA in facilitating community participation in tourism for SMTEs growth are inadequately documented.

Further, in order to examine in detail the contribution of Local Government role in facilitating community participation into tourism for SMTEs growth the following aspects; Community awareness creation, license issuance procedures and financial support and dissemination of tourism were empirically reviewed to examine the efforts so far undertaken and the gap to be filled by the current study.

2.4.2.1 Tourism Community Awareness Creation on SMTEs Growth

There are numerous empirical studies attempted to assess the effects of awareness creation in local community participation on tourism development activities (Lekaota, 2014) (Lekaota, 2014, Safari *et al.*, 2015, Litheko & Potgieter, 2016). For instance Litheko & Potgieter, (2016) carried out a study to examine residents' awareness and support of tourism at Mahikeng, South Africa. The main purpose of this study was to establish the residents' awareness and their propensity to support tourism at Mahikeng tourism destination. The study further argued that a resident of a particular

region or city form a key factor in contributing towards the development of a profitable and flourishing tourism industry. The study adopted quantitative approach and surveys methods with sample size of 350 residents of Mahikeng tourists' destination. In achieving the objective of their study, the descriptive research design was applied. The result revealed that 58% of local community at Mahikeng tourist destination had inadequate awareness in tourism services and attractions. Thus, the study concluded that the promotion of tourism services and attractions are inadequate made at the tourism destination area. The inadequate promotion of the tourism services and attractions at the destination place detrimentally affects the level of local people participation in SMTEs at Mahikeng. Hence the study recommended to the government to reverse the situation. The study is suitable since it is focused on the importance of community awareness in enhancing participation in tourism development of the destination area. It further, highlights efforts needed from government to promote of tourism development. However, the findings of the study did not unfold the effects of inadequate community awareness creation on the SMTEs growth at Mahikeng destination.

In Lesotho, Lekaota, (2014) did a study to analyze the perceptions of local communities awareness and involvement in tourism business at local authorities in Katse and Mohale. A survey method was deployed to collect data from 287 respondents selected on probability sampling techniques. The study involved Ha-Mali, Phelandaba and Ha Lejone villages in Katse and Mohale. The study revealed mixed results among the three communities in the villages. The findings from Phelandaba perceived few benefits associated with tourism. On the other hand Ha-

Mali perceived slight benefits of tourism. Unlike the two, Lejone revealed relatively good awareness regarding the benefits of tourism. The findings recommended for continued provision of training on awareness creation and workshops on tourism in order to promote tourism among the stakeholders. The findings of this study are useful for the current study because they inform on the manner in which community participate in tourism, statistical and trainings as a means for community awareness to enhance participation in tourism. However, the study remains silence regarding the influences of local government in enhancing community awareness for participation in SMTEs. Likewise, cultural differences between Lesotho and Tanzania make the findings in Lesotho inconclusive for Tanzanian context.

Safari *et al.*, (2015) in Tanzania conducted a study on the assessment of the participation of communities in activities and perceived benefits in Tourism in around Udzungwa Mountain National Park (UMNP). The study applied a cross-sectional design with sample size of 150 drawn from households. Data were collected using a semi structured questionnaire and focus group discussion. Results show that almost all the respondents (97%) were aware about the tourism and they were being involved at least in one of activities related to tourism. In most of these activities, residents' involvement was rather moderate. The study concluded that overall, tourism provides array of benefits that contribute to the wellbeing of people. Based on the empirical studies; the study assumption was that Community awareness creation has influence on SMTEs at a tourism destination. In the context of tourism in Tanzania, the role in awareness creation is vested in Local Government Authorities. The effectiveness in LGA's roles will have effects on enhancing

awareness creation in the respective LGA. Therefore, the current study focused to examine the context specific influence of LGA's roles in awareness creation. The knowledge on this aspect apart from bridging gap in literature review, it facilitates to enhance community participation in tourism for improvements of their well-being.

2.4.2.2 License Acquiring Procedures

Acquiring a trade license is the first step to starting a business whether a small or large. Various scholars have identified the relationship between SMTEs development in local tourism and the existing procedures for acquiring tourism business licenses. Kaose (2014) studied on the challenges and response strategies of tour firms in Kenya to government regulations the tourism industry. The study used descriptive technique to analyses the data. In the study, the following challenges were highlighted licensing, tourist vehicle regulation, boating activity regulation, and environmental regulation. The findings documented the mean scores for each challenge as follows, tourist vehicle regulation (3.63), licence (3.3), boating activity regulation (1.83) and environmental regulation (1.52). The findings implied that tour vehicle regulation is the most pronouncing challenge in Kenya sequentially followed by boating and lastly environmental regulations. The vehicle regulation challenges are more pronouncing due to carriage capacity, the number of vehicle inspections and limitations to reach some areas depending on the type of the vehicle. However, the findings remained silence regarding the influence of licensing procedures in the establishment and growth of SMTEs. Likewise, it is not known on whether similar challenges facing Kenya in licensing procedures also face Mto wa Mbu in Monduli, Arusha.

Nkonoki, (2012) carried out the study to examine the challenges of Tour Operators Case in Dar-es-Salaam, Tanzania. The study adopted quantitative research. The results show that most of the challenges originated from the external facilitators of the tourism and had impacts in the internal business operations of tour operators. The challenges impeded the proper functioning of other supporting factors such as licensing acquiring procedures, poor infrastructure and safety. The study recommended that appropriate measures and joint efforts by public and private sectors to tackle the challenges. Similarly, Tanzania Private Sector Federations Report (2011) recommended for the need to simplify registration/licensing procedures in Tanzania cultural tourism services. It also called for Local government authorities to involve indigenous people in developing cultural tourism in their areas of jurisdictions. However, it remains silence on the effect of challenges facing licensing in SMTEs growth at Mto wa Mbu in Monduli, Arusha. Finding and clarifying correct information is a time consuming and burdensome process. Furthermore, it leaves interpretation of the regulations up to individual officials, which promotes bribery. Thus, Simplifying and clarifying processes can encourage more hotels to apply for a license, reduce bribery, promote fair competition and allow government to collect more taxes.

2.4.2.3 Financial Supportive to SMTEs

In Mozambique Louis and Macamo, (2011) Studied on barriers to business growth for small enterprises in Maputo enterprises in Maputo. The questionnaire was used to collect quantitative data. The data were descriptively analyzed using the Spearman's product moment correlation coefficients of variables. The results revealed that in

Mozambique 79% of SMEs were not able to access financial credits to financial institution. Further, the findings reported adverse correlations between finance and small enterprises growth ($r = -0.386$). This coefficient shows there is weak but negative relationship between access to finance and small firm growth. The study recommended uplifting conditions for the SMEs to access financial support. Furthermore, the cultivation of the good relationship among stakeholders is a crucial factor in enhancing networking in businesses. In line with the current study, the findings are suitable since it is focused on SMEs and also to some extent explains the influence of creation of tourism community awareness towards the growth of SMEs. However, the findings are silent about the influences of LGAs in creating business environment especially to the SMEs growth in Mozambique.

In Tanzania, Kazimoto, (2014) did a study on the assessment of challenges facing Small and Medium Enterprises towards International Marketing Standards: a Case Study of Arusha Region. Data were collected from 50 respondents to assess the challenges facing SMTEs to access international markets. Study findings revealed that the failure of SMEs to access international marketing relate to unawareness of regulations, standards, lack of financial support from the government, poor understanding of consumer's needs, inadequate entrepreneurial skills and weak networking structures to penetrate into international marketing networks. Generally, it was revealed that 94% of the respondents perceived inadequate government support to SMTEs in Arusha. Therefore, it was recommended that in order for SMTEs' products in Arusha to get an access to international market, government support is crucial factor for success. Assisting SMTEs to avail on accessibility to

financial facilities with reasonable interest rate of return encourage more promotion and use of up to date technology for business and international marketing standards. The study is suitable since it is focused on SMEs success and informs the importance support needed for the success of SMTEs. However, being descriptive study, the influence of government support toward the SMTEs remains unfolded.

2.4.2.4 Dissemination of Tourism Information

In Iran, Teymouri (2012) did a study on Information provision and dissemination in Iran tourism industry. Data collected from a total of 52 tourist expert. The collected data were descriptively analysed. The findings revealed tourist data collection, processing and filling information was weak. Moreover, the information dissemination in Iran tourism industry in the local level revealed ineffectively carried out. Further the information infrastructure, equipments and technology were related to information dissemination is weak. It was recommended to establish technical task force for technical support. Likewise, it was recommended for need to establish visitors' information centres and establishment of network of tourism and achieves for information sharing purposes. However, being a descriptive, the results do not predict the influence of information dissemination in SMTEs growth.

Pawlicz (2010) carried a study on the cooperation between tourism business enterprises and public authorities in dissemination of tourism information at west Pomerania province in Poland. The study adopted qualitative approach and in-depth interview method to collect data. The findings suggest that, where there is appropriate delivery of tourist information service it influences tourists' length of

stay, spending and tourists' behaviour leading to the benefits of local business enterprises. This has an implication that a close involvement of the local government, whose people are well knowledgeable of the tourism features, will facilitate delivery of correct information important for the attraction of tourists. The study is suitable as it focused on dissemination of tourism information. The study has shown the importance of information sharing between public and private for tourism success. However, the study findings did not specify the type of public authorities referred to by the study. Likewise, the findings do not specify who the private sector is referred to in the findings. Further, the influence of information dissemination of tourism and SMTEs growth remain unfolded

2.4.3 The LGA' Role in Managing Tourist Attractions for SMTEs growth

Junaid and d'Hautesserre (2017) examined the impacts of tourist visits at Rammang-Rammang in Indonesia. The study adopted a qualitative technique to examine the effects of tourists' visits in the study area. The findings reported that although the increased number of visitors had economic benefits to the destination areas, it also led to detrimental environmental effects due to inadequate management at the destination area. The study recommended for collaborative efforts among the stakeholders at the destination area to rise up awareness among community members at the destination areas to mitigate the anticipated impacts of tourists activities in the area. From the findings, the effects of tourism at the destination area remain unknown. Likewise, so far the contributions of the government in mitigating the effects of tourist on the attraction was not investigated and documented by the study. Further, there are mismatches between the National Tourism Policy, 1999 (URT,

1999) and the National Tourism Act of 2008 (URT, 2008). While the policy decentralized management of attractions to the Local Government Authorities, the National Tourism Act which is meant to facilitate the implementation of the Policy is silent. The effects of the mismatches between policy and Act in managing the tourist attractions are inadequately documented.

Further, in order to examine in detail, the role of Local Government in managing the tourist attractions at the destination area, the following aspects identification of attractions, preservations of attraction and enhancement of visitors' security and health assurance were empirically reviewed to examine the efforts so far undertaken and the gap to be filled by the current study.

2.4.3.1 Identification of Visitors' Attractions

In Trinidad and Tobago, Hallahar, (2015) did a study on the Development and Management of Visitor Attractions in Small Islands. The study aimed to propose a framework for developing and managing visitor attractions in the areas. The study conducted observations and individual in depth interviews followed with small and large focus group discussions. The findings revealed that Tourists who visited Trinidad and Tobago were less interested in beach tourism and more excited by the ecotourism and heritage attractions. However, it was acknowledged that most of attractions, although capable of significant value to visitors due to their uniqueness, they did not encourage tourist because of their unpreserved conditions. In this context, the major finding of the study was that an observable deficiency exists in the overall structure for developing and managing the relatively wide range of existing

visitor's attractions. The study proposed a Framework for Visitors Attractions (FVA) management that integrates the various processes of the complex tourism system. The framework identified four sets of processes: national policy formulation and legislation; inventory, classification, evaluation, and ranking of visitor's attractions general operations management involving project management activities; and site specific activities of development, operations, and maintenance. Although the findings of the study inform the current study, they do not explain the impacts of unpreserved attraction on the tourism services and the functioning of the SMEs in the area.

2.4.3.2 Preserving Visitors' Attractions

The preservation of the visitors' attractions at the tourism destination area is a crucial factor for sustainability of tourism services. Robinson (2013) defined visitor attractions as a natural locations or features, objects, or man-made constructions which have special appeal to tourists and local residents. In many destinations, specific attractions perform a motivating role, and are major pull factors for tourists. It is the major reason as why tourist pay visit to the destination. Kruczek, (2012) did a study on current trends in the development of tourist attractions. The study used qualitative methods to collect data. The study presented evolution of tourist attractions from ancient to contemporary times. The findings revealed that the current trend for attraction development is strongly linked to more leisure time becoming available, the rise in human mobility and people becoming wealthier. The study identified factors which will influence the tourist attraction market in the future. Two distinction groups of factors producing the external conditions for tourism and

those factors linked to tourism phenomena were identified. The first group includes political, economic, socio cultural and technological factors. In addition, changes occurring in tourism itself (internal conditions), new trends, fashions and forms of behaviour carry consequences for the tourist attraction market. One of the most important factors shaping the tourist attraction market is developments in the media, especially television. The study recommended that not only investors but also tourism associations or organisations and local government backed the creation of themed tourist attractions.

The leisure industry suggested may include creating theme parks modelled on Disneyland. Farms, factories, mine in the creation of new attractions based on the historical value of their heritage. Huge shopping malls and marinas converted into attractions for tourists appeared. However, little is known regarding the influence of preservation of attractions on improved tourism in the destination places.

Dumbraveanu *et al.*, (2016) did a study to analyze the extent of the modern interpretation is experienced in Romania. Using a case study, the study adopted qualitative and quantitative methods. The findings revealed that in Romania, tourism interpretation is still a vague concept which associated especially with the tasks of a guide. The study thus, recommended that an establishment of museums to keep up with the institutions representing the creative industry, that propose an approach clearly oriented towards manifesto culture, namely culture that sends a strong message and provokes, focusing in great detail on the public it addresses. Museums must integrate in this new wave of Western inspiration otherwise; they run the risk of

failing to assume their role of social and cultural pillars of society. General guidelines of presentation and interpretation are influenced by two important factors: the first one is the museum's capacity to promote its activity and, implicitly, to attract funds; the second is related to the educational dimension and programmes carried out by museums for different age groups. However, the findings did not document the effects of vague understanding regarding the concept of tourism on the preservation of the tourism attractions.

2.4.3.3 Visitors' Security Assurance

The visitors' security is an important factor to the tourist to choose places for visit. It is the responsibility of the destination areas to maintain security to enhancing the growth of tourism services in the area. In China, Breda & Costa, (2005) employed qualitative research approach to examine safety and security issues affecting tourism services in the area. The findings revealed that, useful way to study the evolution of travellers' safety situation in China is through guidebooks. Although these do not constitute scholarly works, they convey the impressions of professional travel observers and are widely disseminated among prospective travellers, playing a large part in the creation of a destination image. It was also revealed that China has been greatly affected by natural disasters because the country is located in an active seismic zone and is subject to earthquakes, notably in Inner Mongolia, Yunnan and Xinjiang. Often visitors are advised that prior to departing to mostly affected areas they should monitor weather reports to minimize the impacts of the earthquakes. However, the effects on the natural calamities on the influx of the tourists in the area

are not known. Likewise, Mto wa Mbu is likely to be facing some challenges regarding tourism whose effects on tourism services are not well documented.

In Nigeria, Nwokorie *et al.*, (2016) used analytical research methodology to examine the consequences of terrorism and insecurity on tourism service with reference to Nigerian economy. The findings show that tourism industry in Nigeria faces numerous challenges such as civil unrest, kidnapping for ransom and, recently, terrorism. Tourism development depends totally on the circumstances of lasting peace and security. The study recommended that Nigerian stakeholders in the tourism industry should adopt every available rational means to tackle these security risks in order to guarantee sustainable tourism in the area. Since the major tourism activities occur at the local level, this study considers local government to be well situated to providing security assurance for the sake of realizing sustainable tourism to the destination places. However, the empirical findings do not show how insecurity situation in the country affected tourism services. Likewise, since the study adopted descriptive data analysis, the effects of insecurity on tourism services at the destination area cannot be predicted.

In Republic of Serbia, Radovic & Arabska, (2016) used qualitative and quantitative approaches to study the importance of security in enhancing tourism growth in the destination area. The study identified five threats that could impact travel and tourism industry, they include crime related incidents, Terrorism, Environmental, Climate Change and Diseases health hazards. The findings recommended for an urgent need for acceptance of a holistic approach to enhance security by

incorporating different stakeholders at local tourism destination area including the respective local community and government. Despite of the usefulness of the findings of the study, it is not known on how insecurity hampered tourism services in Serbia. This calls for research to bridge the knowledge gap.

In Tanzania, Philemon (2016) carried out the quantitative survey to assess tourists' perception and satisfaction regarding tourists' attraction in Tanzanian destinations. It focused on international tourists' perception on various tourism attributes in Tanzania. A total of 286 self administered questionnaires were used for analysis. The study found that Tanzania is doing relatively well on the basic factor endowments such as culture, wildlife, landscape, and accommodation facilities. Nevertheless, the findings reported fairly poor on tour guidance, tourism infrastructure, and restaurants. The study recommended that tourism policy makers and practitioners to guide or develop tourists' products by addressing areas where Tanzania as a destination has proven to be weak while improving further areas of strength which are basically the basic factor of endowments. However, the findings did not show the impacts of the challenges on tourism services in the country. Likewise, since the data were descriptively analysed, the effects of the identified challenges in security of tourism was not documented. Similarly, the influence of the identified challenges on enhancing SMTEs in the country is not known.

2.4.3.4 Visitors' Health Assurance

Studies from various places have shown that, health and hygiene are crucial factors for tourists' decision to visit attractions at destination areas (Jovanovic, *et al.*, 2015;

Quintela *et al.*, 2017). In Serbia, Jovanovic *et al.*, (2014) did a study on the basis of the available Travel and Tourism Competitiveness' Index (TTCI) data base to examine travel and tourism competitiveness basing on health and hygiene factors as one of the TTCI pillars In comparative analysis, the values of this pillar in Serbia were compared with the values of the same pillar calculated for the South-Eastern Europe countries (Macedonia, Bulgaria, Greece, Albania, Bosnia and Herzegovina, Montenegro, Croatia, Slovenia, and Hungary). The study applied correlation and regression analyses to determine the type of correlation, the significance of correlation, and the impact of certain parameters on the TTCI. The findings revealed that the determination coefficient value is not statistically representative model. The physician's density and the increase in number of hospital beds had statistically significant effects on health and hygiene pillar value.

The increase of the remaining two components, improved sanitation access and improved drinking water access, contributes to insignificant pillar values increase. In other words, the most influential component regarding the pillar health and hygiene during the entire analyzed period is the physician's density. The study concluded that Health care of tourists and sanitation in Serbia is important factors for the attraction of tourists, and a safety guarantee for disease prevention hence local government has to pay more attention for sustainability of inflow of tourists. The study is suitable since it highlights the importance of health assurance to tourist's subject related to the current study. However, the differences in culture between Serbia and Tanzania make the findings in Serbia inconclusive for tourism services in Tanzania.

Bauer, (2009) carried out a study to examine the impacts of tourism in developing countries on the health of the local host Communities in Chile and Peru. The Semi-structured interviews were conducted with health practitioners, tour operators and conservationists to elicit their assessment of tourism's health impacts. Focus group around medical aspects, such as changes in disease patterns and workplace health and safety aspects, tour operators' recollection of possible anecdotal evidence of health impacts; and conservationists' views on tourism in environmentally fragile destination were included. The findings revealed that at Easter Island on Anakena Beach faced challenges of inadequate availability of fresh water supply, and the inefficient functioning of sanitary facilities which endangered the health status of both local people and tourists. The findings revealed that unavailability of such services had major impacts on the transmission of Sexually Transmitted Infections among different tourism stakeholders. However, the findings did not document the effects of poor sanitation and inadequate water service on the tourism services in the area. Likewise, it is not known whether similar challenges are encountered at Mto wa Mbu in Monduli district, Tanzania

2.4.4 LGAs' Role in Managing Stakeholders' Land Interest for SMTEs Growth

Empirical studies document that there are multiple stakeholders with different interests on land at the tourist destination areas. Most of the available empirical studies put emphasis that for effective and sustainable tourism services at the destination areas, stakeholders' interests on the land use should effectively be managed and coordinated accordingly (Kipkeu, *et al.*, 2014, Brokaj, 2014 and Niekerk, 2014). Niekerk (2014) carried out a study to examine the role of public

sector in managing a network of relationship at tourist destination at Mbombela local municipality, South Africa. The quantitative and qualitative data were collected to analyze the role of public sector in tourism destination management. The findings concluded that when the stakeholders' interests are well managed they enhance the sustainability of the tourism services at the destination area. Managing stakeholders' interests and needs contributes in making the organizations at the destination area to work in network to meet the visitors' needs while not compromising the attractions. However, since data were qualitatively analyzed, the influence of the government in managing stakeholders' interests including land cannot be predicted. Likewise, cultural differences between the countries might lead into differences in government's efforts in managing land interests among stakeholders hence, leading to different outcomes. These gaps called for another study at Mto wa Mbu.

In Kenya, Kipkeu, *et al.*, (2014) assessed the impacts of community participation in Wildlife conservation at Amboseli ecosystem in Kenya. The data were qualitatively analyzed and the results revealed the existence of human-wildlife conflicts in the area resulting from the changing in land use and increasing population size which put pressure on multiple land uses. The findings implied that Kenyan policy and governance structures give little attention for community to participate in land use decisions. Also, the government's support in community participation for wildlife conservation was perceived as a moderate extent with a composite mean score was 6.4. Further, 30% of the respondents perceived that Kenyan policy and governance practices support formation and operation of group ranches to a low, moderate and high extent respectively with mean score of 6.94. Having been established that

community ineffectively involved in land decisions as the main stakeholders for the land along the wildlife ecosystem, it is an indicator that other land stakeholders are also likely not to be involved in decisions regarding land matters and hence affects the sustainability of the wildlife. Further, the findings did not adequately elaborate the role of the local government in managing stakeholders' land interests in the destination areas. These called for further studies to bridge the identified knowledge gaps.

In Albania, Brokaj (2014) examined roles of local government in sustainable tourism development of the destination area at Vlora City. The findings ironed out the main stakeholders whose involvement in decision making including land matter is a crucial factor for the success. In the analysis of the data, the study employed qualitative techniques. The findings identified tourism stakeholders at Vlora destination to include local governance, tourism enterprises and local community. The study found the mismatches regarding the awareness of the local government and the transformation of the awareness into practical aspects and outcomes in the tourism services. Regarding land management, local government officials highlighted their roles to include enhancing development assessment and strategic land use planning. However, the land management at the destination is ineffective as reflected by high number of constructions which portion of the constructions is in contradictions with the development plan for the area. Due to differences in culture the findings remain inconclusive in other cultures including Mto wa Mbu in Monduli District. Likewise, from the findings, it remains unfolded regarding the local government's influence in managing stakeholders' land interest in the tourist

destination area. Particularly, in Tanzania, the National Tourism Policy of 1999 (URT, 1999) decentralized the mandate for land management for tourism services to the Local Government Authorities. That local government Authorities have mandates to manage land use meant for tourism in their areas of jurisdictions. However, surprisingly, the National Tourism Act of 2008 is silent regarding the role of Local Governments in managing land use in tourism destination areas. The mismatch between policy and statutory directives on land management is likely to have effects in land management at the tourism destination areas. There are inadequate documentations regarding the effects of the mismatches between the National Tourism Policy and Tourism Act. This calls for research to assess its impacts on land management in relation to local tourism. Moreover, to explore the influence of the LG's role in managing stakeholders' land interests, empirical reviews were made on the following aspects, local land policy, land planning, control over land use and land allocation. From each of these aspects, research gaps were identified as follows.

2.4.4.1 LGA' Role on Local Land Policy Formulation For Managing Land Interest

The study is suitable since it is focused on SMEs and also to some extent explains the contribution of succession planning towards the survival of SMEs. One of the notable weaknesses is that the study applied McClelland's theory which is actually weak in explaining the succession planning. The Xu and Huang,(2017) study is useful for this study in various aspects including literature review on succession planning, descriptive statistics data analysis

2.4.4.2 LGA' in Local Planning For Land Use and Tourism

Land use planning is the critical important for the sustainability of tourism as it is not only affecting tourism development itself but control other forms of the development that may possibly have negative impact on the economic sustainability of tourism in the short or long term (APEC, 2013).

Kipkeu *et al.*, (2014) studied on Community Participation in Wildlife Conservation in Amboseli Ecosystem, Kenya: Regarding rate due to changing land use activities and a growing human population pressure, aggravating human wildlife conflicts as well as creating unviable ecosystem for wildlife. This study therefore aimed to provide these linkages and fill the existing gap by examining modalities for enhancing community participation in wildlife conservation in Amboseli Ecosystem informed by Social Exchange Theory and supported by the General Systems Theory. The study adopted a cross sectional survey design, semi structured interviews and Focus group discussions involving a maximum number of twelve and a minimum of eight participants were used to supplement and verify the data gathered from the interviews. Data collected from different sources was summarized and presented using frequency tables and charts. For the descriptive data, descriptive statistics were used for analysis utilizing frequency distributions, percentages and mean scores.

From the findings, land tenure and land use systems in the ecosystem negatively influences community participation in wildlife conservation in the ecosystem. The regression results showed that land tenure and land use systems in the ecosystem have a direct effect upon community participation in wildlife conservation in the

ecosystem with a positive standardized beta coefficient (0.272). However, increased application of the existing the land tenure and land use systems ($T=-0.763$) appear not to encourage community participation in wildlife conservation due conflicts with pastoralist (the dominant socio-cultural and economic activity in the Amboseli ecosystem centering on cattle, goat and sheep) and farming. Thus the study recommended that it is appropriate to align these land tenure and land use systems with dimensions of community participation in wildlife conservation to encourage local communities in taking initiatives towards wildlife conservation in the ecosystem.

2.4.4.3 LGAs' Role on Land Allocation for SMTEs Growth

Wang and Liu, (2013) did a study on Tourism led land use changes and their environmental effects in the southern coastal region of Hainan Island in China. The study analyzes land-use changes driven by tourism led development and their environmental effects during a period of time from 1991 to 2007 in Sanya City, southern coastal region of Hainan Island. High resolution remote sensing and detailed socioeconomic data to collect data were used in the study. The study combined a remote sensing and geographic information systems methods. A matrix of land-use change was constructed to identify land-use changes between 1991 and 2007. The outcomes indicate that the changes from farmland to construction land and from forestland to orchard are the main transformation types. From 1991 to 2007, farmland and forestland decreased by 15% and 29% respectively; on the contrary, construction land and orchard increased by 242% and 258%. The transformation from farm land to construction land mainly occurred in plains along the coastline,

while the changes from forestland to orchard mainly occurred in middle platform areas. The finding also shows that an increase of tourism activities not only led to the increased demand for tourism infrastructure and rapid urban expansion, but also boosted the demand for tropical fruit products quickly. However, rapid increases of tourism infrastructures occupied large fertile farmland, urban expansion caused construction land increase and farmland loss and forest was converted to orchard, driven by the high speed of market demand of fruit products. Tourism led development restructured the land-use pattern dramatically, which brought about landscape fragmentation, vegetation degeneration, and coastal erosion. The study recommended the following local Government to come out with the local land policy and strategic plan for land use.

The study is suitable since it is focused on land usage challenges and also to some extent suggests land policy formulation as measure to take for addressing land problem resulted from expansion of tourism in china. The study also found to be useful in various aspects including literature review on land policy. However, the study could not be to address how the land crisis does affect SMTEs, it also failed to show the involvement of LGA in addressing land problem at the study area.

2.4.5 Local Government' Role in Promoting Tourism Attractions for SMTEs Growth

Tourism is the world's largest and fastest growing service which accounts about 9% of the world's Gross National Product and 6% of the employment (WEF, 2013). In Tanzania, tourism accounts for 14% of the GDP and generates nearly 30% of the

country's total export earnings (NBS, 2017). The tourism services in the country can continually improve its contributions in GDP and employment when the attraction and related services are made known to the tourists. Many empirical studies recommend for tourism promotion to make tourism services known to the potential tourists (ALsarayreh *et al.*, 2011 and Mkwizu, 2018). ALSarayreh *et al.*, (2011) carried out the study to examine tourism promotion efforts in Jordan Kingdom through the use of internet (website). The study used questionnaire to collect data through internet from 136 tourists of Jordan Kingdom. The data were descriptively analysed with the mean scores used to rank the results from the respondents. The findings revealed the benefits of promoting tourism through internet and website which included increased competition in the prices of tourism and spreading information regarding tourism offers to potential tourists. However, it is not known regarding the organ responsible for promoting the tourism services and the effects of promotion on tourism services.

In Romania, Andréa and Ispas (2014) analyzed the contributions of promoting tourism destination through sport event at Bravo. Based on the empirical reviews, it was highlighted that sport events acts as a tool in promoting tourism in the destination area. The findings revealed that hosting sport event helps to improve host country's image and further promotes tourism in the respective country. The study concluded that from the destination point of view, sport event is the development and marketing of sport events for both economic and community benefits. Whereas from the consumers' point of view, it is travel for the purpose of participating in, or viewing, a sport event which impacts on tourism services in the host country. The

findings emphasize for the effective use of sport event to facilitate Brasvo to reach its maximum potentials of tourism services. However, it is still unknown regarding the influence of the government in promotion of the tourism services. Likewise, since the study based on reviews of the literature there is a need to conduct another study in which the views of the respondents regarding the role of the government in promoting the tourism at the tourist destination can be unfolded. Similarly, multiple regressions analysis results can be useful to predict the effects of promotion in the SMTEs growth.

In Tanzania, Mkwizu (2018) carried out an analysis of the media source for domestic tourists at Kitulo National Park in Southern Tanzania. The study deployed survey tool to collect data from 105 domestic tourists. The data were descriptively analyzed and the results of the findings reported that 41% of the respondents mentioned television as the major media used by domestic tourists to get information about Kitulo National Park. The findings recommended for increased advertisement to promote tourism at Kitulo National park. It was emphasized that the cooperation among MNRT, TANAPA and TTB in promotion of tourism at the National park is important. However, the study focused on the domestic tourists leaving rooms for the assessment of promotion of tourism destination to foreign tourists. Likewise, the study used descriptive statistics which cannot predict the effects of promotion of tourism services on the increased in the number of tourists in the areas. In Tanzania, while the National Tourism Policy decentralized management and promotion of the attractions and dissemination of the information to the local government authorities, the National Tourism Act is silent on this role. The effects of the mismatches

between the National Tourism Policy and the National Tourism policy on the LGAs' roles in managing and promoting attraction and disseminating information to stakeholders are not known.

The promotions of tourism services at the destination areas incorporate documentation of local tourism activities, establishment of the VIC and publicity and advertisement. The empirical studies on each of these aspects are reviewed in the subsequent subsection to inform on what has been done and identify research gaps for future studies.

2.4.5.1 Documentation of Local Tourism Activities

The documentation of the local tourist activities is an imperative stage in the promotion of the tourism activities at the destination area. Shoval & Isaacson, (2007) carried out a study to track the tourists in the digital age in Israel. The recent developments in the field of digital tracking technologies have produced a range of widely available systems, including land-based tracking, satellite navigation, and hybrid systems with the help of GPS tool. The study deployed both the conventional and the new methods to collect data on the spatial and temporal activities of tourists. The use of tracking system identifies synonymously how the tourists behave in the destination area. The information collected helped to document the needs of the tourists at the destination place. However, the findings did not show the tracking of the tourist information influenced promotion of tourism in the destination area. The paper was more focused on what is being done to improve information other than the actual situation on the ground.

In Tanzania, URT (2017) provides that at the national level, the Tanzania Tourist Board officially launched a new destination website (Tourism Portal) on September 2015. The destination portal (www.tanzaniatourism.com) provides a new platform with detailed information about tourism destination in Tanzania and its tourism products. Further, through the portal tourism stakeholders in the country get a platform for Tanzania to promote their business. Likewise, the portal is useful to the tourists as it facilitates them to get detailed information; book and purchase certain services online in a one stop centre. However, being centrally coordinated, it is not known on whether periphery destinations like Mto wa Mbu. Likewise, from the report, the influence of establishing tourism portal in the country on increased tourists' visitation at the destination area is not well documented.

Likewise, Kilungu *et al.*, (2014) examined the wildlife tourism destination over different of time from colonial to post-colonial era in Tanzania. Based on the available literature reviews, the study among other things documented the efforts undertaken to address wildlife reserve in the country. It included the changes made in the policies on resource use over different period of time which contributed to the existing status of the National Parks in the country. The establishment of the nation reserves started in 1929 and culminated in 1950s. The study documented that the increased use of internet and website led into the increased number of tourists in the country. However, the study does not explain the influence of introduced internet and website in the tourism services in the country in general and Mto wa Mbu in particular.

2.4.5.2 Establishment of Visitors Information Centres (VIC)

The establishment of visitor's information center is a crucial factor to help tourists get information regarding tourism attractions and related services. In Australia, (Cooper *et al.*, 2012) carried out the study to examine the ways in which information from visitors' information Centers (VICs) is disseminated. The study concentrated in the following aspects of VICs, visitors' preferences in terms of the way in which information is disseminated and used and the type of the VICs and the level of technology used by them. The study adopted qualitative approach whereby in-depth interviews and focus groups methods were used to collect data. The study investigated the ways in which information from visitor information centers (VICs) is disseminated and presents the findings from three components of the study which examine the knowledge management within VICs; visitor preferences in terms of the way in which information is disseminated and used; and the types of VICs that exist and the level of technology used within them. The findings revealed that VICs are adopters of the ICT theories for the information dissemination to stakeholders. It was revealed that internet and emails are mostly adopted in the VICs. The adoption of the technologies is associated with low cost required for adoption. Likewise, the majority of the VICs in the study areas are small but relevant for small business. Despite being relevant to the current study, the empirical findings did not document the impacts of the VICs on the tourism promotion for enhancing SMEs growth in the study area.

2.4.5.3 Publicity and Advertisement of the Destination

Empirically it has been observed that advertisement and publicity effort of local

tourism attractions has great influence on increasing the number of tourists in many destination areas. As the number of tourists increases, it influences the growth of tourism Enterprises, hence create more employment opportunities. Various scholars have attempted to address the issue of advertisement and publicity in tourism development (Loda *et al.*, 2016 and Mkwizu, 2018).

Loda *et al.*, (2016) did a study to examine advertisement and publicity as marketing tools used in tourism services. The experimental study based on the post-test only control group was used to for the purpose. The study explored the two of the basic tools used by tourism marketers, namely, advertising and publicity. The quantitative data were descriptively analyzed showing the mean scores, frequency, standard deviation and percentages. The results of the study found that, publicity created significantly higher mean scores than advertising for credibility. The findings of the study reaffirmed that publicity is an important element in the tourism marketing mix. Furthermore, it suggested that publicity is more effective than advertising strategy in persuading potential tourists to visit a specific destination. However, the study is silent on the local stakeholders and their role in publicity of the destination. Likewise, the findings of the study did not unfold the influence of publicity and advertising on improving tourists' arrivals at the destination areas.

Alhroot, (2007) carried out the study to investigate the internal and external environmental factors that affect destination marketing in Jordan tourism companies. The quantitative data were descriptively analyzed by the support of SPSS. The findings indicate that respondents rated all the factors of service quality listed as

critical. Most of the respondents felt that, in order to retain the international tourists, the experience on the services delivery is a predominant factor. Also, the quality of capability, accommodation, access to natural areas, tour guides, tourist information, transportation, financial and communication institutions were factors regarded as contributors to tourist satisfaction. It was also revealed that the most critical factors of product of destination marketing development were improving the tourism products, identifying and exploring new opportunities and upgrading visitor services and facilities. The study is suitable since it is focused on tourism destination promotion. However, the study did not explain who should be involved in promoting tourism at the destination area.

Mkwizu, (2018) carried out the descriptive study to analyze the media and source of market for domestic tourism at Kitulo National Park. The study deployed semi structured questionnaires collect data 105 respondents. The findings indicated that television is the major media used by domestic tourists to source information about Kitulo National Park. On the other hand, the major source markets for Kitulo National Park include Njombe and Mbeya region. However, local government was not included in the study. Likewise, the influence of the television in attracting the tourists was not presented. Moreover, the study focused only on the domestic tourists while in fact international tourists play equally important roles in the tourism services at the tourism destination areas. These knowledge gaps call for extended research to fill in the knowledge gaps.

2.5 Tourism Policy and Legal Framework in Tanzania

2.5.1 Tourism policy of 1999 and LGAs' Role in Tourism

During the 1990s, the government of Tanzania embarked into the decentralization by devolution (D by D) approach involving the transfer of functions, power and authority from the centre to the local government authorities (LGAs) to improve the delivery of public goods and services (Nyamhanga *et al.*, 2013; Frumence *et al.*, 2013). The reform necessitated the government to establishment and reviewing policies in various economic sectors such as agriculture, mining, Tourism. In tourism sector the government started by reviewed its policy 1999 in order to identify opportunities and address all challenges constrained by the sector. Among of the objectives were to create employments to the local peoples, promote human resources development and investments opportunities through the development of local community entrepreneurship in the tourism sector. Also, it was to stimulate the transfer of technology and the development of local industries that produce goods and services for the tourism industry (URT, 1999).

Furthermore, the policy provides for transferring some responsibilities regarding management of local tourism to the local government authorities. These include supporting local people in tourism business initiatives, managing and promoting all tourism resources found in their places. This marks the point that LGAs poses important roles in tourism development process. In other words, LGAs roles have the direct influence on SMTEs growth because the involvement of local residents in tourism is through employed or self-employed into SMTEs (URT, 1999). Therefore, seeking performances or growth of SMTEs it is essentials to understand the

challenges facing and understand the facilitation roles and responsibilities assumed by LGAs on supporting local tourism development (Bokaj, 2014).

In line with LGAs and local tourism, Sect 5.14.1 of the National Tourism Policy stipulates various roles of LGAs that has to be undertaken to support local tourism development. These include the Control over and use, provision and maintenance of tourist services, sites and attractions, Marketing and promotion on specific attractions and dissemination of information facilitates the participation of local communities in the tourism industry, control public health and safety and license establishment.

For the implementation and enforcement purposes of National tourism policy the government enacted the Tourism Act of 2008 (URT, 2008) however, this was made after nine (9) years since the establishment of Tourism policy. The Act aims to provide for institutional framework, administration, regulation, registration and licensing of tourism facilities and activities. The *Tourism Act, 2008* is the main tourism legislative frame in the country which has provisions for all tourism sub sectors and legal concerns to tourism operations (Lwoga, 2013)

Tourism development in Tanzania before and after independence: sustainability perspectives alongside of National Tourism Policy requirements, it would be expect that the Tourism Act of 2008 (URT, 2008) will state clearly about all issues regarding Local Government authorities' roles in local tourism. However, it is surprising to find that the tourism Act is silent about the roles and responsibilities of LGAs on local tourism as stipulated in the policy. This mismatch between tourism

policy and the Act of 2008 raises an important practical question on how does the Tourism policy being implemented in local areas This obviously might have an implication for Tanzania tourism development in terms of functions and roles of LGAs and other stakeholders when engaging into the process of tourism development. It might also be associated with slow growth of SMTEs at Mto wa Mbu as noted by previous studies (Maziku, 2014 and Muganda *et al.*, 2013) To date it has hard to find tourism studies which documented tourism legal framework in relation to local government authorities. This policy-legal framework gap it attracts new study on the missing information to understand practically on how does Local government perform its roles and responsibilities on tourism sector. This information is very essential as far planning and management of tourism at the local level is concerned

2.5.2 Tourism Act, 2008 and LGAs Roles in Tourism

Tourism Act of 2008 is the major tourism legislative frame in the country expected to have provisions for all tourism sub-sectors and legal concerns to tourism operations. Section The Ministry of Natural Resources and Tourism (MNRT) is the leading institution concerned with the formulation and implementation of tourism development policy strategies and plans, stimulation and promotion of local investment activities in tourism (URT, 2008).

Under sect 6(1) the Act provides an exclusive right of ownership for the entire tourism sector in Tanzania. The section stipulates a range of Tourism functions and responsibilities activities. It insist that the MNRT through Director of tourism

division shall in consultation with other public authorities' device strategic geared towards promotion and maintain working relationship between the division and such various public authorities where tourism activities are undertaken.

Under MNRT there are other tourism institutions such as the Tanzania National Parks (TANAPA) responsible for all national parks in the country, Ngorongoro Conservation Area Authority (NCAA) for conserving the Ngorongoro area. Others include Tanzania Wildlife Research Institute (TAWIRI) and Tanzania Tourists Board (TTB). Their roles are to ensure high quality product development, to enhance marketing and promotion, conservation and awareness of the products, and to ensure proper management of the resources (URT, 1999).`

On the other hand, the Act recognizes the private sector which is well organized in under various trade associations. The associations, Tanzania Association of Tour Operators (TATO), Tanzania Association of Travel Agents (TASOTA), Hotel Association of Tanzania (HAT), Tanzania Hunting Operators Association (TAHOA), Intra-Africa Tourism and Travel Association (ITTA), Tanzania Professional Hunters Association (TPHA), Zanzibar Tourism Investors Association (ZATI), Tanzania Tour Guides Association (TTGA), Tanzania Air Operators Association (TAOA), Tourism and Hotel Professionals Association of Tanzania (THPAT) and Tanzania Hotel Schools Association {TAHOSA} (Lwoga, 2013). All these associations are the constituent members of the umbrella organization known as the Tourism Confederation of Tanzania (TCT) which remain as a representative of the private sector.

The close examination of Tourism Act shows that Tourism activities is more confined to sectorial issue rest under MNRT little space has been given to LGAs. The roles of LGAs on local tourism in their area of jurisdiction are not stated in the Tourism Act, 2008. It also surprises to see that even the word Local government authorities have not mentioned at all in the entire document of tourism Act of 2008. Thus, it can be concluded that the Tourism Act, 2008 does not recognize LGAs as among of the key stakeholders in tourism process. But the truth is that in anyway LGAs decisions affect tourism indirect or direct SMTEs activities since all tourism destinations and its practices found in their area of jurisdictions (Chili and Xulu, 2015). The LGAs is considered to be the most responsible for the coordination of tourism stakeholders and supports of Small business development.

Despite the fact that the government has been taking efforts to improve tourism in Tanzania through various reform policies and laws, the review has shown that the efforts has been focus to central government roles through MNRT. It seems that the local government has been forgotten in the Act of Tourism as among of the key stakeholder in tourism development process. In other words LGAs are legally marginalized from the rim of management of local tourism. The current policy-legal framework is not favouring local tourism management because the law does not enforce LGAs to take tourism as mandatory role or functions in their plans. It is important to note that LGAs' support of local Tourism business is very important for the growth of SMTEs.

In the other hand little attention has been given to purposefully investigate the roles

and responsibilities of LGAs in addressing SMTEs growth within tourism destination context. Given the prevailing legal situation in tourism in the country little is known about the practices of local tourism in relation to LGAs roles. This is an important reason why more research is needed on the roles and activities of local government that affect tourism and sustainability in destinations.

2.6 Small and Medium Tourism Enterprises Status

It is argued that the heart and soul of the tourist experience in every country's destination is served by the majority of small and micro tourism enterprises which quietly and un-noted provide services and experiences for tourists to destination. For instance, it is reported that in Asia-Pacific Economic Cooperation (APEC) more than 85% of tourism businesses are SMTEs operating directly or indirectly targeting tourist expenditures (Gammack, 2014). These include retail shops, courier shops, tour operators, Snack Bars, street vendors and others. SMTEs services are critical stakeholders in creating the satisfaction levels of tourists for any destination. Mshenga *et al.*, (2010) claim that SMTEs in the tourism industry are mostly unrecognized for the part they play in delivering these important services of a tourists' experience this is because often policies and regulations embraces large Enterprises.

In Kenya, Shikuri & Chepkwony (2013) found that the main challenges facing the SMTEs include: shortage of competent manpower, financial constraints, high competition and problems with suppliers. Further, the study noted that if business owner's practices such as having networking skills, problem solving skills, financial

management and information technology will help them to alleviate those challenges. The study recommends the following: embrace networking and business links to improve communication and sharing of marketing information for the purpose of business

Likewise, evidence from South African have shown that the growth prospects of small tourism enterprises are frequently and severely constrained by the inadequate of capital operation and competitive dominance enjoyed by large tourism enterprises (Simon and Mabaso, 2017). The study claimed that despite the potentials presented by tourism development, the reality is that LGAs have not managed to embed tourism as part of their general development strategy. The study recommended government intervention in financial and regulations of business working environments in order to protect SMTEs for interests of local community employments.

On the other hand, SMTEs in countries such Singapore, Hong Kong and Indonesia have developed world class facilities due to government support in many ways including financial, promotions, supports and adequate regulations to support SMTs growth. Furthermore, Local governments play important roles in promoting training and accreditation standards (Dwyer & Mistilis, 2000). However, the challenge for governments is that they are required to commit large sums of money which they would rather spend on their priority agenda item (Jaafar *et al.*, 2011).

In Tanzania the small and medium enterprise (SMEs) is featured under SMEs policy

of 2002(URT, 2002). The SMEs acronym is used to mean micro, small and medium enterprises. It is sometimes referred to as micro, small and medium enterprises (MSMEs). According to SMTEs policy of 2002 (URT,2002) SMEs all non-farm economic activities mainly manufacturing, mining, commerce and services. The demand on the tourism industry has stimulated the emergence of many small and medium of which has been commonly referred to Small and Medium Tourism Enterprises (SMTEs). Studies show that at each point in tourism development process SMTEs and their owners who are often local peoples have played fundamental roles to ensure the continued existence and successful development of this tourism destination (Jaafar & Abdul-Aziz 2011). Although, in Tanzania the accurate data regarding the contribution by SMTEs are not well documented and available its contribution terms of employment creations, income generation and economic growth is vivid.

According to WTTC, (2017) the Tanzanian tourism sector in 2014 alone tourism generated around USD 2 billion which constitutes 25% of Tanzania's foreign exchange earnings, it is at the forefront of the contribution to the country's economy representing 17% of Tanzania's GDP in 2014, and directly employs around 600,000 people and up to 2 million people indirectly. Given these performances of tourism it not easy to untangle the contributions brought by SMTEs in body.

However, an established tourism reports that could assist in providing statistics regarding the performances and growth of SMTEs are limited. Moreover, literatures that managed to establish a standalone contribution brought by SMTEs through its

activities are also largely limited. Possibly because majority of available researches have been over concentrated in studying general tourism and larger business and often investments in this type and scale of tourism are mostly foreign. It is argued that even though large tourism business leads to high foreign exchange leakages but it has lower linkages to the local community than SMTEs does (Mshenga *et al.*, 2010). In this case it is therefore argued that by emphasising participation of local community into smaller business, tourism benefits will be direct realized and extend effects among local communities.

However, a major challenge in Tanzanian SMTEs industry is on the limitation of SMTEs records statistics and literatures. It was expected that the Ministry for Tourism and Natural Resources (MNRT) to be the main source and custodian of all data generated under tourism sector in the country. However, surprisingly, the Ministry itself is using data that are generated by the National Bureau of Statistics (NBS). Unfortunately, largely NBS's data is based on the number of all visitors (Chambua, 2007). Since in Tanzania tourism organization is centralized through MNRT there is a possibility of being biasness in planning and looking tourism at national level while overlooking local tourism and the SMTEs (Mehraliyev, 2014).

However, literatures show that like any other SMEs found in other economic sectors SMEs in tourism faces various challenges such as competition from larger companies, operating with insufficient capital, inadequate tourism business skills and seasonality of customers or tourists (Sitts, 2010 and Emmanuel, 2013). Thus, the study argues that business growth is important for destination and local development.

Generally, the review of empirical literature regarding SMTEs status leads to the following conclusions. First, although there are many studies regarding determinants of small business growth, they have mixed results, making the findings inconsistent and inconclusive. Therefore, knowledge about what facilitates and hinders growth of small businesses is still scattered and limited, and this calls for more research. Second, the explanations for the influence of LGAs in community participation, attractions management, interest land management and promotion on attractions performance found to be a grey area of which study intended to examine it.

2.7 Research Gaps

2.7.1 Theoretical Gap

The current study deployed stakeholder's theory to assess the roles of Local Government Authorities (LGAs) in facilitating tourism for SMTEs growth. The stakeholder theory is relevant to this study as it helps to the identification and understanding of stakeholder's practices basing their participation, interest and needs in the practice of tourism development process at the destination (Jamal & Stronza, 2009). The theory demand stakeholders to work in cooperation so that to raise the competitiveness of destination's tourism industry by enhancing tourist's experiences, strengthening tourism business performance, and protecting and promoting tourism resources. However, one of the deficiencies of the theory is that it does not say exactly who should be the planning and coordinating manager to ensure stakeholders mutually share struggles, resources and best practices that can really give them mileage while ensuring sustainable development of tourism at the destination.

To compliment this gap in the theory this study advances the use of stakeholder's theory in local tourism and small business research by conceptualizing LGAs roles in terms of stakeholders 'theory constructs (participation interests and needs). The study assumed that LGAs are pivotal and influential stakeholder in a destination, and they are important actors to support tourism development within a destination. The aim was to determine whether there is influence between the SMTEs' growths and LGAs' facilitation roles in tourism destination.

Therefore, the study prior hypothesized that the facilitation roles of LGAs in tourism participation, attractions management and land interest have an impact on SMTE growth. The assumption behind is that local community benefits direct on tourism through SMTEs. Therefore, examining the growth of SMTEs was thought to be relevancy to the study.

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2.7.2 Empirical Gap

Though Small and Medium Enterprises (SMEs) growth problem has been greatly reported in Tanzania by other scholars, the reviewed literatures found that the growth problem on Small and Medium Enterprises in tourism sector has paid less attention. Furthermore, the study to examine the growth problem of SMEs in Tourism sector associated with LGAs facilitation roles has been yet not specifically addressed.

Despite this knowledge gap there is a limited of literatures in tourism context regarding the roles of LGAs in tourism in relation with SMTEs growth in Tanzania. Although there are various studies in Tanzania in tourism development (Muganda *et*

al., 2013, Lwoga & Kessy, 2011, Emmanuel, 2013, and Mahata, 2010) most of them attempted to address the inadequate participation of local community problem in relation to Central government roles or supports. In this context there have been limited studies tend to associate community participation on SMTEs growth and LGAs facilitation roles influences. From their studies it is not easy to understand the extent of contributions of LGAs in local tourism development process. Local tourism involves various stakeholders who need authorities in charge such as local government to ensure equal and fair practices at the destination.

In addition to that, the research gap is widening by the fact that even the few available studies about LGAs and local tourism development have been conducted outside of the Tanzania. For instance, Othman & Rosli (2011) examined tourism small business in Malaysia yet the study was silent to inform about the contribution of LGAs to the growth of small business. In south Africa Ramkumba & Ferreira (2016) examined the roles of the Government should play in supporting the tourism business, but regarding the role so far played by LGAs was silent. Likewise, in Nigeria Ogechi & Igbojekwe, (2012) examined on how local government authorities are involved in tourism could not unfold the relationship with growth of Small and Medium Tourism Enterprises.

At methodological aspect majority of the reviewed studies adopted descriptive and qualitative approach and that one cannot from the findings predict the influence of LGAs on SMTEs growth. Besides the growth and performance of SMTEs at Mto wa

Mbu in Tanzania context might be because of geographical and cultural differences, this gap obviously necessitates another study.

Furthermore, most past studies assessed tourism benefits among community in relation to household income (Muganda *et al.*, 2013; Emmanuel, 2013 and Sitts, 2010). This study opted to assess the LGA's facilitation role in SMTEs growth in relation with number of employees deployed by manager/owner of SMTEs.

Basing on theoretical and empirical literature review the following research hypotheses were developed as follows:

- i) *H₁: Local Government Authorities' role in facilitating community participation in tourism has statistically positive contribution on SMTEs growth.*
- ii) *H₂: Local Government Authorities' role in facilitating management of tourism attractions has statistically positive influence on SMTEs growth.*
- iii) *H₃: Local Government Authorities' role in facilitating management of land interest has statistically positive influence on SMTEs growth.*
- iv) *H₄: Local Government authorities' role in facilitating promotion of tourism attractions at the destination has statistically positive influence on SMTEs growth.*

2.8 Conceptual Frameworks of the Study

Linda (1999) provides that the conceptual framework act as the basis for the discussion regarding the relationship between different groups, individual or issues and can always be progressively revisited as further information becomes available.

In line with this concept figure 2.1 presents the conceptual framework of the study. It is depicted conceptually that, LGAs roles affect the SMTEs growth. This argument resonates with work of Safari, (2015) claimed that tourism success cannot be achieved in a situation of weak local governance, unrealistic expectation and inadequate engagement of stakeholders and mechanisms to transfer benefits to local community.

In this regard LGAs' facilitation roles in tourism were regarded as an independent variable of the study. These were measured by the four constructs namely Community participation, Attractions management and Promotion and land interest management. The extent of the achievement in each of these constructs contributes to SMTEs growth. The SMTEs growth was regarded as the dependent variable of the study. The dependent variable was measured in three aspects namely number of employees, increase of an income and Tax payment compliance

The study framework is grounded by stakeholder's theory, factors of production theory and empirical review on the selected LGAs roles in tourism which influence the SMTEs growth. From the theories and empirical reviews independent variables were obtained. The choice of stakeholder's theory as the anchor theory for the study was informed by theoretical arguments that for Small business enterprises growth objective is determined by conducive environments set by LGAs roles within the destination. Therefore, the three constructs that namely Community participation, Attractions management and Promotion Attractions were generated from stakeholder's theory as the roles of LGAs. Besides, the land management construct

was borrowed from factors of production theory to compliment with stakeholder's theory. This is because when conceptualizing the stakeholders theory the position of land construct cannot be visible than the factors of production does.

Therefore, all four constructs were conceptualized into LGAs roles in tourism in their area of jurisdiction influence or contributes to the growth of SMTEs located at the destination. The conceptual framework demonstrates how these independent variables (LGAs roles) influence the growth of SMTEs.

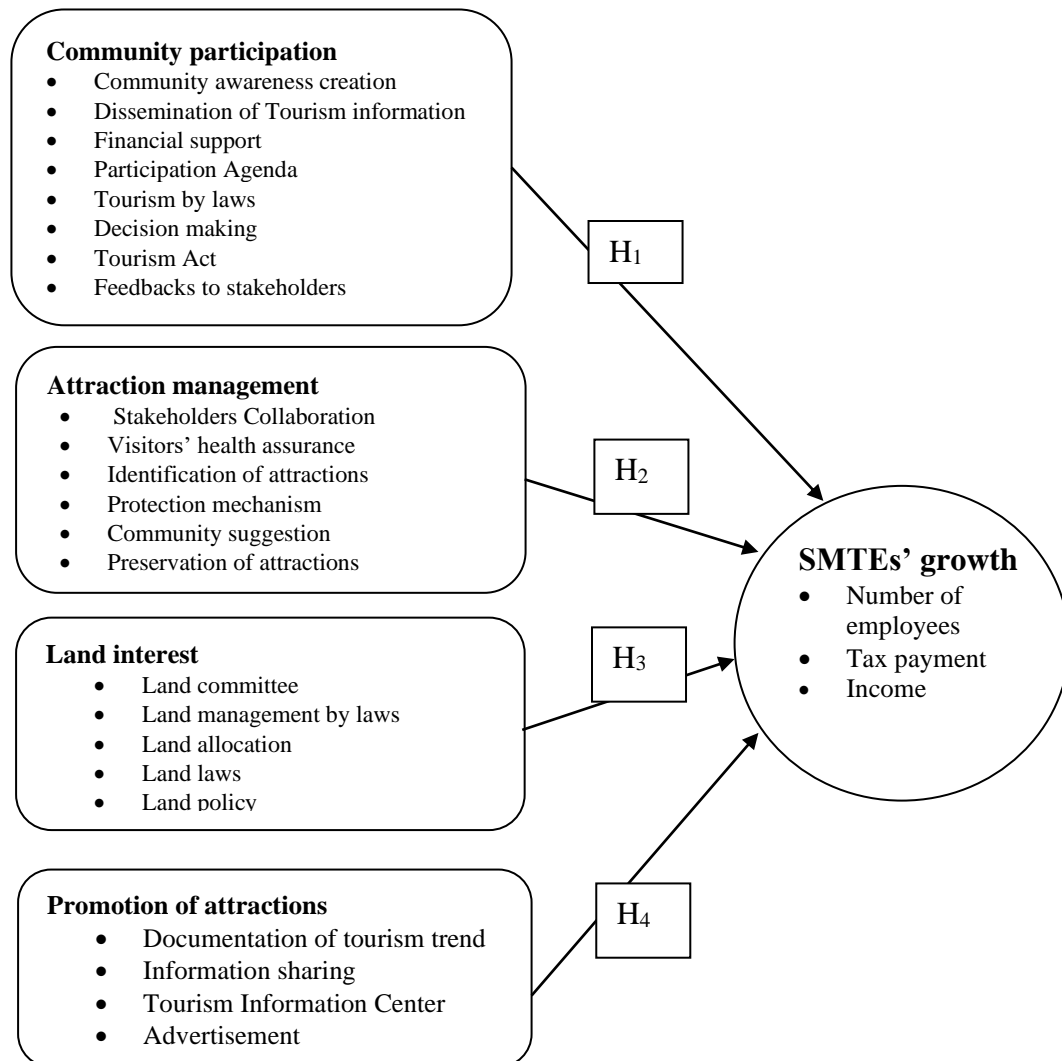


Figure 2.1 Conceptual framework

Source: Researcher's own construct, 2020

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

Chapter three details the research methodology used in this study. The main objective of this chapter is to explain the study methodological choices, and the steps followed to collect the data and to test the hypotheses presented. The chapter starts by discussing the research philosophy, followed with the research design. Furthermore, the chapter details the research procedures and techniques used to design and test the questionnaire. It also discusses the techniques used to select the sample and collect data. Furthermore, the chapter examines the different techniques that researcher used to analyse the data. Other problems and issues pertaining to the reliability, validity and generalization of the study are also presented. The chapter ends up by discussing how the ethical issues were assured in this study.

3.2 Philosophical Foundation of the Study

The research philosophy or paradigm is a basic set of beliefs that guide action and primarily helps in explaining why a researcher should choose qualitative, quantitative, or mixed methods approaches for the study under investigation (Creswell, 2014). In line with, Krauss (2014) explains a research paradigm as the system of beliefs and assumptions guiding the knowledge development. The positivisms paradigm involves a set of assumptions to guide the knowledge acquisition and development in this study.

The current study has theories and empirical evidence from different contexts for a researcher to produce knowledge and understand realities on the influence of LGAs roles in SMTEs growth. That mean in this study the use of positivism was considered important in understanding reality and knowledge development.

Therefore following positivism research paradigm it was possible to generate hypotheses and empirically tested where findings that reflect a reality were generalized. According to (Greener & Martelli, 2015; Saunders, 2012) positivism philosophy the only phenomena on which can be known through our senses can really produce knowledge and that; it is usually associated with empirical testing. Therefore, study aim at theory testing or following positivism approach underpinned the researcher to adopt quantitative research approach to the study.

The applicability of the positivism paradigm in this research is justified as it offers a chance for the study to use theory and application of quantitative data and tools to test the influence of LGAs roles on SMTEs growth. In line with Deepak & Neena (2011) the study approach associates use of research theories (stakeholder's theory and factors of production theory), hypothesis and scientific model to generalise the results. Creswell (2014) adds that, quantitative research approach is an approach for testing objective theories by examining the relationship among variables. This argument was also enhanced by Saunders, (2016) after adding that quantitative approach is suitable for statistical methods that derive results based on numerical and standardised data (Saunders, 2016).

In line with the above the choice of quantitative research method in this study was influenced by the fact that LGAs roles variables are well known to respondents to provide information and has procedures in which data will be well developed and codified (Bajpai, 2011). Also, it allows large sample size for the study; conceptualize reality in terms of variable relationship (Punch, 1998).

In doing so the study developed four specific objectives with the respective hypotheses (see chapter 1) to be confirmed with multiple linear regression models. In order to achieve the overall objective of this study which was to assess the roles of Local Government Authorities in promoting Small and Medium Tourism Enterprises the study conceptualised the LGAs roles into four constructs. These constructs namely Participation, attraction management, and land interest management and attraction promotion. These were statistically applied to taste whether are significant influencing the growth of SMTEs at the destination.

3.3 Research Approach

Research approach can be defined as a specific method of data collection and analysis (Creswell, 2014). This study used quantitative research approach in data collection and analysis. This is in line with Atieno (2009) who stated that, quantitative research approach is an approach involving the use and analyses of numerical data suitable for hypothesis development and testing. Thus, the study collected data using standardized tools to test hypothesis developed on the influence of community participation, attraction management, land interest and promotion of attraction on the growth of Small and Medium Tourism Enterprises

It was, therefore; necessary to use quantitative approach in the process of data collection and analysis of numerical data. According to Kothari, (2009) quantitative techniques can measure specific characteristics through structured data collection procedure from a large representative sample so that the results can be projected to the entire population.

The theory identified positivism approach uses existing theory to build up the hypotheses and advance a theory in the manner that the quantitatively tested hypotheses may either be wholly or partly rejected and thus leading into further research (Saunders *et al.*, 2012). Similarly, the tested hypothesis may result in validating the findings or modifying the initial theory and hence new knowledge contribution.

Furthermore, the study opted for explanatory cross-sectional approach. The research was influenced to pick this because it allows data to be collected at one point of time at a specific study using structured interviews for data collection (Kothari, 2009). Cross-sectional field survey involves obtaining data about practises, situation through questionnaire and measuring independent and dependent variables using similar data collected at one time of the specific study (Bhattacharjee, 2012 and Igwenagu, 2016).

3.4 Study Area

The research study was conducted at Mto wa Mbu Ward which is found at Monduli district, Arusha region. All nine villages of Mto wa Mbu ward was included namely

Kisutu, Magadini, Barabarani and Jangwanini. Others villages were Majengo, Migombani, Kigogoni, Miguguni A and Miguguni B.

3.4.1 Justification for Selection of the Study Area

Firstly, the area's location supports tourism activities and it is found within the tourism nodes of the well-established and famous northern tourism circuit (Muganda *et al.*, 2010, 2013). The place is suitable for the study particularly in data collection since it appears that there is adequate number of tourism entrepreneurs dealing with Small business and medium Tourism Enterprises (SMTEs).

Secondly, the area was selected because it is one of the first cultural tourism sites developed and maintained by Tanzania Tourist Board (TTB) and Netherlands Development Organisation (SNV). This study area is one of the most popular cultural tour sites in Tanzania. Nowhere else in Tanzania have so many different tribes settled in such a small area (URT, 2010) a situation giving clear enough to make this research useful in the area. In addition, Mto wa Mbu tour is a village walk, designed to provide guests with an experience of the rich cultural heritage in Tanzania, albeit in a short time of half a day or one full day.

Thirdly, arguably, its position within a short distance to the entrance to the Lake Manyara National Park tends to link it up with and/or make Mto wa Mbu easily connected to wildlife safari tourism activities (Vander Duim *et al.*, 2006). It is also conveniently located on the way to the two world-renowned tourism attractions: The Ngorongoro Crater and the great Serengeti National Park, which together make the study area an ideal rest place for most safari travellers. It is a common stop for many

safari operators to enable their clients, the tourists, to buy local products, food and drinks and to visit the area's huge curio market. This market usually sells locally made traditional products such as carvings, Maasai spears and trinkets to the increasing number of tourists (Norton, 1991). As such tourism situation have attracted and resulted to the establishment of many Small and Medium Tourism Enterprises related business firms whose are targeted people for collecting the required information for the study. Also, the study considered the natural beauty of the site as an attractive for studies for more clarity for researchers. Natural beauty of tourist site is an important for tourists to experience differences tourist sites.

3.5 Population

The target population size of this study was 232 of Small and Medium Tourism Enterprises (SMTEs) registered as a tourism business at Mto wa Mbu in Monduli, Arusha region. According to Hair *et al.*, (2010), the identified target population took note of the study objectives and scope, access to the study cases, familiarity with the topic of interest, time-frame and resource availability. According to Monduli District Council report of 2015/2016 (URT, 2016) the available data shows that there were 232 as a total number of the registered tourism small business and Medium enterprises at Mto wa Mbu. These were active business with their permanent place and office.

3.6 Survey and Sampling Design

There are two kinds of surveys research: sample surveys and census (complete enumeration) surveys. In a sample survey, data are collected for only a fraction of

units of the population. The reason of opting sample survey may be attributed to the cost consideration, geographical and time limitation (Saunders & Lewis, 2012). On the other hand census survey approach data are collected for all units in the population (Creswell, 2014). Singh & Masuku (2014) argued that a census is more attractive for small population because it eliminate sampling errors and provide data on all individuals in the population. Therefore, entire population will have to be sampled in small population to achieve the desirable level of precision

In extant reviewed previous studies close to this study in the same area (Mto wa Mbu) adopted sample survey design approach (Sitts, 2009; Muganda *et al.*, 2013 and Emmanuel, 2014). Also, almost of these previous studies their unit of enquiry was the households of Mto wa Mbu while the unit enquiry of this study included all owners or managers of SMTEs at the study area.

Therefore, given the small population size that is 232 as the total number of SMTEs at Mto wa Mbu, it was thought to be worth and appropriate to consider the entire population and decided to opt for census survey approach (complete enumeration) opposite to the previous studies. This is in line with Edith *et al.*, (2008) and Singh & Masuku (2014) as argued that when the universe is a small one, it is no use resorting to a sample survey rather than census. Furthermore, the study also found that it was possible (in terms of time and resource) to examine every item in the population, and sufficiently obtaining information from target population.

3.6.1 Data Collection Method and Tools

3.6.1.1 Primary Data

The study collected primary data from owner-managers of SMTEs by using structured questionnaires. Data collection occurred over a period of six months in the year of 2018. The study adopted a questionnaire of World Tourism Organization (2006) which seemed to be relevant to the study. Some questions were refined from questionnaire of Alshboul, (2016). However, minor adjustment was made to the questionnaire (Appendix 1) to better meet the purpose of this study. The adjustment was done after thorough review of past literatures and previous studies.

The questionnaire was prepared in English and then translated into Swahili language, which is understandable by many Tanzanians. However, respondent had a choice to decide type of questionnaire to be used. The translation was first done by the researcher, and to ensure the correct translation, a language expert also translated the questionnaire into Swahili. We discussed and reached consensus on the few aspects that differed in the two versions. The author did pretest the questionnaire on 32 owner-managers based at Monduli council to test the reliability and validity of each question in capturing the information needed. After the pretest, a few questions were modified.

After the data collection process was completed, the questionnaires were edited again to determine the number of usable questionnaires, resulting to 205 equals to 88% of the analyzable questionnaires out of 232 expected in total. Before data entry, questions were checked for errors, omissions, and inconsistencies. In particular,

attention was given to ensure that contradictory answers were avoided. Subsequently, the data from each questionnaire were processed into an SPSS programme. Before analyzing the data, the SPSS file was checked twice for errors. Any anomalies were corrected using the original questionnaire.

3.6.1.2 Secondary Data

The study used secondary data from reports, articles, published papers and various research reports. Government reports were obtained from Monduli District council, Ministry of Natural resources and tourism (MNRT), President Office Regional Administration and Local Government (PO-RALG). On the other hand, Google search engine software was used to obtain articles, research reports and published papers. Secondary data collection search included the key words in search of information (search engines used), the search key words included; stakeholders, tourist planning, small and medium tourist enterprise growth. Google scholar was used to generate the references with other scholarly works.

The secondary data involved the collection and analysis of published materials and information from internal sources as well as external sources. For the purpose of this study, the literature on Small business based on tourism its growth were reviewed from the books, published and published journal articles about small and small tourism management and growth.

3.7 Data processing and Analysis

The data analysis involved three main phases namely: data preparation, descriptive

analysis and inferential statistics were used to analyze the data collected from the field. The sections below details how these approaches were employed in this study.

3.7.1 Data Preparation

Prior to preliminary data analysis, the coding of responses was done in order to classify the collected data and assigning a numeric to data. The coding of data was done in order to enable the researcher to enter the data quickly and with fewer errors (Saunders *et al.*, 2016). The data were entered in SPSS version 25 software as string for next stages of data analysis.

The data cleaning and screening was done for the purpose of to identifying inconsistency in filling the questionnaire and any error done during entering the data. Furthermore, the process was done in order to detect whether there are some missing of the entered data. The process was done in order to identify and replace, modify or delete the incorrect data from the created template ready for descriptive analysis.

3.8 Descriptive Statistics

Descriptive statistics involved computation of mean scores, standard deviation, percentages, cross tabulation and frequency distribution which described the demographic characteristics of the organization and the respondents. Measures of dispersion (SD) were used to test the normality of the data. Furthermore, descriptive analysis produced an overview of the data, tested whether there are significant relationships between variables used in the study) in relation to specific variables. On the other hand Coefficient of determination (R^2) was also used to determine the

goodness of fit of different models by indicating whether the proportion of SMTEs growth explained by all the combined predictor variables was equal, greater than or less than the population of each predictor variable. The closer R^2 is to 1, the better the fit of the regression line to data.

3.9 Inferential Statistics

Inferential statistical analysis was done in order to assist in drawing the conclusions about the relationship between independent and dependent variables by using econometric models. If the study consists of the data with only one variable is called univariate population, the data with two variables is known as bivariate population and the data with more than two variables is known as multivariate population (Kothari, 2009). This study employed multivariate techniques for data analysis because it had four independent variables, namely community participation, attraction management, land interest and promotion of attraction. Hair *et al.*, (2010) define multivariate analysis as all statistical techniques which simultaneously analyse the multiple measurements on individual objects under the study.

Furthermore, Kothari (2009) argues that there are two types of multivariate techniques for data analysis: data which contain both dependent and independent variables and data which contain several variables but do not depend on each other. The data in this study contained both independent and dependent variables. The correct data analysis techniques for a study with both independent and dependent data include multiple regression analysis, multiple discriminate analyses and MANOVA (Kothari, 2009). If there are several metric dependent variables,

MANOVA is the best method for data analysis (Kothari, 2009). However, if there is a single metric dependent (criterion) variable which is explained by several independent (predicator) variables then multiple regression analysis is the best option technique for data analysis (Kothari, 2009). Since the study investigated the relationship in the casual model among many independent variables against one dependent variable using numerically generated data, multiple linear regression analysis was suitable for analysing, testing hypotheses and making final conclusion. However, before conducting multiple linear regression analysis, correlation analysis was done to assess the correlation between and among variables without inferring cause and effect of those variables and also testing multicollineality problem among independent variables

3.9.1 Correlation Analysis

Correlation analysis does not assess the cause and effect between the two variables. Correlation analysis was done to determine the strength of the linear relationship between the two numerical or ranked variables (Hair *et al.*, 2010). The coefficient of correlation value (ρ) lies between +1 and -1, whereby a value of +1 means a perfect positive correlation and -1 indicates a perfect negative correlation. The data interpretation based on the correlation coefficients and judged whether the correlation between the variables was significant (calculated Pearson correlation value, $p < .01$ or $p < .05$) or insignificant (Pearson correlation value, $p > .01$ or $p > .05$). Besides, correlation analysis was important in testing multicollineality among the independent variables. In the case the degree of correlation between independent variables in multiple regression analysis is 0.90 or above, a serious multicollineality

problem exists and therefore requiring to use only one set of the independent variable to make the estimation (Hair *et al.*, 2010). In addition, it is logically assumed that there are no pairs of predictors which are correlated to destabilise the estimation of model parameters.

3.9.2 Regression Analysis

Regression analysis is a technique used to analyse the relationship between a single dependent variable and one or several independent variables. The general assumption is that there is a linear correlation between the dependent variable and the independent variable(s) (Hair *et al.*, 2010). As indicated in Chapter One, the main objective of this study was to assess the roles of LGAs in promoting growth of SMTEs in Tanzania. In other words to assess the relationship between the role of LGAs in local tourism on one hand and the growth of SMEs in the Tanzanian Tourism sector Tanzania on the other. Accordingly, linear regression analysis is an appropriate statistical technique for examining such relationships.

Multiple linear regression models were used to determine the influence of LGA role in facilitating community participation in tourism activities at the destination, LGA's Roles in managing of tourist attractions at the destination, LGA's role in management of land interests and LGA's role in Promotion of tourism attractions at the destination on SMTEs growth. The analysis was adjusted for sex, age, education level of the respondents and firm year of establishment. SPSS version 25 was used for data analysis and significance of all statistical tests was determined at 5% level.

3.9.2.1 Multiple Regression Models

Multiple Linear Regression (MLR) analysis was statistical technique used to analyze the influence among variables (i.e. Single dependent variable and several independent variables). The main reason for using the multiple linear regression technique is to predict the variability of the criterion variable based on its covariance with all the explanatory variables (Deepak and Neena, 2011; Ansare, 2012). The data interpretation is through observing the coefficients and judge whether the relationship between independent variable and dependent variable is significant (calculated t value, $p < .05$) or insignificant (calculated t value, $p > .05$) (Kothari, 2009).

ANOVA was used along with linear regression model for convenient analysis data. Convenient means of showing the regression output is to use an ANOVA table. The variation in the dependent variable is separated into two components: the explained variation and unexplained variation (Hysa, 2012). According to Chawla & Sondhi (2011), the multiple regression equation takes the form:

Y = Dependent variable: SMTEs' growth

X_{i-n} = Independents variable (according to specific objective variables of the study)

B_0 = y intercept (Level of SMTEs growth when all independent variables where 0)

B_1, B_2, B_3, \dots are called the regression coefficients. They indicate the change in the estimated value of the dependent variable for a unit change in one of the independent variables, when the other independent variables are held constant.

e_i = error term

3.9.2.2 Assumptions of Multiple Linear Regressions

Statistical tests mostly rely on assumptions about the variables utilised in data analysis. If these assumptions are smartly met the results are trustworthy since Type I error, Type II error and over- or under-estimation are significantly avoided. Osborne and Waters (2002) emphasises that the fundamental crucial assumptions of multiple linear regressions analysis are the presence of normality, linearity, homoscedasticity, reliability of measurement and absence of outliers. However, the other commonly tested assumption of multiple linear regressions analysis is multicollineality concept (Hair *et al.*, 2010; Kapaya, 2017). These assumptions are addressed in the following sub-sections.

Normality assumption: The first assumption of multiple linear regressions is that variables are normally distributed. Regression assumes that variables have normal distributions. Non-normally distributed variables such as highly skewed, kurtotic variables, or variables with substantial outliers, can distort the relationships and significance tests. Normality was checked under SPSS using the Kolmogorov-Smirnov test (Saunders *et al.*, 2012). Kolmogorov-Smirnov test is appropriate if the sample size is at least 200 observations and works best if the sample size is exceeding 1000 observations (Mashene, 2016; Hair *et al.*, 2010). If Kolmogorov-Smirnov test is insignificant ($p > .05$), the distribution of data meet the assumption for conducting any parametric test since data are normally distributed (Saunders *et al.*, 2012). The null hypothesis is stated that data are normally distributed while the alternative hypothesis is stated that data are not normally distributed. Conversely, if Kolmogorov-Smirnov test is significant ($p < .05$), the distribution of the data do not

meet the assumption for conducting any parametric test since they are not normally distributed.

However, if Kolmogorov-Smirnov test is significant ($p > .05$), the distribution of the data meet the assumption for conducting any parametric test since they are normally distributed. Likewise, Hair *et al.*, (2010) argue that if the sample size is less than 1000 researchers should also use the graphical plots such as histograms to assess the actual degree of departure from normal distribution. The normalised histograms use standard deviation to measure the normality of data. The standard deviation which is the square root of the variance is mostly applied to measure the dispersion of data values from the average or mean (Saunders *et al.*, 2012). As a rule of thumb a standard normal distribution has the mean of 0 and standard deviation of 1 (Kothari, 2009). The low standard deviation shows that data points are very close to the mean while the high standard deviation shows that data points spread out over a big range of values.

Extreme values assumption: The second assumption of multiple linear regressions is the absence of substantial extreme values in the data which means no outliers. Multiple regression analysis is sensitive to outliers which are extreme values characterized by unusual or unrepresentative cases. Presence of outliers bias regression coefficients and are likely to lead in getting the invalid results. Outliers are removed before data analysis (Tabachnik & Fidell, 2007, cited by Taruwinga, 2011). Statistical analysis is also carried out to test the status of outliers. Anderson (1992) suggests that the data which are free from outliers have standardized residuals

within the limits of ± 3 which are expected for normal distribution of data. Residuals can also be assessed on whether are normally distributed by simply producing a normal probability plot called normal P-P plot and box plots.

Linearity assumption: The third assumption of multiple linear regressions is that the relationship between the independent and dependent variable(s) can be accurately estimated if the relationships are linear in nature. Linearity shows the degree to which the change in a dependent variable is related to a change in the independent variables (Hair *et al.*, 2010). If the relationship between independent variables and the dependent variable is not linear, the results of regression analysis will underestimate the true relationship. Linearity assumption is tested using correlation coefficients and scatter plots. Linearity assumes that the correlation between the variables is linear and this is true if the bivariate correlations for each pair of independent variables is significant showed by asterisk mark (* $p < 0.05$, ** $p < 0.01$ or *** $p < 0.001$).

Homoscedasticity assumption: The fourth assumption of multiple linear regressions is presence of homoscedasticity which means that the variance of errors is the same across all levels of the independent variables, otherwise it is heteroscedasticity. The implication is that residuals have approximately the constant variance regardless of the dependent variable value. For every value of X, the distribution of Y scores should essentially have approximately equal variability (homoscedasticity). SPSS Levene's-test for homogeneity is commonly applied to check the equality of variance for a pair of variables (Hair *et al.*, 2010).

Reliability assumption: The fifth assumption of multiple linear regressions is the presence of reliability of data. In multiple regression or partial correlation, effect sizes of other variables can be over-estimated if the covariate is not reliably measured, as the full effect of the covariate(s) would not be removed. Reliability analysis was carried out to test if the variables measured were free of errors. Saunders *et al.*, (2012) posit that good reliability is estimated to be an alpha value ≥ 0.7 .

Multicollinearity assumption: The sixth assumption of multiple linear regressions is that there is little or no multicollinearity in the data. Multicollinearity occurs when one independent variable is highly correlated with a set of other independent variables (Hair *et al.*, 2010). Correlation analysis and the Variance of Inflated Factor (VIF) are applied to measure on whether multicollinearity exists or not. Hair *et al* (2010) posit that multicollinearity happens when any single independent variable is highly correlated with other independent variables. Correlation value may be between ± 1 . When one independent variable is perfectly predicted by another independent variables (or more variables), its correlation value is 1.0 meaning that multicollinearity is very high and thus violates seriously the use of multiple regression analysis. Hair *et al.*, (2010) argue that if the degree of correlation between independent variables in multiple regression analysis is 0.90 or above, a serious multicollinearity problem exists and therefore requiring to use only one set of the independent variable to make the estimation (Hair *et al.*, 2010). The assumption is that no pairs of independent variables which are correlated to destabilise the estimation of model parameters. The Variance Inflated Factor (VIF) is also used to

test multicollineality and the mean value of VIF should be less than the value 5 (Hair *et al.*, 2010; Kapaya, 2017). Hair *et al.*, (2010) assert that if the value of VIF is 1.0 and its tolerance ($1/VIF$) is also 1.0, it indicates no multicollineality.

3.9.3 Estimation Procedure

3.9.3.1 Outcome Variables: SMTEs Growth

(Janeska-Iliev & Debarliev, 2015; Tundui, 2012; Maziku & Robert, 2014) found that growth of the business can be measured using various indicators such as sales revenues, number of employees, gross sales turnover, and size of the business, targets and goals of the entrepreneurs.

Tundui (2012) and in her study on gender and Small Business Growth used employment growth rate over five years and capital investment. Likewise, Maziku *et al.*, (2014) applied employment rate in assessing performance of Women Small and Medium Enterprises as the relative change in size of the growth measure in last five years. In line with this view the SMEs policy of Tanzania of 2003 (URT, 2003) uses employment level and investment capital to categorize small business into micro, small and or larger business. This current study used employment growth rate, income and tax payment complaints to measure the growth of SMTEs.

Three questions were used to assess SMTEs growth. Each question had Likert scale of measurement ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). To determine SMTEs growth, the average scores for the three questions was then computed. For change in number employee, binary response variable was used, the

response was coded 0 if the change in number of employees was 1-4 employee and 1 if the change in number of employees was 5 and above.

3.9.3.1.1 Objective One: Influence of LGA Role on Community Participation

Variable

H₁: Local Government Authorities' role in managing tourism attractions has statistically positive influence on SMTEs growth

H₁ Was modeled with the following multiple linear regression

$$SMTEG = \beta_0 + \beta_1 CP_1 + \beta_2 CP_2 + \beta_3 CP_3 + \beta_4 CP_4 + \beta_5 CP_5 + \beta_6 CP_6 + \beta_7 CP_7 + \beta_8 CP_8 + e_i$$

Where:

SMTEG: Dependent variable: Small and Medium Tourism Growth

CP1: Community awareness creation

CP2: Dissemination of Tourism information

CP3 Financial support

CP4: Participation Agenda

CP5: Tourism by laws

CP6: Decision making

CP: 7 Tourism Act

CP: 8 Feedbacks to stakeholders

β_0 = y intercept (Level of SMTEs growth when all independent variables where 0)

β_{i-n} = coefficient of independent variable showing its effect on the dependent variable

e_i = error term

3.9.3.1.2 Objective Two: of LGAs' Role on Management of Tourism

Attractions Variables

H₂: Local Government authorities' role in managing tourism attractions has statistically positive influence on SMTEs growth

H₂ Was modeled with the following multiple linear regression

$$SMTEG = \beta_0 + \beta_1 AT_1 + \beta_2 AT_2 + \beta_3 AT_3 + \beta_4 AT_4 + \beta_5 AT_5 + \beta_6 AT_6 + \beta_7 AT_7 + e_i$$

Where:

SMTEG = Dependent variable: Small and Medium Tourism Growth

AT1: stakeholder' collaboration

AT2: Visitors health assurance

AT3: Identification of attractions

AT4: protection mechanism

AT5: community suggestion

AT6: Preservation of attractions

AT7: Security of the destination

B_0 = MA intercept (Level of SMTEs growth when all independent variables where 0)

B_i = coefficient of independent variable showing its effect on the dependent variable

e_i = error term

3.9.3.1.3 Objective Three: Influence of Local Government Authorities' Role in

Managing Stakeholder's Interest on Land Variables

H₃ Was modeled with the following multiple linear regression

$$SMTEG = \beta_0 + \beta_1 LI_1 + \beta_2 LI_2 + \beta_3 LI_3 + \beta_4 LI_4 + \beta_5 LI_5 + e_i$$

Where:

SMTEG: Dependent variable: Small and Medium Tourism Growth

LI1: Land committee

LI2: By laws

LI3: Land allocation

LI4: Land laws

LI5: Land policy

e_i = error term

β_0 = y intercept (Level of SMTEs growth when all independent variables where 0)

β_i = coefficient of independent variable showing its effect on the dependent variable

e_i = error term

3.9.3.1.4 Objective 4: Influence of Facilitation role of Local Government

Authorities' Role in Facilitating Promoting of Tourism Attractions

$$SMTEG = \beta_0 + \beta_1 PA_1 + \beta_2 PA_2 + \beta_3 PA_3 + \beta_4 PA_4 + e_i$$

Where:

SMTEG = Dependent variable: Small and Medium Tourism Growth

PA1: Documentation of tourism trend

PA2: Information sharing

PA3: Tourism Information Center

PA4: Advertisement

β_0 = PA intercept (Level SMTEs growth when all independent variables where (0)

β_i = coefficient of independent variable showing its effect on the dependent variable

e_i = error term

3.10 Validity and Reliability of Data

Validity and Reliability of collected data can be affected by participants' error, participant bias, observer error and observer bias (Greener and Martelli, 2015).

Reducing the possibility of getting the wrong data and consequently wrong

inferences attention was paid to ensure both reliability and validity as explained in the proceeding sections:

3.10.1 Validity of Data

Data Validity is defined as the ability of data collection methods and tools to measure the construct accurately (Bryman, 2008). To enhance data validity in this study, two main approaches were deployed including first the adoption and modification of the questionnaire from WTO (2006) and refine some questions from (Alshboul, 2016).

A pilot testing study was carried out before the main research work undertaken in order to test the clarity, effectiveness, adequacy, and relevance of the research instruments which is questionnaire (appendix 2). It also tested whether the hypotheses, variables, and measures were appropriate. A total of 32 respondents were selected conveniently from Mondul district council to participate in the pretesting of the data collection tools. This sample size is perceived adequate for a pilot testing (Saunders, 2009).

This is supported by scholars such as Kothari (2009) who pointed out that prior to data collection, the designed instruments such as questionnaires and interview guide should be subjected to pilot-testing to ensure the quality of the findings. The area used for pilot test was excluded in the actual data collection for the study. The noted errors and suggestions given by the respondents during this exercise helped to improve the tools and, hence, achieve the validity and reliability of the data.

Furthermore, prior to the data collections the questionnaire was translated from English to Kiswahili language. However, in adoption process the study considered the following validity aspects: -

3.10.1.1 Content Validity

The study considers whether or not the items on a given test accurately reflect the theoretical field of the latent constructs it claims to measure (Morse, *et al.*, 2002). In this study to ensure a content validity on the adopted questionnaire, the study assessed whether the instrument covered all contents of the constructs which required to be measured

3.10.1.2 Face Validity

Kumar, (2010) pointed out that to ensure face validity each question or item in the scale must have a logical link with objectives and hypothesis. This makes easier and quick in applying during the process of data collection. This study validate instrument by reflecting research objectives and hypothesis. The research instruments were adjusted in the way that it is simple, specific, short, and understandable to the respondents and accommodates all requirements for getting required data.

3.10.2 Reliability of Data

Reliability refers to the consistency and stability of the findings that enables the findings to be replicated (Hair, *et al.*, 2010). In this study a reliability test was done using Cronbach's alpha α test. The Cronbach's alpha was computed to examine

internal consistency or reliability of our instrument. It measures how well a set of variables or items measures a single, one-dimensional latent aspect of individuals.

The Cronbach's alpha values range from 0 to 1 and the values above 0.7 represent an acceptable level of internal reliability (Cortina, 1993). Table 3.1 presents the Cronbach's alpha values and the number of items joined for each factor. The Cronbach's alpha values for the five factors range between 0.768 and 0.877. This indicates that a high level of internal consistency for our scale.

Table 3.1 Cronbach's alpha

Factor	Number of items	Cronbach's alpha
Community participation	8	0.877
Managing tourists' attractions	7	0.866
Management of land interests	5	0.768
Promotion of tourism attractions	4	0.839
SMTes' Growth	4	0.778

Source: Researcher, 2020

The reliability of the tools for data collection is important to ensure that when the tools are used to collect data on similar settings they can consistently yield similar results. It refers to the extent to which data collection techniques or analysis procedures yield consistent findings (Saunders *et al.*, 2009 and Marczyk *et al.*, 2005). In this study, reliability of data was ensured through a number of practices.

The selection of respondents of the study of which were SMEs' owner or managers believing that these are well informed people on tourism in respect to employees. Second, confidentiality of the information and informants was observed to the

maximum, thus the informants were given freedom to produce honest information. Third, presentation, interpretation and discussions in this thesis draw extensively from the data as it was obtained from the field

3.11 Ethical Issues

Ethical behavior is that which conforms to the agreed moral values or standards given by various professional bodies (Fraenkel & Wallen, 2008). Similarly, Ethics, as noted by Minja (2009) are norms governing human conduct which have a significant impact on human welfare. To start with the researcher sought permission from a number of authorities responsible for issuing permission for this research to be accomplished, as appended in appendixes. The authorities include Open University of Tanzania (OUT), the President's Office, Regional Administration and Local Government (Regional Administrative Secretary of Arusha) and Monduli District Council. The letters of introduction issued by each of these authorities gave information regarding the researcher and the need to render cooperation in the exercise.

Other ethical issues put in check included; Honesty: The researcher strived to maintain truthfulness in reporting data results by ensuring that there is no fabrication, falsehood, or any misrepresentation of data. Objectivity: The researcher avoided bias in research design, data analysis, and data interpretation and among others. Respect for Intellectual Property: The researcher honoured patents, copyrights, and other forms of intellectual property by accrediting and acknowledging of contributions from various parties

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Overview

This chapter presents the findings and discussions regarding the roles of Local government Authorities in Small and Medium Tourism Enterprises (SMTEs) at Mto wa Mbu at Monduli District Council in Arusha region. The presentation and interpretation of the data focused on testing the hypothesis held before conducting the study that LGA's roles influence SMTEs growth at the tourism destination area. The findings are presented based on the specific research objectives. Thus, they are presented in the following subsections, namely the LGA' role in facilitating Community Participation in Tourism practices, LGA's role in facilitating management of the Local Tourism Attractions, LGA' role in managing land interest on tourism, and LGA's role in promoting tourism destination as independent variables. The independent variables are regressed with Small and Medium Tourism Enterprises growth as the dependent variable of the study. Prior to the presentation of the findings, socio economic characteristics of the respondents are presented to inform readers about the respondents involved in the study.

4.2 Preliminary Examination of Data

This section presents the screening and cleaning of raw data before they were analyzed. Two broad categories of problems are discussed: case-related issues such as the accuracy of the data input, missing observations, and outliers; and distribution issues such as normality (Hair *et al.*, 2010; Saunders *et al.*, 2016).

4.2.1 Data screening or screening process

The study ensured that the data are cleaned and ready to go before conducting further statistical analyses. These includes Questionnaire Checking, Data Editing and Missing Values

4.2.2 Questionnaire Checking

By using pre-test and pilot study the questionnaire was checked to examine its quality. The pre-test was done also to ensure statements in the questionnaire are clear, precise, focused and applicable to the respondents.

4.2.3 Data Editing

Both during the field and after the field data editing were done. Field editing involved a carefully scrutiny of the completed questionnaire. Therefore, the process of examining the collected raw data in survey questionnaire in order to detect errors for corrections if possible was immediately corrected after obtaining the questionnaire from the respondents.

During the field checking for minor errors immediately after receiving the questionnaire, encase of any questions found to be not properly filled by the respondents, responded were requested to fulfil or correct it. To those questionnaires which were found to be not well readable for any reason such as hand wiring style residents were asked to clarify the responses so that to be sure with what has written. This approach saves the purpose to avoid guessing as well as making the study itself rational. In the other hand the central editing was conducted after field work

completed. All questionnaires were passed through. In case of any error was corrected accordingly before coding process.

4.2.4 Missing Values

Missing values were controlled from the initial stage during data collection as well as field editing process. To ensure the accuracy the researcher spared a little time to introduce the purposes of the study and the subject matter there after respondents were encourage filling the questionnaire properly. Such kind of research protocol enhanced a comfort of the respondents during the time of filling questionnaire. Similarly, statistical procedure was conducted using SPSS version 25 to preview the presence of missing value to captured data as shown in Table 4.1.

Table 4.1: Missing values status table for all variables item of the study

	N	Mean	Std. Deviation	Missing		No. of Extremes ^a	
				Count	Percent	Low	High
CP2	205	3.16	1.271	0	.0	0	0
CP3	205	3.22	1.301	0	.0	0	0
CP4	205	3.18	1.099	0	.0	25	0
CP5	205	3.34	1.089	0	.0	20	0
CP6	205	3.29	1.044	0	.0	17	0
CP7	205	3.01	1.180	0	.0	0	0
CP8	205	3.15	1.164	0	.0	0	0
AT1	205	3.33	1.097	0	.0	19	0
AT2	205	3.38	1.048	0	.0	18	0
AT3	205	3.41	.999	0	.0	16	0
AT4	205	3.30	1.096	0	.0	21	0
AT5	205	3.09	1.117	0	.0	0	0
AT6	205	3.56	1.095	0	.0	17	0
AT7	205	3.60	1.065	0	.0	16	0
LI1	205	3.14	1.020	0	.0	21	0
LI2	205	3.23	.987	0	.0	16	0
LI3	205	2.74	1.200	0	.0	0	0
LI4	205	3.22	.969	0	.0	17	0
LI5	205	3.08	.954	0	.0	17	0
PR1	205	2.94	1.056	0	.0	0	0
PR2	205	2.69	1.142	0	.0	0	0
PR3	205	2.81	1.175	0	.0	0	0
PR4	205	2.80	1.234	0	.0	0	0
SMT1	205	2.80	1.288	0	.0	0	0
SMT2	205	2.58	1.248	0	.0	0	0
SMT3	205	2.96	1.232	0	.0	0	0
SMT4	205	1.13	.339	0	.0	.	.

a. Number of cases outside the range ($Q1 - 1.5*IQR$, $Q3 + 1.5*IQR$).

b. . Indicates that the inter-quartile range (IQR) is zero.

Source: Researcher construct, 2020

4.2.5 Normality of Data

In order to check that the distribution of scores is approximately normal, it was needed to look at the values of *skewness* and *kurtosis* output. Positive values of skewness indicate too many low scores in the distribution, whereas negative values indicate a build-up of high scores. Positive values of kurtosis indicate a pointy and heavy-tailed distribution, whereas negative values indicate a flat and light tailed distribution. The further the value is from zero, the more likely it is that the data are not normally distributed (Field, 2009).

Table 4:2 revealed that all skewness indices ranged between -0.758 and 0.089. Based on these results, indices are within the range of -3 and 3. This indicates that, data of the study were univariate normally distributed. On the other hand, kurtosis indices were less than 10.0, it also indicates that, data of the study are univariate normally distributed (Kline, 2015). Furthermore, the calculated kurtosis critical ratio was 1.523, which is less than 1.96 (cut point). This indicates that, data of the study were multivariate normal.

These findings were in line with Kothari and Garg (2014) who pointed out that the skewness gives the shape of distribution of the when a data set comprises a skewed distribution when mean, median and mode are not the same and the limit of coefficient is -3 to 3.

Table 4.2: Descriptive statistics for checking normality data

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CP1	205	1	5	3.12	1.347	1.813	-.419	.170	-1.226	.338
CP2	205	1	5	3.16	1.271	1.616	-.480	.170	-.903	.338
CP3	205	1	5	3.22	1.301	1.692	-.550	.170	-.862	.338
CP4	205	1	5	3.18	1.099	1.207	-.700	.170	-.413	.338
CP5	205	1	5	3.34	1.089	1.185	-.794	.170	-.138	.338
CP6	205	1	5	3.29	1.044	1.090	-.715	.170	-.171	.338
CP7	205	1	5	3.01	1.180	1.392	-.471	.170	-.883	.338
CP8	205	1	5	3.15	1.164	1.354	-.280	.170	-.808	.338
AT1	205	1	5	3.33	1.097	1.203	-.712	.170	-.257	.338
AT2	205	1	5	3.38	1.048	1.098	-.905	.170	.132	.338
AT3	205	1	5	3.41	.999	.999	-.878	.170	.561	.338
AT4	205	1	5	3.30	1.096	1.200	-.749	.170	-.241	.338
AT5	205	1	5	3.09	1.117	1.247	-.473	.170	-.620	.338
AT6	205	1	5	3.56	1.095	1.199	-.948	.170	.318	.338
AT7	205	1	5	3.60	1.065	1.134	-1.001	.170	.613	.338
LI1	205	1	5	3.14	1.020	1.040	-.698	.170	-.255	.338
LI2	205	1	5	3.23	.987	.974	-.763	.170	-.073	.338
LI3	205	1	5	2.74	1.200	1.440	-.201	.170	-1.256	.338
LI4	205	1	5	3.22	.969	.940	-.790	.170	.169	.338
LI5	205	1	5	3.08	.954	.910	-.544	.170	-.075	.338
PR1	205	1	5	2.94	1.056	1.114	-.337	.170	-.456	.338
PR2	205	1	5	2.69	1.142	1.304	-.102	.170	-1.102	.338
PR3	205	1	5	2.81	1.175	1.380	-.100	.170	-1.109	.338
PR4	205	1	5	2.80	1.234	1.524	-.055	.170	-1.245	.338

4.2.6 Multicollinearity Problem Testing

Prior to carrying out the regression analysis, tests were performed on the cleaned data regarding the assumptions of the multivariate analysis. The assumptions included the absence of multicollinearity, linearity of the relationship between dependent and independent variables, adequacy of sample size and normal distribution of the error (Field, 2009; Hair *et al.*, 2010 and Norman, 2010). Diagnosis analysis was performed to determine the state of multicollinearity among the independent variables.

The results of the diagnosis are presented in Table 4:3. The findings from the previous studies established that, in a situation, where tolerance level is more than 0.1 and Value Inflation Factor (VIF) is not more than 10, there is an absence of the multicollinearity problems (Pettet *al.*, 2003; Long *et al.*, 2014 and Plotts, 2011). In this perspective, variables did not reveal the multicollinearity problem as the tolerance level is greater than 0.1 and VIF is not higher than 10. Moreover, these variables depicted the existence of linear relation among the data.

Table 4.3: Tolerance and VIF test for multicollinearity

<i>LGAs' facilitation role</i>	Collinearity Statistics	
	<i>Tolerance levels</i>	<i>VIF</i>
Community participation	.926	1.162
Attraction Management	.850	1.079
Land interest management	.820	1.274
Attractions promotion	.776	1.171

Source: Field Data, 2020

4.2.7 Eliminating Outliers

Outliers are case scores that are extreme and have high impacts on the outcomes of

any statistical analysis. There are four reasons which cause outliers. The first occurs from incorrect data entry. In this research, a few cases of these errors were noted and corrected accordingly. The second type of outlier is the inclusion of missing values in calculations, and the third type is the result of sampling error wherein cases are not representative of the intended population. Finally, outliers include those observations within the intended population but are extreme in their combination of values across the variables. For the cases of third and fourth types of outliers, in this study with death as Air *et al.*, (2010) recommendations. Air recommend that recommended using EFA for producing scale of one-dimensional, whereby among the factors of extraction was high loading, low loading and the scree test.

Hooper and Coughlan (2008) recommended the value of loading which used for retaining item for controlling outliers as 0.4 for low loading and 0.9 for high loading. In line with, this study adopted the recommendations. Appendix 4 revealed that out of 27 constructs or variables included were found to be within the range of 0.4 – 0.9 in the study were within the recommended range. However, the study removed three variables which found double loading these includes Decision making (CP6) Health assurance (AT4) and Local suggestion (AT7).

4.3 Demographic Information

4.3.1 Social Economic Information of the Respondents

In this study results from Table 4:4 shows 32% of the total respondents were female while 68% of them were male SMTEs owners. This gives an implication that more men are involved in tourism services than women. The findings are in line with the

observation made by Baumus (2013) argument that men in tourism at work are more involving than women. This imbalance is contributed by the fact that more women are engaged in other domestic responsibilities such as children caring, cooking for family and other family related activities. Due to culture women are carrying more family responsibilities compared to men. Women are supposed wisely budget time of business and time for meeting home need such as to prepare food for breakfast, lunch and dinner. Furthermore, has to care children and other home activities at home. The observation also revealed that the majority of the women were engaged in petty economic activities like selling varieties fruits, vegetable and handcrafts to visitors. However, it is important to point out that the purpose of this study was not to make comparison of the men and women engaged in Small and Medium Enterprises (SMETs) but to understanding the status level of the respondents of the study.

On the other hand, result from Table 4:4 shows that (42%) tourism managers had completed a primary school while 41% of the respondents had finished secondary school level. The observation also revealed 11% of the respondents had College/University education level and the last group of respondents were 6% who had informal education only. These result patterns denote that most of the respondents had adequate education which has contributed in giving reliable and reliable and valid data to this current study. Having majority of the respondent's graduates of secondary school, it suggests that what was answered was known to them. This contribute in enhance the validity and reliability of findings.

Table 4.4: Demographic characteristics of the respondents

Variable	Frequency	Percent
Education level		
Informal	13	6.34
Primary education	86	41.95
Secondary	84	40.98
College/University	22	10.73
Sex of respondent		
Male	140	68
Female	65	32
Age of respondent		
19-34	109	53.17
35-54	88	42.93
55 and above	8	3.90
Firm year of establishment		
1984-1993	5	2.44
1994-2003	37	18.05
2004-2013	73	35.61
2014 and above	90	43.90
Type of SMTEs		
Canteen	52	25.49
Art gallery	72	35.29
Tour operators	20	9.80
Traditional culture performance	34	16.67
Others	26	12.75

Source: Field survey, 2020

4.3.2 Cross Tabulation between Gender and Education Cross Tabulation

The studied conducted a cross tabulation between gender and Education of the respondents. The cross-tabulation results from Table 4:5 indicate that SMTEs sector is dominated by primary and secondary SMTEs owner–managers. However, the results further revealed that more female from owner–managers went for secondary education (43%) while female were only (35%). The findings suggest that education is still a determinants key for engagement of local community in SMTEs.

Table 4.5: Cross tabulation between Gender and Education Cross tabulation

		Education				Total
		Informal	Primary	Secondary	College/University	
Male	Count	10	55	61	14	140
	% within GENDER	7.1%	39.3%	43.6%	10.0%	100.0%
Female	Count	3	31	23	8	65
	% within GENDER	4.6%	47.7%	35.4%	12.3%	100.0%
Total	Count	13	86	84	22	205
	% within GENDER	6.3%	42.0%	41.0%	10.7%	100.0%

Source: Researcher (2020)

4.3.3 SMTEs Types and Education Cross tabulation

The studied conducted a cross tabulation between SMTEs type and Education of the respondents. The cross-tabulation results from Table 4:6 indicate that canteens business services (52%) and Tour operators services (35%) were dominated by primary education level owners. While respondents with form four education levels were averaged fitted in varies types of SMTEs. The findings further revealed that residents with college education level were most engaged in tours operator's services than lower level of education (25%). Generally, tours operator's business was largely dominated carried out by all educational level of the respondents.

Table 4.6: SMTEs business type and Education Cross tabulation

		EDU				Total
		Informal	Primary Education	Secondary	College/University	
Cateen	Count	2	27	20	3	52
	% within TYPE	3.8%	51.9%	38.5%	5.8%	100.0%
Art Galley	Count	3	30	31	8	72
	% within TYPE	4.2%	41.7%	43.1%	11.1%	100.0%
TYPE Tour operators	Count	1	7	7	5	20
	% within TYPE	5.0%	35.0%	35.0%	25.0%	100.0%
Traditional culture performance	Count	3	9	18	4	34
	% within TYPE	8.8%	26.5%	52.9%	11.8%	100.0%
	Count	4	13	7	2	26
	% within TYPE	15.4%	50.0%	26.9%	7.7%	100.0%
Total	Count	13	86	83	22	204
	% within TYPE	6.4%	42.2%	40.7%	10.8%	100.0%

Source: Researcher (2020)

4.4 Data Analysis on Specific Objective

4.4.1 Model formulation and Validation

The aim of this sub section was to check if the proposed factors were indeed consistent with the actual data. This is because the researcher prior developed conceptual framework from theoretical and empirical findings based on various contexts. Thus, it was necessary to see if the variables are aligned with their underlined measures. Therefore, the researcher used factor analysis to ensure that the variable is aligned with their indicators variables hence ensure that scale has acceptable reliability as described below.

4.4.1.1 Exploratory Factors Analysis

Exploratory factor analysis (EFA) is multivariate statistical procedures, which are used to reduce the number of variables into a small set variable. The later establishes underlying dimensions between measured variables and latent constructs that allow the formation and refinements of the theory. In addition, exploratory factor analysis examines the construct validity. Thompson (2004) describes the significant of using EFA in research which are: decrease number of variables, examine the relationship between variables; used on the detections of unidimensional of theoretical construct and evaluate of the construct validity of the scale or instruments. Furthermore, includes build up parsimonious (simple) interpretation, resolve the issue of multicollineality; are important for developing theoretical construct; and are used to prove the proposed theory.

This study therefore deployed EFA to ensure that constructs are aligned with their

indicator variables. This is because at the beginning of the study the researcher used hypothesised information based on the roles of Local government authorities from empirical and theoretical measure of constructs from different contextual settings without data. Byrne (2013) claimed that in a situation where there is incongruence between the researcher, theory and data a poor model fit will always result. Hence it was difficult to proceed with analysis without factor analysis procedures. This means that exploratory analysis was run first. The EFA was done in order to ensure links between the observed and latent variables are clear in the study area.

In the context of this study the targeted sample was 205. In order to ensure validity and reliability sample adequacy was tested in exploratory factor analysis whereby the Kaiser-Meyer-olkin (KMO) was applied to examine sample adequacy. KMO used to measure the sampling adequacy prior to the extraction of the factors during the exploratory factor analysis. Results on Table 4:7 revealed that KMO measure was found to be 0.903 the value is within the acceptable range. Likewise, the Bartlett's Test of Sphericity value is significant (0.000), therefore factor analysis is appropriate.

The study follows the Kaiser (1974) recommendation that the accepting values greater than 0.5 is barely acceptable (values below this should lead you to either collect more data or rethink which variables to include). Furthermore, values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (Hutcheson & Sofroniou, 1999). Therefore, with KMO value of 0.833 the researcher was confident

that the sample size for all items and for overall was adequate in factor analysis for this research. The obtain KMO value also confirm that the data was adequacy for conducting analysis using exploratory factor analysis.

Basing KMO test result, the next step was to conduct factor analysis with the aim of producing unidimensional of the theoretical constructs. In producing scale of a unidimensional during an exploratory factor analysis, Hair *et al.*, (2010) recommended on using Kaiser's criteria(eigenvalue greater than 1), the scree test, the cumulative percent of variances extracted and parallel analysis as an important decisive factor for extractions technique which this adopted.

The current results with KMO 0.993 are linked with Che Russel *et al.*, (2013) who found KMO value of 0.869 which indicates strong correlation of variables and took exploratory factor analysis. Therefore, based on KMO findings in this study it confirms that the data was adequacy for conducting factor analysis as shown inTable 4:7 below.

Table 4.7: KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.833
Bartlett's Test of Sphericity	Approx. Chi-Square	1.756E3
	Df	351
	Sig.	.000

Source: Researcher (2020)

4.4.1.2 Exploratory Factor Analysis Procedure and Out Put

In conducting exploratory factor analysis (EFA) to the study data principal axis factor analysis with varimax rotation was deployed. The aim was to assess the

fundamental structure of 27 items of the model forming the LGAs' facilitation roles in community participation, Attraction management, and land interest, promotion of attractions and SMTEs growth in Tanzania as a dependent variable. Initially, the exploratory factor analysis was run to know the nature of the model. This was in line with Hoyle (1995) observation claims that conducting EFA helps to offsite the weakness of the model by using more than one criterion. Table 4:8 shows the first round of EFA. The results have revealed some of items with poor fit and those items with cross loading. Cattell (1966) suggested that, all items with poor fit and double loading has to be dropped for the improvement of model.

Therefore, in line with this argument all items found with poor fit and double loading were removed accordingly for the purposes of improving the model. The process of selecting factors to remain within the model, four criteria were used namely Eigen values, Scree tests (scree plot, figure 4.1), factor loading and factors that composed at least with three items. Given this situation five factor from 27 indicator variables found in the questionnaire were extracted which explain 51% of the cumulative variance as shown in Table 4:8 below

Table 4.8: Total variance explain

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.415	23.761	23.761	6.415	23.761	23.761	4.228	15.659	15.659
2	2.258	8.362	32.123	2.258	8.362	32.123	2.764	10.238	25.897
3	2.148	7.955	40.078	2.148	7.955	40.078	2.407	8.916	34.812
4	1.582	5.860	45.938	1.582	5.860	45.938	2.229	8.255	43.067
5	1.377	5.100	51.038	1.377	5.100	51.038	2.152	7.970	51.038
6	1.116	4.133	55.171						
7	1.075	3.982	59.153						
8	.996	3.687	62.840						
9	.896	3.318	66.158						
10	.843	3.120	69.278						
11	.799	2.958	72.237						
12	.722	2.673	74.909						
13	.676	2.504	77.413						
14	.654	2.421	79.835						
15	.620	2.295	82.130						
16	.564	2.088	84.218						
17	.544	2.013	86.231						
18	.486	1.801	88.032						
19	.459	1.698	89.730						
20	.451	1.669	91.399						
21	.411	1.521	92.921						
22	.379	1.405	94.326						
23	.360	1.335	95.661						
24	.342	1.267	96.928						
25	.315	1.167	98.095						
26	.280	1.038	99.132						
27	.234	.868	100.000						

Extraction Method: Principal Component Analysis.

Source: Researcher (2020)

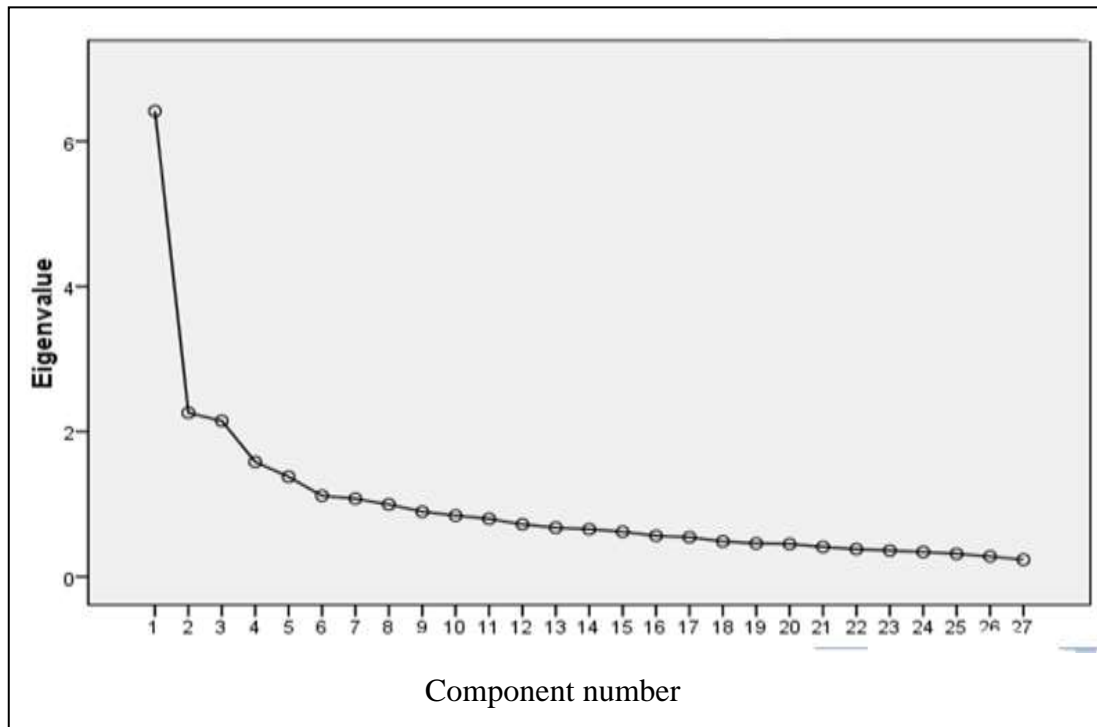


Figure 4.1: Eigenvalue Scree plot

Source: Researcher (2020)

4.4.1.3 Initial run of Exploratory Factor Analysis Rotated Component Matrix

The initial run results of exploratory factor analysis are shown in the Table 4:9. These results points out that all of the items had good fit. In order to determine and retain the appropriate items *eigen* values and *scree* test (Figure 4.1) were adopted there are after five factors were applied based on selected criteria which explain 51% of the cumulative variances (Table 4:5). For assessing the suitability of each item to the underlying structure the following criteria in line with by Young and Peace (2013) were used to retain indicators

- i) All items with weak load i.e below .05 were dropped from the model (Table 4:8)and all items loading ranging above 0.5 were retained to the model

- ii) All items with KMO p- value greater than 0.5 were left. However, Table 4:8 KMO and Bartlett's Test confirms that the data was adequacy for conducting factor analysis

Table 4.9: Initial run of exploratory factor analysis rotated component matrix

	Component				
	1	2	3	4	5
CP2	.712				
CP1	.702				
CP3	.642				
CP5	.586				
AT2	.578				
CP4	.544				
SMG3	.541				
AT1	.536				
CP6	.528				
AT4	.516				.411
CP8	.432				
CP7	.424	.400			
LI2		.685			
LI4		.684			
LI5		.619			
LI1		.607			.454
LP3		.556			
AT6			.873		
AT7			.871		
AT3			.757		
PA2				.764	
PA1				.717	
PA4				.704	
PA3				.472	
SMG2					.734
SMG1					.698
AT5					.542

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: Researcher (2020)

- a. Rotation converged in 1 iterations

Source: Researcher (2020)

4.4.1.4.1 Dropped items on exploratory Factor Analysis Rotated

Table 4:10 is the supplement of table 4:19 showing all factors or items which were dropped from the model due to double loading or weak loading problem. The findings revealed that CP: 7 Tourism Act was removed because having both weak load and cross load while CP:8 Feedback because having weak road. In the other running round CP4: Participation Agenda and CP6: Decision making were experiencing double loading. Therefore, were all removed from the model.

Regarding attractions, at the initial run AT4: mechanism was found to have double loading. In the other run AT1: collaboration, AT2:health assurance as well as AT5:community suggestions were experiencing double loading so they were dropped out from the model. In the other hand, initial LI1: Land committee was showing double loading problems were removed however in the other run LI2: By laws was also shown double load therefore it was also removed from the model. Lastly, was on promotion of attraction whereby PR3: Information sharing was experiencing weak load therefore it was removed from the model.

Table 4.10: Dropped items on exploratory factor analysis rotated

SN	Variables	Items dropped
1	CP: Community participation	CP4: Participation Agenda CP6: Decision making CP:7 Tourism Act CP:8 Feedback
2	AT: Attraction management	AT1: collaboration AT2: health assurance AT4: mechanism AT5: community suggestion
3	LI: Land interest	LI1: Land committee LI2: By laws
4	PR: Promotion attractions	PR2: Information sharing
5	SMG: SMTEs growth	SMG3: Income

Source: Researcher (2020)

Given this condition only those items or factors that meet the model fit criteria were retained as shown in Table 4:8 Final Rotated Component Matrix below.

Table 4.11: Final Rotated Component Matrix

	Component				
	1	2	3	4	5
AT7	.881				
AT6	.877				
AT3	.783				
CP2		.754			
CP1		.750			
CP3		.748			
CP5		.682			
PA2			.814		
PA1			.784		
PA4			.699		
LP3				.769	
LP5				.753	
LP4				.728	
SMG2					.838
SMG1					.788

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: Researcher (2020)

4.4.1.4.2 Retained items on exploratory Factor Analysis Rotated

Table 4.12 below define all items which were retained to account for each factor which were retained in model during exploratory factor analysis process as elaborated in Table 4.11 above

Table 4.12: Retained items on exploratory Factor Analysis Rotated

SN	Variables	Items retained
1	CP: Community participation	CP1: Awareness creation CP2 Dissemination of information CP3 Financial support CP5by laws
2	AT: Attraction management	AT3: Identification of attractions AT6: Preservation of attractions AT7: Security of the destination
3	LI: Land interest	LP3: Land allocation LP4:Land laws LP5: Land policy
4	PR: Promotion attractions	PA1: Documentation of tourism trend PA2: Tourism Information Center PA4: Advertisement
5	SMG: SMTEs growth	SMG1: Increase of employee SMG2: Tax compliance

Source: Researcher (2020)

4.5 Response Frequency and Percentage of Each Objective

After exploratory factor analysis, the response frequency and percentage shown in Tables illustrates the general idea based on the role of the government authorities in promoting small and medium tourism enterprises in Tanzania as shown in Section 4.4.1 to 4.4.4 whereby the response frequency and percentage of respondents, and cumulative percentage are expressed.

4.5.1 Community Participation in Tourism for SMTEs Growth

Generally, about 17% of the respondents disagreed about LGAs efforts in facilitating Community participation for tourism growth meanwhile 64% agreed and only 19% were neutral. The first items which were found to be more effective than others were Dissemination of information (CP2), followed by financial support (CP3) as shown

in table 4:13. About 65.9% agreed that CP2 was important measure, meanwhile 65.4% represented CP3. In addition, 65.3% of the respondents LGA efforts in creating tourism awareness (CP1) while 54.4% agreed that the prevailing by laws contributes towards participation of community in tourism and enhance the SMTEs growth in their places.

Table 4.13: Role of LGA in facilitating community participation in tourism growth

CP	Strong disagree		Disagree		Cummul Disagree	Neutral		Agree		Strong agree		Cummul Agree
	F	Per	F	Per	Per	F	Per	F	Per	F	Per	Per
CP1	20	9.8	34	16.6	26.4	17	8.3	111	54.1	23	11.2	65.3
CP2	14	6.8	16	7.8	14.6	42	20.5	110	53.7	23	11.2	65.9
CP3	13	6.3	16	7.8	14.1	43	21.0	107	52.2	27	13.2	65.4
CP5	4	2.0	21	10.2	12.2	48	23.4	115	56.1	17	8.3	54.4
<i>Disagree 17%</i> <i>Neutral 19 %</i> <i>Agree 64%</i>												

Source: Researcher (2020)

4.5.2 Managing Tourists Attractions for SMTEs growth

This Variable regarding the LGAs role in facilitating stakeholders in attractions management was measured by: Identification of attractions (AT3), Preservation of attractions (AT6) and Security of the destination (AT7) as shown in Table 4.14. Generally, about 28.7% of the respondents disagreed meanwhile 62% agreed and only 39.3% were neutral. The first items which were found to be more effective than others were AT3 where 65% of the respondents agreed that on it. The following was AT6 followed by AT7 as described in Table 4.11

Table 4.14: Role LGA in managing tourists attractions

AT	Strong disagree		Disagree		Cummul Disagree	Neutral		Agree		Strong agree		Cummul Agree
	F	Per	F	Per	Per	F	Per	F	Per	F	Per	Per
AT3	4	2.0	48	23.4	25.4	19	9.3	117	57.1	17	8.3	65.4
AT6	12	5.9	48	23.4	29.3	17	8.3	110	53.7	18	8.8	62.5
AT7	15	7.3	50	24.4	31.7	21	10.2	105	51.2	14	6.8	58.0

Disagree 28.7%; Neutral 9.3%; Agree 62%

Source: Researcher (2020)

4.5.3 LGA in Managing Stakeholders' Land Interest

This Variable of managing stakeholders land interest measured three items namely: Land allocation (LI3), Land laws (LI4) and Land policy (LI5) as shown in Table 4.15. Generally, about 17% of the respondents were on opinion that LGAs facilitation role in managing land interest does not promote SMTEs growth meanwhile. In the other hand 47% of the respondents agreed and only 36% were neutral. LP4 was found to be more effective than others because where 51.2% of the respondents agreed while 11.8% they disagree, 37.1 were neutral. Furthermore, 48.7% agreed that LI3 clearly influenced tourism promotion and LI5 agreed by 40.9%. This means that LI4 have much impact on tourism promotion.

Table 4.15: Descriptive statistics of LGA in managing stakeholders' land interest

LP	Strong disagree		Disagree		Cummul Disagree	Neutral		Agree		Strong agree		Cummul Agree
	F	Per	F	Per	Per	F	Per	F	Per	F	Per	Per
LP3	16	8	33	16	23.9	56	27	95	46	5	3	48.7
LP4	4	2	20	10	11.8	76	37	98	48	7	3	51.2
LP5	5	2	27	14	15.6	89	43	78	38	6	3	40.9

Disagree 17%; Neutral 36 %; Agree 47%

Source: Researcher (2020)

4.5.4 Descriptive statistics of LGA in Promoting Tourism Attractions

This Variable of the role of local government authority in promoting tourism attractions at the destination area comprises three items which are Documentation of tourism trend PA1, Information sharing (PA2) and Advertisement (PA4) as shown in Table 4.16. Generally, the results reveal that about 26% of the respondents disagreed with the facts that LGA promotes tourism attractions in the destination area meanwhile 46% agreed and only 33% were neutral stand. The first items which were found to be more effective than others were PA4 where 49.1% of the respondents agreed that, they have influence on promoting tourism attractions at the destination area meanwhile 27.8% they disagree, 22.4% were neutral. The second item was advertisement of destination, where as about 37.6% of the respondents agreed on its effectiveness, 13.7% disagreed and 42% were neutral. In addition, 36.5% of the respondents agreed that information sharing (PA2) was reliable item for influencing measuring promotion of tourism attractions, 29.5% disagree and 33.7% were neutral.

Table 4.16: Descriptive statistics of LGA on promoting tourism attractions

AP	Strong disagree		Disagree		Cummul Disagree	Neutral		Agree		Strong agree		Cummul Agree
	F	Per	F	Per	Per	F	Per	F	Per	F	Per	Per
PA1	14	6.8	28	13.7	20.5	86	42.0	68	33.2	9	4.4	37.6
PA2	21	10.2	40	19.5	29.7	69	33.7	70	34.1	5	2.4	36.5
PA4	14	6.8	43	21.0	27.8	46	22.4	87	42.4	15	7.3	49.7
<i>Disagree 26%; Neutral 33%; Agree 41%</i>												

Source: Researcher (2020)

4.5.5 Small and Medium Tourism Enterprises Growth (SMTEG) in Tanzania

This Variable of small and medium tourism enterprises growth measured by two items namely Employments creation (SMG1) and Tax payment compliance (SMG2). Generally, Table 4:17 shows that, about 10% of the respondents disagreed that were not growing. In the other hand 70% of respondents agreed that there is growth in terms of employments creation. Only 20% were neutral. Findings revealed that SMG1 were found more effective since 70.7% of the respondents agreed that it was a good measure in SMTEG in Tanzania, meanwhile 9.7% disagree and 18.5% were neutral. In addition, 69% respondents agreed that SMG2 were important measure for small and medium tourism enterprises growth, 10.3% disagreed while 20.5% were neutral.

Table 4.17: Descriptive statistics of LGA on promoting tourism attractions

SMG	Strong disagree		Disagree		Cummul Disagree	Neutral		Agree		Strong agree		Cummul Agree
	F	Per	F	Per	Per	F	Per	F	Per	F	Per	Per
SMG1	5	2.4	15	7.3	9.7	38	18.5	117	57.1	30	14.6	71.7
SMG2	10	4.9	11	5.4	10.3	42	20.5	111	54.1	31	15.1	69.2

Disagree 10%; Neutral 20%; Agree 70%

Source: Researcher (2020)

4.6 Correlations Analysis of all Variables

4.6.1 Correlation Across Independent Variables

Prior to running the regression Analysis it was necessary to conduct pair wise correlation analysis for more accurate determination of reliability. The analysis was

meant to first indicate whether variables were correlated or not. In line with Nyamsogoro (2010) the findings in Table 4:17 indicate the relationship among all independent variables. The findings show that Promotion of tourism attractions (PA) and Community participation in tourism (CP) had positive and significant correlation at the coefficient ($r = .147^*$, $p\text{-value} = 0.035$). Promotion of tourism attractions (PA) and Attraction management (AT) had positive and significant correlation at the coefficient ($r = .1163^*$, $p\text{-value} = 0.020$). Likewise, Promotion of tourism attractions (PA) and stakeholder interest inland management (LI) had positive and significant correlation at the coefficient ($r = .368^{**}$, $p\text{-value} = 0.000$).

On the other hand the relationship between Community participation in tourism (CP) and tourism attractions (PA) had ($r = .230^{**}$, $p\text{-value} = 0.001$). Also, the results of the correlation between Community participation in tourism (CP) and stakeholder interest in land management (LI) coefficient were ($r = .329^{**}$, $p\text{-value} = 0.000$). In addition, the relationship between Attraction management (AT) and Land Interest management had positive, and significant correlation at the following coefficients ($r = 0.169^*$ and $p = 0.015$).

The rule of thumb suggests that the item to total correlation (r) should exceed 0.03 and the correlation have to be significant (Hair *et al.*, 2006). Therefore, the results across independent variables were found to be positive and significant influence on SMTES growth in Tanzania.

Table 4.18: Correlations analysis across independent Variables

		PA	CP	AT	LI
PA	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	205			
CP	Pearson Correlation	.147*	1		
	Sig. (2-tailed)	.035			
	N	205	205		
AT	Pearson Correlation	.163*	.230**	1	
	Sig. (2-tailed)	.020	.001		
	N	205	205	205	
LI	Pearson Correlation	.368**	.329**	.169*	1
	Sig. (2-tailed)	.000	.000	.015	
	N	205	205	205	205

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher, (2020)

4.6.2 Correlation between Independent and Dependent Variables

The Pearsons' product moment correlation between community participation (CP); promotion; and Attraction management (TA) and stakeholder's interest on land (LI) and promotion of attractions (PA) and SMTEs growth in Tanzania was conducted. Correlations findings from Table 4:19 indicate that LGAs effort in facilitating promotion of attractions at the destination and SMTEs growth has good, positive and statistically significant relation at ($r = 0.176$, $p\text{-value} = 0.011$). Contrarily, the relationship between LGAs efforts in facilitating Attraction management (AT) has positive and but statistically insignificant at coefficient ($r = 0.476$ and $p\text{-value} = 0.050$). in the other hand the correlation between LGAs efforts in managing stakeholders' interests for tourism and SMTEs growth were positive and significance at ($r = 0.304^{**}$ and $p\text{-value} = 0.000$).

In addition, the correlation between LGAs efforts in facilitating community participation in tourism (CP) and SMTEs growth were at the coefficients ($r = 0.334^{**}$ and $p\text{-value} = 0.000$). The results justify that the correlation is good, positive and significance one. Basing from the correlation statistical analysis, these findings imply that the three variables namely promotion on Attractions, Land interests and community participation are good factors for enhancing SMTEs growth in Tanzania.

The rule of thumb suggests that the item to total correlation (r) should exceed 0.03 and the correlation have to be significant (Hair *et al.*, 2006). Therefore, the correlation linear relationships reported were in the expected direction, that is, they were significantly correlated, thus signaling no difficulties with the linear regression model analysis (Tabachnick and Fidell, 2001).

Meanwhile for promotion of attractions issue some effort is needed from Local government authorities to address the prevailing poor relationship with the growth of SMTEs.

The results show that, an increase LGAs efforts in facilitating tourism in Community participation and managing stakeholders' interest on land will enhance the growth of Small and Medium tourism enterprises in the destination. In addition, the strength of relationship is moderate, and is seen not highly significant ($p = 0.033$) for training and developments and 0.038 for promotions as described in Table 4.19.

In addition, the insignificant relationship noted between Attraction management and SMTEs growth justifies that management of attractions do not influence SMTEs

growth. This signifies that there are some factors that constraint LGAs in performing this role in their area of jurisdiction. However, the positive coefficients sign of attraction management promises that if LGAs increase more efforts in facilitating stakeholders in managing tourism attractions in their places may possible contribute to the growth of SMTEs.

Table 4.19: Correlations of independent variables

Table 4:10 Correlations Analysis						
		PA	AT	LI	CP	SMG
PA	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	205				
AT	Pearson Correlation	.163*	1			
	Sig. (2-tailed)	.020				
	N	205	205			
LI	Pearson Correlation	.368**	.169*	1		
	Sig. (2-tailed)	.000	.015			
	N	205	205	205		
CP	Pearson Correlation	.147*	.230**	.329**	1	
	Sig. (2-tailed)	.035	.001	.000		
	N	205	205	205	205	
SMG	Pearson Correlation	.176*	.050	.304**	.334**	1
	Sig. (2-tailed)	.011	.476	.000	.000	
	N	205	205	205	205	205
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Researcher, (2020)

4.7 Parametric Analysis

In this study Regression analysis was used as a parametric test for the study hypothesis. To ensure multiple regression analysis as a parametric test, the data are assumed to be normal distributed which results into generalization of the findings to

the entire populations. In addition, the non-parametric test does not involve multiple regression and the issues of normal distribution and generalization to the whole population is not compatible. The researchers who use parametric analysis they need to be in bound with the following principles; Measurements should be on interval scales, the data should be normal distributed, and the data should be with homogeneity of variance (Kothari,2009). Based on that need, likert 5-point interval scale used to collect the data collected on all variables under study. Furthermore, normality of data tested by histogram for visual evaluation, Durbin Watson test for serial correlation as shown in Table 4.20.

Johnson & Wichern (2007) evidenced that most of the theories in multivariate data analysis have been developed assuming multivariate normality. This is because the procedures based on normality are simple and more efficient. In addition, it was confirmed that for any study, which involves big sample size, it is assumed that the data was approximately normal regardless of underlying distribution. Even though the study with big sample size have been considered to have normal distribution, others scholars such as Rencher (2002) recommended making assessments for multivariate normality by checking univariate normality. In addition, other authors such as Johnson & Wichern (2007) also suggested investigating multivariate normality by using univariate techniques.

On the other hand, Thomas & John (2003) demonstrate that even though there are several techniques, which have been proposed to tests normality, but there is no uniformly known most powerful technique, hence recommended undertaking several

tests before coming up with a conclusion on normality. The mostly applied method in testing for normality is goodness of fit techniques, consistent and invariant tests, and graphical and correlation approaches (Patrick *et al.*, 2006).

In that manner, Durbin-Watson test statistic is used to test the null hypothesis that the residuals from an ordinary least-squares regression are not auto correlated against the alternative that the residuals. The Durbin-Watson statistic ranges in value from 0.00 to 4.00 whereby value near 2.00 indicates non-autocorrelation (no evidence of serial correlation); a value toward 0 indicates positive autocorrelation (indicates there is evidence of positive serial correlation); and a value toward 4 indicates negative autocorrelation (indicates negative serial correlation among residuals). In this study, Table 4:20 shows Durbin-Watson correlation results. The findings indicate coefficients parameter of 1.616. These results are close to 2.00 and far apart from 1.00. Therefore, the result conclude that the data are normal distributed. These results are in line with the study of Kilangi (2012) with their results of 1.81 used as an evidence for the absence of serial correlation.

Table 4.20: Durbin-Watson d and correlation of residuals

	Durbin-Watson d	Serial Correlation
Estimate	1.616	0.090439

a. Predictors: (Constant), LP, AT, CP, RP

b. Dependent SMTEG

Source: Researcher (2020)

The results from Table 4:20 are related with findings on Figure 4.1 below which evidenced serial correlation of residuals which conclude that the data are normal

distributed. Hence, all data on independent variables (regarding the LGAs facilitation roles in tourism) in relation to Small and Medium Tourism Enterprises growth (SMTE) were found to be normal distributed.

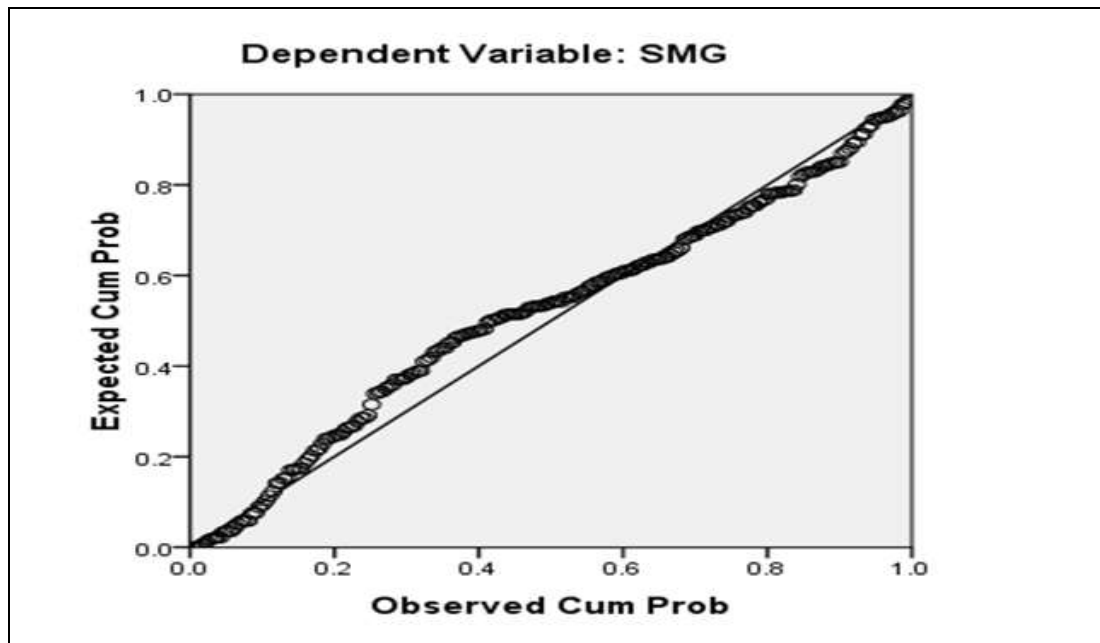


Figure 4.2: Normal P-P Plot of Dependent variables

Source: Researcher (2020)

4.8 Hypothesis Using Multiple Linear Regression Analysis

To test hypothesis developed in the conceptual framework of the study, multiple regression analysis was carried out. Regression analysis aimed testing the hypotheses raised in conceptual framework to determine relationship that exists between career LGAs facilitation roles and SMTEG in Tanzania. The focus of using multiple regression analysis was to establish magnitude and significance of regression coefficient from the roles of local government authorities in facilitating tourism LGAR as independents variables to Small and Medium Tourism Enterprises (SMTEG) in Tanzania as dependent variable. Thus, the independent variables for this

study were constructs of LGAR namely Community participation (CP), Promotion of Attractions (PA), Land interests (LP) and Attractions management (AT). The relationship of independent and dependent variables was based on significant (p-values) of variables.

The regression analysis was carried out and findings indicate that two independent variable has positive and significant relationship with SMTEs growth. Also, on indicator variable namely promotion of attractions (PA) has positive but insignificant meanwhile Attraction management (AT) has negative and insignificant relationship with SMTEG in Tanzania.

The regression model summary in Table4:20 was developed during regression analysis which explain significant proportion of variance in the growth of SMTEs, at ($R^2= 0.161$) coefficient. This implies that 16.1% of the proportion of SMTEs growth can be explained by the role of LGAR in Tanzania. The R value of 0.401 indicates that the predictor variable which are influencing SMTEG in Tanzania, contributes to 40.1% change in the dependent variable. These predictors include CP, AP, LP, and AT.

The coefficients also showed that SMTEG was strongly and significantly influenced by community participation (CP) and Land Interest (LP) meanwhile Promotion of attractions (PA) and attraction management (AT) were positive influence but not significant on SMTEs growth. This is justified by the following findings which show positive but statistically insignificant. The impact of CP found with ($\beta =.272$, $t =$

3.895 and $p = 0.000$) which indicate positive and significant relationship with SMTEsG since P-value was within the specified significant level which less than 0.05. In addition, LP was found with ($\beta = .197$, $t = 2.697$ and $p = 0.008$) which indicates significant relationship with SMTEsG in Tanzania because p values was also less than 0.05.

Contrary to that, attraction management (AT) was found with ($\beta = -.058$, $t = -.858$ and $p = 0.392$) which indicates negative and insignificant relationship with SMTEsG on since p-value was greater than 0.05. In addition, Promotion of attractions (PA) had positive but insignificant relationship ($\beta = .073$, $t = 1.047$ and $p = 0.296$) to SMTEs growth.

Table 4.21: Model summary of objectives

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.401 ^a	.161	.144	1.48038	1.616

- a. a. Predictors: (Constant), LP, AT, CP, RP
 b. Dependent Variable: SMG

Table 4.22: Relationship of objectives, ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.057	4	21.014	9.589	.000
	Residual	438.304	200	2.192		
	Total	522.361	204			
a. Predictors: (Constant), LP, AT, CP, PA						
b. Dependent Variable: SMG						

a. Predictors: (Constant), LP, AT, CP, PA

b. Dependent Variable: SMG

Source: Researcher, (2020)

Table 4.23: Regression results of LGAs facilitation roles and SMTEs growth

Model Summary and coefficients											
a. Model summary											
R		R ²		Adjusted R square			Std Error of the Estimate				
.401 ^a		.161		.144			1.48038				
b. Coefficients											
Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.819	.679		5.621	.000					
	PA	.049	.047	.073	1.047	.296	.176	.074	.068	.854	1.171
	CP	.140	.036	.272	3.895	.000	.334	.266	.252	.861	1.162
	AT	-.033	.039	-.058	-8.58	.392	.050	-.061	-.056	.927	1.079
	LI	.153	.057	.197	2.697	.008	.304	.187	.175	.785	1.274

As it was described in chapter 3, both dependent and independent measured by using 5-point Likert scales were found being appropriate for regression analysis. The study constructed multiple linear models, which is well suited to this study. The functions which show relationship are: -

$$SMTEs = fo + f1CPi + f2LPi + f3ATi + f4PAi + Ei$$

Where;

CP = Community Participation

LI = Land Interest

AT = Attractions

PA = Promotions

E = Error term

i = Respondents

f = Parameter to be estimated

Thus, the relationship between LGA facilitation roles in tourism and SMTEG can be expressed as follows:

$$SMTEG = 3.819 + .049PAi + .140CPi + .153 LIi - .033ATi + Ei$$

To conclude, three independent variables have positive relationship with SMTEGs in Tanzania meanwhile one independent variable has negative relationship. The values of positive relationship was varying from one variables to another whereby the LGAs' facilitation in tourism (CP) and land interest management (LI) were found with strong impact compared to Promotion of attractions (PA). After statistical analysis the following subsections are used to test the developed hypothesis.

4.8.1 LGAs' Role in Facilitating Community Participation in SMTEG

The researcher examined the relationship of independent and dependent variables using multiple linear regression analysis technique as shown in table 4.22 above. To

test the relationship between LGAs roles in SMTEG, the study developed the following hypothesis: -

H₁: Local Government Authorities' role in facilitating community participation in tourism has statistically positive contribution on SMTEs growth.

Findings as shown on Table 4:17 indicate positive and strong significant relationship between the LGAs facilitation role to community participation in tourism (CP) and SMTE growth in Tanzania. This is because ($\beta = .272$, $t = 3.895$, $p = 0.000$) lies within the threshold $p > 0.05$.

This study confirms that Local Government Authorities' role in facilitating community participation in tourism has statistically positive and significant contribution on SMTEs growth. Therefore, hypothesis (H₁) accepted.

In line with the above regression findings descriptive analysis were carried out to gauge opinion from respondents and profile impacts of each measurements item of role community participation (CP) in SMTEs growth (SMTEG) in Tanzania. The measurements items of community participation (CP) were awareness creation (CP1), dissemination of information (CP2), financial support (CP3) and bylaws (CP5) as illustrated in Table 4:23.

Table 4:18 shows the results of the analysis mean values which are average values of distribution used to measure the four measurements of Community participation (CP).

Mean was selected because the data quality was assured by removing outliers and skewed data. The result show that, bylaws, scored 3.59 mean score values, financial support scored 3.58mean score values, dissemination of information had 3.55mean score values and awareness creation had 3.40mean score values. This means that all items of community participation (CP) yields high mean score towards influencing SMTEG in Tanzania. Therefore, awareness creation, dissemination of information, financial support and bylaws had higher impact on CP towards influencing SMTEG. These findings support the stated hypothesis, since the items measuring CP provide high impact on it which is the basis for SMTEG in Tanzania.

Table 4.24: Characteristics of community participation measurements

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
CP1	205	1	5	3.40	.082	1.179
CP2	205	1	5	3.55	.071	1.021
CP3	205	1	5	3.58	.072	1.024
CP5	205	1	5	3.59	.060	.857
Valid N (listwise)	205					

Source: Researcher, (2020)

4.8.2 LGAs' Role in Facilitating Managements of Tourism Attractions for SMTEG

The researcher examined the relationship of independent and dependent variables using multiple linear regression analysis technique as shown in table 4:27. To test the relationship between LGAs roles in facilitating managements of tourism attractions for SMTEs growth (SMTEG), the study developed the following hypothesis: -

H₂: Local Government Authorities 'role in facilitating management of tourism attractions has statistically positive and significant influence on SMTEs growth.

The findings as shown on Table 4.22 indicate negative and insignificant relationship between Attractions management (AT) and SMTEs growth (SMTEG) in Tanzania context. This is because ($\beta = -0.058$, $t = -.858$, $p = 0.392$) which indicate negative and insignificant relationship with SMTEG. In fact the p-value is greater than 0.05. This study confirms that Local Government Authorities 'role in facilitating management of tourism attractions is statistically negative and insignificant on influencing SMTEs growth. Therefore, the stated hypothesis H3 rejected.

The rejections of this hypothesis were supported by descriptive statistical analysis which was run to profile the impacts of each measurement item which are Security of the destination (AT7), Preservation of attractions (AT6) and Identification of attractions (AT3) in SMTEs growth (SMTEG) in Tanzania. Table 4.20 shows the results of the analysis mean values which is average values of distribution used to measure the four measurements of CP. Mean was selected because the data quality was assured by removing outliers and skewed data. The result show that the Identification of attractions (AT3) scored mean values of 3.20, Preservation of attractions (AT6) scored mean values of 3.19 and Security of the destination (AT7) scored mean value of 3.26. This means that all items yield an average score mean towards influencing SMTEG in Tanzania as shown in table 4:20.

Table 4.25: Characteristics of Attraction Management (AT) Measurements

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
AT7	205	1	5	3.26	.078	1.123
AT6	205	1	5	3.19	.078	1.110
AT3	205	1	5	3.20	.070	1.002
Valid N (listwise)	205					

Source: Researcher, (2020)

4.8.3 LGAs' Role in Facilitating Management of Land Interest for SMTs Growth

Little is known on the role of LGAs on in facilitating management of land for influencing SMTEs growth. Based on this fact, in order to confirm the LGAs for SMTEG growth, the following hypothesis was developed as stated below.

H₃: Local Government Authorities' role in facilitating management of land interest has statistically positive influence on SMTEs growth.

The stated hypothesis above was tested using multiple regression analysis. The results demonstrate positive and significant relationship between LGAs' roles on facilitating stakeholders land interest for SMTEs growth in Tanzania. This is because *p* - values is found being within the range which is less 0.05 ($\beta = .197$, $t = 2.697$, $p = .008$) as shown in Table 4:26. These findings confirm significant positive and significant influence LGAs role for facilitating land interest on SMTEs growth in Tanzania. Therefore, hypothesis H₃ accepted.

The confirmation of this hypothesis was supported by descriptive statistical analysis which was run to profile the impacts of each measurements item of the LGAs role in facilitating stakeholders land interest (LP) in SMTEs growth (SMTEG) in Tanzania. The measurements of LP were Land allocation (LP3), Land laws (LP4), and Land policy (LP5) as illustrated in Table 4:24.

Table 4.19 shows the results of the analysis mean values which are average values of distribution used to measure the LP. Mean was selected because the data quality was assured by removing outliers and skewed data. The result show that, LP4 scored 3.41 mean values, LP5 scored 3.26 and LP3 scored 3.20. This means that all items yield high mean on LP towards influencing SMTEG in Tanzania. Therefore, awareness LP5, Lp4 and LP3 had higher impact influencing SMTEG. This finding support stated hypothesis, since these three items measuring LP provides high impact on it which is the foundations for SMTEG in Tanzania.

Table 4.26: Characteristics of Land Interest (LI) Measurements

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
LP3	205	1	5	3.20	.070	1.000
LP4	205	1	5	3.41	.055	.791
LP5	205	1	5	3.26	.057	.814
Valid N (listwise)	205					

Source: Researcher, (2020)

4.8.4 LGAs role in Facilitating Promotion of Tourism Attractions for SMTEG

The researcher examined the relationship of independent and dependent variables using multiple linear regression analysis technique as shown in table 4:22. To test the

relationship between LGAs' roles in facilitating promotion of tourism attractions for SMTEG, the study developed the following hypothesis: -

H₄: Local Government authorities' role in facilitating promotion of tourism attractions at the destination has statistically positive influence on SMTEs growth.

Findings as shown on Table 4:22 indicate negative and insignificant relationship between Promotion of attraction (PA) and SMTEs growth (SMTEG) in Tanzania context. This is because the regression coefficients findings ($\beta = .073$, $t = 1.047$, $p = .296$) which indicate positive and insignificant relationship with SMTEsG. In fact the p-value is greater than 0.05. This study confirms that Local Government Authorities 'role in facilitating promotion of tourism attractions is statistically insignificant on influencing SMTEs growth. Therefore, the stated hypothesis H₄ rejected.

The rejection of this hypothesis was also supported by descriptive statistical analysis which was run to profile the impacts of each measurements item which are Documentation of tourism trend (PA1), Tourism Information Center (PA2) and Advertisement (PA4) in SMTEs growth (SMTEG) in Tanzania. Table 4.20 shows the results of the analysis mean values which is average values of distribution used to measure the four measurements of CP. Mean was selected because the data quality was assured by removing outliers and skewed data. The result show that, the Documentation of tourism trend (PA1) scored mean values of 3.15 Tourism

Information Center (PA2) scored mean values of 2.99 and Advertisement (PA4) scored mean value of 3.22. This means that all items yield an average score mean towards influencing SMTEG in Tanzania (Table 26).

Table 4.27: Characteristics of Promotion of Attractions (PA) Measurements

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
PA1	205	1	5	3.15	.066	.949
PA2	205	1	5	2.99	.072	1.024
PA4	205	1	5	3.22	.075	1.075
Valid N (listwise)	205					

Source: Researcher, (2020)

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Overview

The main objective of the study was to assess the roles of the local government authorities in promoting Small and Medium Tourism Enterprise growth. It is clearly well known that the purpose of establishing Local government Authorities in Tanzania is to provide facilitative role for community participation in planning and implementation of the development by promoting social and economic development of the respective community in a participatory manner (URT, 1986). Tourism sector and at most its activities being undertaken within local communities, it is the local government's roles to take advantage of promoting socio-economic development of the respective community by facilitating their participation in tourism for SMTEs growth.

Theoretically, tourism sector is multi stakeholder's practices. It means that the sound tourism business within the destination area is determined by the participation and collaboration by stakeholders. This argument is supported by Lekaatha, (2014) who claimed that tourists' expectations cannot be met and satisfaction cannot be achieved by an individual product or service if participation of different stakeholders is not enhanced.

However, it should be noted that, different stakeholders at the tourism destination areas have also diverse need and concern on tourism which may have effects on

community participation in tourism, attractions and land usage, together in promotion of the destination attractions. Aware of these potential and challenges at the local level therefore, it is the LGAs' role to recognize the need and interest for stakeholders to be included and involved in the tourism planning and development process. The focus on more stakeholders' participation emphasizes its ability to handle multiple perceived issues toward the tourism destination opportunities.

The chapter presents the discussions of the findings in relation to the findings in chapter four. The discussions is made chronologically based on the specific objectives of the study, in the discussions of the findings, linkage is made to the theories underpins the study, empirical reviews and conceptual framework of the study as presented in chapter two. The discussion of the findings is organized as follows: local government roles in facilitating community participation in tourism for SMTEs growth; local government roles in managing tourism attractions; roles of local government in managing stakeholders' land interests at tourism destination areas and roles of local government in promoting tourism at the destination areas.

5.2 The LGAs Role in Community Participation on SMTEs Growth

Community participation refers to a form of voluntary action in which individuals confront the opportunities and responsibilities of citizenship (Tosu, 1999). The opportunities for such participation include joining in the process of self-governance, responding to authoritative decisions that impact on one's life, and working cooperatively with other stakeholders on issues of mutual concern (Usadolo &

Caldwe, 2016). However, community participation in tourism is a major challenges issue facing government.

Randle and Hoye, (2016) argue that being a member does not automatically give a resident easy access to getting his/her issue addressed. Indeed, the right to participate in tourism does not always equal the capacity to participate (Jamal & Stronza, 2009). Further, Ndivo & Canton (2015) added that participation of the local community is constrained by a number of factors including lack of skills and competencies. Muganda, (2013) also added that, lack of financial capital, poor organization, exclusion by organized formal sector interests, lack of market power resulting from lack of ownership or control over resources of market value, low bargaining power, regulations and red tapes including exclusion from registered and promoted categories of tourism facilities and services, and the extent of government support to local community.

Local tourism is an increasingly recognised tourism sector in Tanzania and with increasing tourist's visitation to local communities it has great potential to benefits local development and livelihood (URT, 2010). Lekaotha, (2014) points out that in order to maximise the benefits and minimise the cost local community should be able to participate actively in all aspects of tourism, including planning and management and sharing of tourism benefits. Community participation in tourism contributes to the establishment of small-scale business that preserve local culture, heritage while ensuring income and employments to the local people.

In line with above view, this study intended to examine the relationship between the LGA's roles in facilitating community participation in tourism and Small and Medium tourism Enterprises growth in Tanzania. The study was intended to assess the role of local government authorities in facilitating community participation in tourism for SMTEs growth.

In achieving the above objective, the exploratory factor analysis was applied to establish the model fit items which strongly related to community participation in tourism. The fit items namely creation of awareness, dissemination of information, financial support, and tourism by-law were used to measure the influence of community participation on SMTEs growth in Tanzania. Furthermore, correlation analysis across the study variables/items was also conducted in order to determine whether variables were correlated or not before running linear regression model to test the pre-determined hypothesis one (H_1)

Based on the background, theoretical and empirical literature review, in this study it was hypothesised that the LGAs' facilitation roles for community participation in their area of jurisdiction in tourism has a positive and significance on SMTEs growth. The empirical results in chapter four of this study did support the above hypothesis (H_1) with regression coefficients ($\beta = .272$, $t = 3.895$, $p = 0.000$). Therefore H_1 : is accepted. These findings revealed a strong positive and significance contribution of LGAs' facilitation role for community participation in tourism and the growth of SMTEs growth. These results, confirm the stakeholder's theory which insist the importance of tourism destination planner to ensure adequate participation of all key

stakeholders so that the tourism destination realise its sustainable tourism development (Prabhakarana *et al.*, 2014).

In addition, the acceptance of this hypothesis was supported by descriptive statistical analysis which was run to profile the impacts of each measurements item of role community participation (CP) in SMTEs growth (SMTEG) in Tanzania. The measurement items of community participation (CP) were awareness creation (CP1), dissemination of information (CP2), financial support (CP3) and bylaws (CP5).

Generally, the findings show that about 17% of the SMTEs owners disagreed that LGAs are not facilitating community participation, 19% of the respondents were not sure whether LGAs support or do not community participation. On the other hand about 62% of the SMTEs owners were in favour of LGAs that they are doing well in facilitating other stakeholders in ensuring community participation in tourism in their area of jurisdiction. The descriptive results suggest that the overall LGA's roles in managing of tourist attractions in their area of jurisdiction are paramount and influence the growth of SMTEs.

Findings from this study support the empirical findings from another context. For instance, Daim (2011) in Malaysia assessed the readiness of community participation in tourism business. The study findings showed that community participation initiative revealed that conflict, misunderstanding and mistrust among stakeholders in the destination often occur between the local communities and the protected area management. However, the study indicated positive attitude towards community

participation but they require encouragement towards participation and in enhancing their community self-empowerment.

Furthermore, the current findings are related to the study in Lesotho by Lekaatha, (2014). The study assessed the perception of local communities roles and awareness in rural tourism development. The study concluded that tourists' expectations cannot be met and satisfaction cannot be achieved by an individual product or service if participation of different stakeholders is not enhanced. Although the study could not unfold who should take lead to accommodate all stakeholders to ensure mutual planning of the destination. This study has empirically shown that LGAs is appropriate for the same.

In Tanzania, Muganda *et al.*, (2013) carried out a study to examine the local community's views regarding their roles in tourism development at Barabarani Village in Monduli. The study findings revealed that community members preferred participation in policy and decision making so that their interests and voices could be captured in the policy documents and the decisions regarding the tourism development in the areas. It is through this process that increased transparency and accountability is made possible to reduce resource misuse by the authority. The study findings suggest that there is a need for Local government authorities in Tanzania to part in the process of local tourism management.

From the study findings both regression and descriptive analytical results were found that four attributes of community participation namely awareness creation,

dissemination of information, bylaws and financial support have been found to be significant. This implies that the LGAs facilitation roles holds true in supporting local tourism hence growth of SMTEs as discussed in the subsequently sections.

5.2.1 LGA' Role On Community Awareness Creation for SMTEs Growth

Sitts, (2010) once observes that the actual participation of a community in tourism depends on awareness on tourism issues in the community. On the other hand one of the aspects determined community participation in tourist small scale enterprises is the degree of tourism awareness opportunities. Small and medium-sized enterprises in tourism industries were more likely to report obtaining financing as an obstacle to business growth. Sayers (2016) defined community awareness in the context of tourism as the level of local knowledge about tourists, tourism its important and impact.

Therefore its emphasised that community member and all local stakeholders in destination should be afforded opportunities to learn about tourism. Local people need to be reminded about the benefits of tourism and its consequences. As a results local communities will be knowledgeable and aware of both positive and negative impacts of tourism (WTO, 2010).

Drammeh (2015) added that community learning is about acquiring knowledge and bulding capacity in the community knowledge can come from many passed down from generation to generation or from more formal institutional models. It is also necessary for the government to encourage the general public to support

development of any local community public awareness program for them to be able to answer four fundamental questions: what is there positive to say about tourism? About which issues should the local community be consulted? What help should be offered and to whom? And who are the tourists and what are they are like? Community knowledge about acquiring knowledge and building capacity in the community. Knowledge can come from many different sources, including traditional knowledge passed down from generation to generation or from more formal institutional models. Community knowledge for tourism tourism can be provided through trainings, workshop and from traditional knowledge.

In the current study, creation of tourism awareness for community participation in tourism was found to be positive and significantly influence on SMTEs growth in Tanzania. Likewise, the descriptive analysis results were above average mean score of 3.40. Therefore, the findings of the study suggest that LGAs should be part in creating tourism awareness in their area of jurisdictions in order to enhance more participation of local people in engaging in tourism activities hence influencing the SMTEs to growth. Therefore, the the findings suggest that in order to enhance more participation of local community in tourism LGA in Tanzania has to put more efforts in creating more awareness in various ways such as trainings and workshop.

However, the probable challenges that are likely to be encountered with the initiative of creating tourism awareness is the budget constraints and the absence of tourism expertise within councils. This is because according to the prevailing law the mandate of providing trainings regarding tourism remains in the hands of Ministry of

Natural resource and Tourism (URT, 2008). However, if LGAs are enhanced in terms of human resources in particular tourism expertise it will be possible for the LGAs to have aspects of tourism in their planning and development including awareness creation for local community.

These study findings align with the study of Litheko & Potgieter (2016) in South Africa who carried out a study to examine residents' awareness and support of tourism at Mahikeng, South Africa. The main purpose of this study was to establish the residents' awareness and their propensity to support tourism at Mahikeng tourism destination. The result revealed that 58% of local community at Mahikeng tourist destination had inadequate awareness in tourism services and attractions. Thus, the study concluded that the promotion of tourism services and attractions are inadequate at the tourism destination area. The inadequate promotion of the tourism services and attractions at the destination place detrimentally affects the level of local people participation in SMTEs at Mahikeng.

Pierce (2011) in Canada Access to financing is one of the most critical factors for growth for SMEs; however, in many cases they have difficulties obtaining the financing they need. Obtaining financing can be particularly difficult for SMEs in tourism because they are often viewed by financial institutions as relatively risky compared to SMEs in other industries. Even though the study didn't unfold who should take efforts to address the problems in the other hand his findings suggests that local government need to intervene the situation basing its proximity and knowledge of the SMTEs within their area. ENTEREVATION

5.2.2 Dissemination of Tourism Information for SMTEs Growth

The need for dissemination of information and knowledge about tourism to local communities is the worldwide concern issue, the need to keep the general public closely informed about the growth of tourism including giving explanations about its development and contributions to the country's well-being. Findings confirm that one of determination of community participation in tourism activities is the extent of receiving tourism information from different tourist authorities. This study, aimed to assess the existing relationship between LGA' facilitation role of dissemination of tourism information to local community and SMTEs growth. The result of the multiple regression analysis has revealed that dissemination is among the participations items which influence the growth of SMTEs in Tanzania. Likewise, the descriptive findings revealed that the dissemination of information to local people was more than average means score 3.55 mean score value. These findings indicate that, an increase LGAs efforts in dissemination of information by one unit leads to an improvement in SMTEs growth. The findings are in line with the earlier held assumptions that dissemination of information has influence on the community participation in tourism enterprises.

The findings of study correspondent to the study of Teymouri (2012) in Iran which empirically found that data collection, processing and filling information are weak in the tourism destination affecting tourism operations. The author contributed that information dissemination from international, National up to the local level revealed were often distorted. The distortion of information leads to the failure of Iran tourism in achieving a steady pattern of well-known and developed tourism destination.

Likewise, Pawlicz (2010) his findings suggests that, where there is appropriate delivery of tourist information service tourists stay is lengthy leading to the benefits of local communities. However, unlike the findings by Pawlicz (2010) and Teymouri (2012) which did not document the magnitude of the effects, the findings of the current study at Mto wa Mbu revealed that dissemination of tourism information has significant influence on the SMTEs growth ($\beta=0.22893$ and $p<0.0007$).

It is therefore essential that local communities get right information, timely and understanding about the decision-making processes for planning and management of tourism so that they can be actively concerned in tourism. Generally, the network advantages possessed by LGAs in the dissemination of tourism information to local stakeholders cannot be ignored for sustainability of tourism since they are found everywhere in the country (URT, 2016). There are various public institutions dealing with tourism such as community, Ministry of Natural Resources and Tourism (MNRT), Tanzania Tourism Board (TTB), Tanzania National Park (TANAPA). All these institutions need to disseminate necessary information needed for Stakeholders for the smooth practices at the destinations. Since most of these institutions found at National level they cannot escape from geographical distance barrier to the destination and administrative setup which limit them to touch base of the grassroots in comparison to LGAs. Thus, the finding of the study suggests that the best information sharing with the local community is possible if tourism public institutions work in collaboration with local government authorities. However, in order this to be happening in the ground need revision on tourism legal framework to support the need.

5.2.3 Tourism Bylaws

The study aimed to assess whether the existing rules and regulations imposed by local government authority encourage the participation of local community and growth SMTEs. Kuvan & Akan (2012) advocate that, tourism is a complex system comprising a number of stakeholders and is often characterized by discord arising from shared use of resources and conflicting views on how the industry should be developed and managed. Mitekaro (2016) noted that due to barriers faced by local community in participation into tourism activities, it is the government role to support and ensure active participation for sustainable development of the destination. This means that local government has to impose some restrictions rules and regulations which will favor local community to be involved in the decision making.

Local tourism can also be viewed as a destructive force, associated with negative externalities such as the loss of natural landscapes, congestion, and decline of attractions, environmental and cultural degradation. These problems are more likely to be exacerbated where there is lack of well-designed planning and effective management of tourism development. In this case Brokaje, (2014) Local government authorities imposes various by- laws to control overuse and malicious destruction of tourism resources in their places such as attractions and land usage.

In this study, the result of the multiple regression analysis and descriptive analysis confirmed that tourism by law presented in among the participations items which results to the influence on the growth of SMTEs in Tanzania. In other words,role of

LGAs in imposing rules and regulation in favour of local participation in tourism is significantly influence growth of SMTEs.

The findings justify the importance of imposing favourable local rules and regulation that regulates the entire practices of tourism stakeholders at the tourism destination. Bearing the fact that tourism practices at the destination involves various stakeholders with different interests, need and influences. The law is expected to regulate practices of all for sustainable tourism development.

It was also observed by Abdulla (2013) that formulating by-laws for tourism destination minimise conflicts among the stakeholders especially on issues of managing and controlling tourism resources. This means that the LGAs in Tanzania has to ensure that in their respective area of jurisdiction have to impose by law to favour the participation of local community in tourism. However, this depends upon the reviewing of tourism law that will allow Tanzania local government to part in the process of tourism development especially in their areas of jurisdiction. The review of tourism policy of 1999 and tourism Act, 2008 in Tanzania have shown some disparities between these important documents. For instance, while the policy recognises the role of local government roles in developing process of tourism in their places the Tourism Act remain silence on it. This suggests the need of review of both policy and Act of tourism for ensuring smooth operation of tourism at the local level.

5.2.4 Financial Support to SMTEs

Finance support is regarded by local community as among important factors in starting up tourism business and the determinant of the growth for their business. Mehraliyev, (2014) found that lack of resources used for starting up business was found to be among of the major barrier factors for local community participation.

The study also contradicts with the study in Rhode Island; America conducted by Miyake (2009).The study examines the perception of small and medium enterprises (SMEs) in tourism concurrence to the macro-regional level of tourism development. Local SMEs foresee business opportunities via tourism, yet often do not fully recognize their potential role within it. This means government and other related tourism donors need to consider supporting them for empowerment especially in terms of financial support.

In Mozambique Louis & Macamo, (2011) Studied on barriers to tourism business growth for small enterprises in Maputo enterprises in Maputo. The results revealed that in Mozambique 79% of SMEs were not able to access financial credits from financial institution. Further, the findings reported adverse correlations between finance and small enterprises growth ($r = -0.386$). This coefficient shows there is weak but negative relationship between access to finance and small firm growth. The study recommended uplifting conditions for the SMEs to access financial support. Furthermore, the cultivation of the good relationship among stakeholders is a crucial factor in enhancing networking in businesses. The results of the study on the financial supports can be concluded by the fact that undercapitalization of many

owner of small and medium in tourism impairs their operation hence financial support is paramount.

Basing on the empirical findings of this study and its discussion it can be seen that the truly growth of Small and Medium Tourism Enterprises in Tanzania will be realized if there is adequate local community participation at the destination. Therefore, the role of Local government authorities that is municipal council, Village and Mtaa is to facilitate participation process by creating tourism awareness, financial supports, dissemination of tourism information and imposing by laws to regulates and control tourism practices in their area of jurisdiction.

5.3 The LGAs role in Managing Tourist Attractions for SMTEs growth

Tourism attractions include heritages, landscape, tourist's sites, waterfalls, beach, natural forests, and historical sites, cultural or manmade. These make very valuable resources and form the purpose and meaning of the tourism business at the destination of any country (Dimitrov, 2017). These make attractiveness of the destinations of the nature-oriented tourism attractions and thus become the main reason for incoming of tourists at the destination places. A tourism destination planners or managers need to be careful on attractions usage and consider the involvement of tourist's stakeholders in the planning process and managing of the destination.

In this respect the conditions of tourism attractions and environments resources need to be protected and preserved accordingly from being overused by visitors or

destruction by tourists and other stakeholder's interests (Navratil, 2012). This is because attractions are most important tourism resources and are regarded as the primary aim of tourist trips and the key component of the tourism system. They generate the visit, give rise to excursion circuits and create an industry of their own (Dimitrov, 2017). This means that the existing of tourism business depend upon the existing and condition of the attractions of the destinations.

In the other hand the main customers of SMTEs product and services are those tourists interested and coming to see attractions at the destinations. Visitors' attractions are most important tourism resources and regarded as the primary aim of tourist trips and the primary component of the tourism system. They generate the visit, give rise to excursion circuits and create an industry of their own (Dimitrov, 2017). It is therefore necessary to develop a profile of tourist attractions characteristics before planning activities of operators. LGAs in collaboration with other stakeholders have vital role to ensure the management of attractions found in their places. Robinson (2013) states that, if tourism developments at the destination are not planned properly it could destroy the very resources (e.g. attractions, environmental, economic and social) that form foundation of tourism in a community.

In this study objective two of the study was to examine the LGAs' facilitation role in managing attractions for SMTEs growth in Tanzania. Exploratory factor analysis was used to establish the model fit items which strongly related with LGAs facilitation roles in managing attractions construct. The fit items namely Identification of attractions (AT3) Preservation of attractions (AT6) and Security of the destination

(AT7) were used to measure the influence of the role of LGAs' in facilitating management of tourism attractions in Tanzania.

Prior running the linear regression Analysis model to tests the pre-determined hypothesis (H2) it was necessary to run the pair wise correlation analysis using the Pearsons' product moment correlation. The analysis was meant to detect whether study variables were correlated or not. The correlation findings were shown that, the relationship between LGAs efforts in facilitating Attraction management (AT) has positive but statistically not significant at coefficient ($r = 0.476$ and $p\text{-value} > 0.050$). The findings present a negative and insignificant influence of attractions management on SMTEs growth. As argued by Ismail (2016) and Nyamsogoro (2010) that standardised coefficients P-value to be accepted should be within the pre-specified of 0.05 level of confidence. This implies that the items, which determined the facilitation role of LGAs in managing attractions, were not providing enough influential power to explain the significance influence on SMTEs growth in Tanzania. In other words, Local government authorities have not been enough empowered to plan and coordinates about the attractions found in their area of jurisdiction

The objective two of this study was to examine the LGAs roles in facilitating stakeholders in managing tourism attractions for SMTEs growth. In order to achieve objective two, it was hypothesised that H2: LGAs' facilitation roles in managing local attractions in their area of jurisdiction have a positive and significance on SMTEs growth. The empirical result in chapter four of this study did not support the above hypothesis (H2) with regression coefficients ($\beta = -.058$, $t = -.858$, $p = .392$).

Therefore, hypothesis two is rejected and thus contradicting with an assumption put forward in the conceptual framework shown in section chapter two.

These regression findings suggest that the items, which determined the facilitation role of LGAs in managing attractions, were not providing enough influential power in the model to explain the significance influence on SMTEs growth in Tanzania. This means that, currently the LGAs facilitation role in managing tourism attractions to support SMTEs growth has no significance contribution to the growth of SMTEs at their area of jurisdiction. Despite the fact that LGAs attractions and tourism activities are found and being undertaking in their area of jurisdiction LGAs are not adequately connecting in managing tourism attractions in Tanzania.

The study findings contradicting with the stakeholder's theory as put forward by Junaid and d'Hautserre (2017) who states that the objective of destination in conserving and promoting will be realised if stakeholders will participate fully in managing tourism attractions. Early works on attractions by Gunn (1972) affirmed that without attractions, there are no tourists or tourism. This gives a reason for the government to pay more attention on tourism attractions management and count as the responsibility of all stakeholders found within the destination.

The findings of this study also found that the rejection of this hypothesis was not supported by descriptive statistical analysis which was prior conducted in order to profile the impacts of each measurements item. These include Identification of attractions; Preservation of attractions and Security of the destination were used to

measure the influence the role of LGAs in facilitating management of tourism attractions in Tanzania. Generally, the findings show that about 29% of the respondents disagree that LGAs are well facilitating management of attractions in their place, 9% of the respondents were neutral while 62% of the respondents were in favour of LGAs that they are doing in facilitating other stakeholders in managing tourism attractions. This means that the overall LGA's roles in managing of tourist attractions were averaged being carried out. This implies that although regression finding show that LGAs facilitation was statistically not significance the descriptive findings promises if LGAs have to put more efforts in managing attractions.

The findings of this study are in line with the study of Ogechi & Igbojekwe (2012) in his work on local government and responses to sustainable Tourism development in Nigeria. The results revealed that although LGAs are working hard to conserve and preserve of tourist environment and attractions the state government do not give the local councils autonomy to plan and develop within the domain. The results further revealed that, lack of information regarding tourism trends and development among the people, absence of strategic plans for the sustainable tourism development at the local government level, lack of adequate facilities, human power and tourism knowledge to manage attraction were identified as their major problems.

In Turkey Can & Alaeddinoglu (2016) studied on local authorities' participation in the tourism planning process and managing attractions. The aim was to explore the weaknesses and strengths of local authorities in terms of their participation in managing tourism attractions process. The study findings revealed that Local

authorities do not extensively participate in tourism planning at present because of inadequate budgeting and tourism allocation facilities, insufficient cooperation among stakeholders, and a domination of central administration traditions. The findings of the survey suggest that tourism planning responsibilities should be devolved to local authorities

The findings justify that LGAs facilitation role in managing tourism activities in developing countries are not well applicable to influence the growth of Small and Medium enterprises in tourism growth. In the other hand the findings therefore suggest that the Central government should not assume the role of planning and developing tourism attractions alone without connecting the local government authorities in the processes.

However, the important thing to note from this study is that attractions management findings have positive but not significant contributing to growth of SMTEs in Tanzania. The positive sign shown to the regression coefficients findings implies that there is likely chance for LGAs to contribute to the growth of SMTEs. This means that increase more efforts in facilitating to destination stakeholders to take responsibilities of identifying, preserving and conserving local attractions may attract more visitors to the destination hence affect SMTEs service.

This argument is supported by the fact that 62% of the respondents who were in opinion that Local government facilitation role to stakeholders in managing attractions. Further the conducted factors analysis revealed that the included

measurement items on the attraction management were all found to have significance influence on SMTEs growth. Since the three items of LGAs facilitating role in attractions management namely, identification of attractions, preservation of attractions and Security and assurance of the destination found to be significant this implies that the attraction management still hold true. Therefore, management of attractions of stakeholders to some extent is contributing to SMTEs growth within the destination as discussed in the next section.

5.3.1 Identification of Tourism Attractions for SMTEs Growth

This subsection is centred on the assessment of the facilitation role of LGAs on the identification of attractions for SMTEs growth. Identification of attractions at the destination area was found to be among the attractions management items that have significant contributing to the growth in Tanzania. Identification of attractions is perceived as one of important aspects which determine the effective management of attraction of the tourism destination. Management of attractions is an important role at the destination because it is the main reason for coming of tourists at the destination. Despite the clear recognition of the role of tourist attractions as generators growth; they have remained what have often been called the “Cinderella” component of an industry which has traditionally placed greater emphasis on sectors such

The multiple regressions results presented in chapter four revealed that, there is statistically positive significant influence of LGA’ facilitation role in visitors’ attractions on the growth of SMTEs. The destination attractions within their

jurisdiction have strong influence upon the growth of SMTEs and tourism practices within the destination. The data indicate that, if identification of destination attractions in various dimensions (site and attractions recognition, site interpretation and listing and updating of all attractions available in destination. These current study findings are consistent with the conclusion reached by Nowack (2013) who established that the sustainability of local tourism development was reached because of commitment of local government plans in tourism and proper identification and managing tourism of attractions in their area of jurisdiction.

The findings also are in line with the National tourism policy of 1999 which recognises the pivotal position of LGAs has to ensure the identification and protection of attractions from deteriorations. The danger of failure to identify local attractions is that it will be difficult to protect and preserve them from being overused by tourists or destroyed by local people because of lack of awareness on tourism. Bhola-Paul (2015) whose findings reveals that natural attractions such as beaches, caves, and marine life in the area are over exhausted due to the high influx of tourists and excursionist at Grenada, Barbados, and Tobago in Caribbean. It was also warned by the findings that an increase of investments in new buildings, development of tourism entities such as hotels, mariners, golf courses, and entertainment businesses may lead to non-sustainable of tourism business in the area. The differences between the two studies lie on that while the findings by Bhola-Paul (2015) was taken along the coastal area, the study at Mto wa Uumbu was taken in different settings this might have influences on the type of the findings.

Furthermore, while previous studies Nowack (2013) and Bhola-Paul (2015) have established the importance of local identification of attractions this current study extends further by showing the effects of identification of the attraction on SMTEs growth. Similarly, while the former did not show variables to measure SMTEs growth, the current study used changes in number of employees in each SMTE as a measure for change in SMTEs.

5.3.2 The Role of LGA in Preservation of Attractions

This subsection centered on the assessment of the facilitation role of LGAs on protecting visitors' attractions from destructions of activities and development services at the destinations. In this variable the study prior establishes whether LGA's role in preserving attractions against tourism development activities or possible destructions by visitors and community social economical activities may affect SMEs growth in tourism destination. The findings from chapter four revealed that, preservation and assurance is among the important items or factors.

The findings indicated that the LGA's role in facilitating the preservation of tourism attraction had positive relationship with the growth of SMTEs but not significant. It means that LGA's role in preserving attraction at local community is not adequate to support the growth of tourism Enterprises at Mto wa Mbu. The findings found to support the Tourism Act of 2008(sec 17:1) which gives exclusive rights to Ministry of Natural Resources and Tourism (MNRT) regarding preserving and management of attractions. Surprisingly the findings contradict with National Tourism policy of 1999 (URT 1999) which requires LGAs to preserve attractions that found in their

area of jurisdiction. Thus, the possible explanations for the shortcoming of LGAs in preserving tourist attractions in their area of jurisdiction might be attributed by the contradictions existing between the National Tourism Policy of 1999 and Tourism Act of 2008. It is important to recognize that local government authorities have a strong base network of about of 185 LGAs and almost all attractions are found in LGAs area of jurisdiction. Therefore, it very necessary for MNRT to collaborate with LGAs for effective management of Attractions; however, the same it needs to be addressed in Tourism Act.

The finding corresponds to the conclusion made by Kruczek, (2012) who acknowledged that the current trends in the development of tourist attractions preserving of them have to be emphasised and established. It was emphasized that all investors in tourism, tourism associations or organisations and local government have to back up the creation of the tourist attractions and destination control. Likewise, the findings of the study at Mto wa Mbu tally with the observations made by Dumbraveanu *et al.*, (2016) who established that an establishment of museums is the best way of preserving destination attraction including cultural and physical attractions. This study conceptualized that perceived effective LGA management on tourism attractions influences more incoming tourists at the destination but also the residents' perceptions of the impacts of tourism and their support through SMTEs.

5.3.3 Tourists Security and Safety Assurance

Safety and security have always been indispensable conditions for travel and tourism and if not taken carefully it can damage the image of the destination and

detrimentally affect the demand of tourism services (Nwokorie *et al.*, 2016). In this respect, the study gauged information from respondents regarding the influence of the role of LGAs in assuring visitors' security and safety for increasing tourist's visits at the tourism destination area. The findings have revealed that the LGA's facilitation role on security and safety at the destination is among the attraction management which contribute to the incoming of tourists hence influence the SMTEs' growth.

The findings of this study suggest that the role of LGA in enhancing safety and security at the destination is effectively undertaken. Thus, they can predict their influence on enterprises growth. The findings also imply that the LGA' role in visitors' security and safety assurance is a major predictor of the growth of SMTEs at Mto wa Mbu. In the other words the findings indicate that, if LGA maintain visitors' security and safety assurance at their area of jurisdiction it influences the incoming of the tourists at Mto wa Mbu which in turn leads to SMTEs' growth influenced by the increased number of tourists at the destination area.

Effective security and safety of the destination area increases trust and confidence of actual and prospective tourists of the destination. Security and safety results to confidence of SMTEs owners on their assents, operations and enables them to provide quality services required by tourists in a peacefully way. The findings of the current study correspond to the conclusion made by Nwokorie *et al.*, (2016) who established that Tourism development in Nigeria depends on the circumstances of lasting peace and security. The study insisted that Governments more broadly, and

local governments specifically must plan and ensure security and safety of every tourism destination in the country. The findings also insisted that tourism stakeholders including community, tourism services providers and visitors have to be cautioned and well informed about all possible risks and right measures to be taken.

The current study also matches with the observations by Breda & Costa (2005) who revealed that the information on security and safety shared by the Chinese government increased the number of tourists despite being greatly and frequently affected by natural disasters. To ensure security and safety, often visitors are advised that prior departing to mostly affected areas they should monitor weather reports to minimize the impacts of the earthquakes. Likewise, local government authorities give timely useful information to enhance safety and security of the citizens and tourists. The difference between Chinese situation and that of Mto wa Mbu is that at Mto wa Mbu security and safety is ingrained in the security systems in the states organs of the government. However, the Tourism policy recognises the local government authorities which collaborate with various government organs to ensure security and safety are maximised in the destination for tourism sustainable developments.

5.4 Role of LGA in Managing Stakeholder's Land Interest for SMTEs Growth

Land in tourism sector draws major interests among the resources needed by local stakeholders. Both Small business owners and larger tourism enterprises need a certain size of piece of land that will enable to place his or her business. On the other

hand, there are other economic activities apart from tourism which needs land such as agricultures and livestock keeping, industries and urbanization. All these activities undertaking at the tourism destination draws more attention and interest on land usage among stakeholders. This means that, the role of LGAs in managing scarce land while balancing multiple stakeholders' interests on land usage is found to be crucial at the destination in their area of jurisdiction.

Brokaj, (2014) advocated that, there are multiple stakeholders with different interests on land usage at the tourist destination areas. In line with this argument, most of the available empirical studies put emphasis that for effective and sustainable tourism services at the destination areas, stakeholders' interests on the land use should effectively be managed and coordinated accordingly by the government (Kipkeu, *et al.*, 2014, and Niekerk, 2014). This suggests that, since tourism often occurs at the local level in different destination the importance of Local government authorities to ensure stakeholders interest on land are managed accordingly cannot be over emphasised.

In this respect the third objective of the study aimed to examine the influence of LGAs' role in managing tourism stakeholders' land interest on SMTEs growth. To achieve the objective, it was hypothesized (H3): that Local Government' role in managing stakeholders' land interest has statistically positive influence on SMTEs growth. The empirical result in chapter four of this study did support the above hypothesis (H3) with regression coefficients with ($\beta = .197$, $t = 2.697$, $p = .008$). Therefore, from the statistical results signify that the LGAs' supportive efforts in

managing stakeholder's interest on land have significant influence in SMTEs growth Tanzania. Therefore, Hypothesis three (H3) was accepted.

These findings revealed a strong positive and significance contribution of LGAs' facilitation in managing land interest and the growth of SMTEs growth. Therefore, results support the argument made on stakeholders' theory which insist the importance of tourism destination planner to ensure stakeholders interest on tourism resources are carefully managed so that the tourism destination realise its sustainable tourism development (Prabhakarana *et al.*, 2014).

In addition, the acceptance of this hypothesis was supported by descriptive statistical analysis which was run to profile the impacts of each measurements item of Land allocation (LI3,) Land laws (LI4 and Land policy (LI5). Generally, descriptive findings show that about 17% of the SMTEs owners disagreed opinion that LGAs are not facilitating management of stakeholder's interest on land. 36% of the respondents were in disagreement opinion whether LGAs support or not in facilitating management of stakeholder's interest on land. On the other hand about 47% of the SMTEs owners were in favour of LGAs that they are doing well in facilitating other stakeholders in ensuring community participation in tourism in their area of jurisdiction. The descriptive results suggest that the overall LGA's roles in managing stakeholder's interest on land usage in their area of jurisdiction are paramount and influence the growth of SMTEs in Tanzania.

Additional, study findings on stakeholders' interest on land both regression and descriptive analysis were found that three assumed items of stakeholder's land

interest namely Land allocation(LP3), Land laws(LP4), Land policy(LP5) have been found to be significant influential. This implies that the LGAs facilitation roles hold true in supporting local tourism hence growth of SMTEs. Each stakeholders 'interests' item is discussed in the subsequently sections.

5.4.1 Land Policy Formulation for SMTEs Growth

Recently, there is pushing for local policy formulation on land usage in many tourism destinations. The outcry for local policy formulation comes from various tourism stakeholders who think that tourism sector is not given equal weight in land usage compared to other sector such as agriculture. Rong (2008) argued that many innovative policies to meet local needs are initiated by local governments and then accepted by the central government. This is especially true for land policies, which are mainly pushed by the local governments and then the central government formulates land policies to respond to these local needs, such as increasing land quotas and loosening administrative control (Li, Cao, & Wang, 2010).

In this study finding has been confirmed that local land policy formulation to be among the items comprises land management for tourism that has a strong and positive influence on Small and Medium Tourism Enterprises growth within the destination. The findings confirmed the assumption put forward by the study that if LGAs facilitates policy formulation on the local land policy in favour of tourism, it can have a bearing effect on the SMTEs growth.

However, the findings of the study contradict with the conclusion put forward by Nelson (2005) in Tanzania on Masai land who established that there is lack of clear

local land policy in tourism destination which has attributed to continuation of land tension among stakeholders especially local community. The findings show that the evictions of local community in the land which has been declared as public protected area for tourism has resulted to competing of land among stakeholders. The study argued the establishment of local land policy formulation to protect the interest and need of both government and community. It was also noted that there have been a largely extension even out of the community settled landscape wide-ranging conflicts over village land tenure and overlapping wildlife areas. This means still the role of local government in managing tourism in their area of jurisdiction is paramount important.

The findings suggest a need for the effective land policy in Tanzanian tourism destinations as this was supported by the study of Xu, *et al.*, (2017) the findings established that rapid growth in tourism development resulted to increasing demands for land use, thus some planned tourism projects might not be carried out as a result of lack of access to land. The current study findings have managed to establish that local policy formulation that address stakeholders need and interest is imperative things for the tourism destination to achieve its objective. The local land policy will minimize and address challenges and all possible conflict that might occur due to land competing among the stakeholders. This gives credence to the stakeholder's theory as well regarding local governance and meeting need and interest of stakeholders in achieving goals of the tourism development of local tourism. Generally, the study findings establish that instead of central government being formulating various policies including land policy also there is a need for local

government to engage and formulating local land policy that for the sustainable development of local tourism.

5.4.2 Land Allocation for SMTEs Growth

It is well known that in most cases Governments play the key important role in how lands are allocated, used and paid for. However, Local governments, mainly the municipal council and village governments, are the actual owners of state land and control land rights like usage rights (URT, 2010). Niekerk (2014) argue that often in developing countries tourism is competing for the land allocation and use at the destination. The situation is attributed by various factors such as insufficient of tourism knowledge and over commitment in the other economic sectors.

In this study land allocation was perceived to be one of an important aspect of the role of local government in managing tourism stakeholder's land interest for SMTEs growth in their area of jurisdiction. Therefore, the focus of this subsection was to assess the influence of the role LGA on land allocation in relation to tourism enterprises growth. The logic behind is that the role of the LGAs on land allocation lies behind the existence of the multiple interests of the stakeholders on land use. It is the role of the LGAs at the destination to ensure that land is effectively allocated for tourism activities at the destination. In this study, the regression and descriptive findings in chapter four has confirmed that land allocation for tourism activities at the destination is among the key item that influence the growth of SMTEs.

The challenges of land allocation can also be seen in Sweden whereby Reinius (2016) reported that, there is a great need for information concerning recreation and tourism in the mountain regions. The findings revealed that data on tourism and outdoor recreation is needed in many phases of the planning process: environmental impact assessment, spatial planning of and for utilization and management of the area, and the implementation of the plan for the area. The effects and impacts of tourism, as well as tourists' relations to other land-users, can be recognized through studies of stakeholders' experiences, attitudes and behavior, which contribute important information in the management of the landscape. These findings suggest that in Tanzania municipal council and villages on land usage have to be taken care in the LGA planning and decision making of destination' land.

The findings contradict with situation observed in Iran by Zarkesh *et al.*, (2011) where there is an existing problem of land for ecotourism development in Iran. The study argued that the land shortage was attributed by failure the local government to reserve land for tourism development purpose. From the findings it appears that many local governments are constraints with land capacity to handle and match with tourism development demand.

This argument supports the observation made by Wang and Liu, (2013) who established that an increase of tourism activities not only lead to the increased demand for tourism infrastructure and rapid urban expansion, but also boost the demand for land usage quickly. However, rapid increases of tourism infrastructures occupied large fertile farmland, urban expansion caused construction land increase

and farmland loss and forest was converted to orchard, driven by the high speed of market demand of fruit products. Tourism led development restructured the land-use pattern dramatically, which brought about landscape fragmentation, vegetation degeneration, and attractions deterioration. Those findings imply that Tanzania government through LGAs has to be careful with land effects that may be brought by the rapid growing of tourism in all destinations. The development brought by tourism may come with negative effects to the destination especially on land allocation. Land conflicts among the stakeholders such as local people and tourism companies are likely to happen if there is proper land allocation at the destination.

A key point to note from these findings is that land allocations at the destination must be careful taken care by including stakeholders during the process. However, the obvious challenge that is vivid facing LGAs in particular Municipal council and villages is absence of tourism specialist that may take care and ensure tourism issues are taken in board during the planning and budgeting process.

5.5 Role of LGA in Facilitating Attractions Promotion for SMTEs Growth

According to oxford dictionary (2016) promotion means any activity that encourages or support. In line with this Ngwira & Kankhuni (2018) assert that tourism attractions and its supportive services must be promoted so that it appealed to tourists (customers) in other words tourism attractions regardless its attractions must be communicated to tourists to bring its meaning of being attractions. Furthermore, Vengesayi *et al.*, (2018) added that tourist's attractions by nature are the shared resources direct or indirect among the tourist's stakeholders. Therefore, stakeholder's

theory states that, the destination planner or manager must ensure that every stakeholder should be aware and responsible in preserving and promoting attractions for sustainable development of tourism of the destination.

Promotion of tourism attractions of the destinations plays important roles of informing, reminding and persuading tourists to come and continue coming at the destination. The continuous incoming of tourist at the destination ensure the growth of SMTEs. Tourists ought to be informed, reminded and persuaded about the beauty of attractions and the associated accommodations services (Govers, *et al.*, 2007). If promotion of attractions is carried out attracts more potential tourists and in turn boosts SMTEs activities (Ngwira & Kankhuni, 2018). This study assumed that one of the LGAs facilitation roles in tourism is to ensure effective promotion of attractions. In this respect the fourth objective of the study was to assess the influence of LGA in promoting tourism attractions in their area of jurisdictions with the aim of determining the effects to the growth of SMTEs. The findings and discussions are presented through descriptive and Linear Regression model of analysis in the following sections below.

In this context the objective four of the study was to examine the LGAs facilitation roles in promoting attractions for SMTEs growth in Tanzania. This study scrutinized whether promotion of attractions carried out by LGAs have positive and significance influence upon the growth of SMTEs growth in Tanzania.

Exploratory factor analysis was used to establish the model fit items which strongly related with LGAs role in promoting attractions construct. The fit items namely

Documentation of tourism trend (PA1), Tourism Information Center (PA2) and Advertisement (PA4) were used to measure the influence of LGAs role in facilitating promotion of attractions in Tanzania.

Prior to running the linear regression Analysis model to tests the pre-determined hypothesis (H4) it was necessary to run the Pearsons' product moment correlation. The analysis was meant to detect whether study variables were correlated or not. The correlation findings were shown that, the relationship between LGAs efforts in facilitating promotion of attractions and the growth of SMTEs has positive but statistically not significant at coefficient ($r = 0.176$, $p\text{-value} = 0.011$). The correlation results suggest that there is no direct relationship between promotion of attractions and SMTEs growth. However, the positive sign of the coefficient r promises that the relationship between the variable may be exist if at all LGAs put more efforts in supporting stakeholders in managing tourism attractions at the destination.

The objective four of this study was to assess Local Government Authorities in facilitating promotion of tourism attractions at the destination area for SMTEs growth. In order to achieve objective four, it was hypothesised that H₄: Local Government Authorities' role in facilitating promotion of tourism attractions at the destination has statistically positive influence on SMTEs growth.

The empirical result in chapter four of this study did not support the above hypothesis (H₄) with regression coefficients ($\beta = .073$, $t = 1.047$, $p = .296$). Therefore, hypothesis four was rejected and thus contradicting to the assumption put forward in

the conceptual framework drawn in section chapter two. This implies that the items, which determined the facilitation role of LGAs in facilitating promotion of attractions, were not providing enough influential power to explain the significance influence on SMTEs growth in Tanzania. In other words, local government authorities have not been enough empowered to plan and coordinate the promotion of attractions found in their area of jurisdiction

In addition, the rejection of this hypothesis was supported by descriptive analysis which was run to profile the impacts of each measurements item namely documentation of tourism trend (PA1), Tourism Information Center (PA2) and Advertisement (PA4). Generally, the findings show that about 26% of the respondents disagreed whether LGAs are facilitating, stakeholders in promoting local attractions in their place. 33% of the respondents were neutral while only 41% of the respondents were in favour of LGAs that they are doing well in facilitating other stakeholders in managing tourism attractions. The findings means that the involvement of LGA that the overall LGA's roles in managing of tourist attractions were under performing.

Therefore, a clear observation drawn from the findings suggests that the destination is not connected in other public organisation in promoting motive of their local attractions. The failure to engage stakeholders to effectively promoting local attractions at the destination area has detrimental effects on the SMTEs growth and tourism business at large.

The study findings contradict with what the stakeholder's theory required that promotion of attractions and services associated with is the joint responsibilities of all stakeholders belong at the destination (Vengesayi *et al.*, 2018). Despite the attractiveness of the tourism attractions at the destination, if no one knows the attraction exists, then no tourists are expected. A tourist must be informed, persuaded and reminded about the natural beauty of the attractions at the destination. In tourism context in order to achieving this objective according to stakeholder theory demands every tourism stakeholder to participate in promoting destination including attraction and services associated with (Jamal & Stronza, 2009).

Likewise, the study findings contradict with the empirical findings made by ALSarayreh *et al.*, (2011) who found that Local efforts in promoting destination is vital thing for the effective destination development. LGAs could provide the ideal, authority, infrastructure, policy and planning procedures to maximize the benefit for its communities. Furthermore, LGAs play a major role in a community's development, provide the links between the people and government, address its community's problems and concerns, enforce policies and hold influence over its communities.

The findings also matches with the study in Romania by Ispa & Candrea, (2014) who concluded that the survival and growth of SMTEs business depend upon the assurance of inflow of tourists, who ought to stay informed, reminded and persuaded to come and see about the destination attractions and the availability of quality of

accommodation services. Achieving this goal need joint effort from all local stakeholders to promote all attractions found within the places.

Govers *et al.*, (2007) examined on the role of tourism promotion as a component of destination image formation. The findings suggest that tourism promotion does not have a major impact upon the perceptions of travellers; and that other sources of information have a much greater bearing on the formation of destination image. The study recommended that tourism authorities need to understand that successful tourism promotion is dependent on a broad range of external influences.

However, the important thing to note from this study is that promotion of attractions is not significant in contributing to growth of SMTEs. This is because promotion of attractions would be meaningful if other factors were purposely considered in previous studies. it is for such reason the researcher in this study found lack of those factors could decelerate the work performance. it should be noted, this is why ideal promotion of attractions arose because and all the missing factors are revamped and make it better for destination place.

5.5.1 Documentation of Tourism Activities

Documentation of what is going on regarding tourism at the destination is an important aspect for decision making and promotion of attractions found at the destination places. Andrea & Ispas (2014) found that the lack of documentation of tourism activities carried out at the destination may lead to erroneous interpretation

of the data and thus of the information provided, and make it difficult to propose improvement to the existing data sources.

This implies that the role of LGA role in facilitating documentation of tourism is among the major predictor to the growth of SMTEs at Mto wa Mbu. Even though the council organization structure within LGAs does not recognize tourism sector it surprises to see that documentation of tourism still have influence on SMTEs growth. The study findings are close to the study of (Randle & Hoye, 2015) in Australia where Victorian State Government, Australia, amended legislation to allow the private sector to build and operate tourism superstructure within National Park borders. This underpins the local state to undertake tourism in its local plans instead of hard hock operations. Proper tourism information assists local destination in planning and putting effective strategies to attract more potential tourists at the destination where as effective planning enhance growth of SMTEs.

On the other hand the findings support the notion that in tourism the availability of information enhances the tourists to make decisions on visiting the attractions at the respective destination. The more destination information is made available, the possible greater number of tourists pay visit to the destination area. The increase number of tourists at the destination ensures the survival and growth of SMTEs. The findings of this study at Mto wa Mbu matches with observations made by Kilungu *et al.*, (2014) who in documenting the wildlife tourism destination over different period of time from colonial to post-colonial era in Tanzania concluded that the increased use of internet and website led into the increased number of tourists in the country.

Similarly, the findings correspond with the observation by Muhammad, (2010) whose findings revealed that the established developments of information technology lead to effective documentation and sharing of tourism information in Nigeria. It is because tourists need to have full information on what he/she should expect at the destination area. The study asserts that tourists all over the world are always ready to explore new destinations, but the problem is that most times they end up being disappointed after visiting some sites. This is as a result of misinformation and lack of planning by the site managers. From the above discussion it can be seen that the previous studies have managed to demonstrate the contribution of tourism documentation on tourism enterprises growth at the destination area. The current study has been able to locate the importance of tourism documentation and its magnitude of the effects on the SMTEs growth in the study area.

5.5.2 Tourist Information Centres

In this study the role of local government in facilitating tourism information centres was perceived as important aspects of tourism communication at the destination. Therefore, in this subsection the aim was to assess the existing relationship between the role of LGA in establishing tourist information centres (TIC) and its influence on the SMTEs growth in respect of employment creations. Therefore, the study findings suggest that the role of LGAs in facilitating an establishment of Tourism Information Centre in the study area is adequate performed at the study area.

These findings concur with the previous study by Deerey *et al.*, (2007) which reveals that the introduction of internet and emails are mostly adopted in the VICs Australia

which helped to disseminate the information. The technology adopted by majority of the VICs in the study areas is relevant in disseminating information about tourism in the destination areas. The study suggests that Tanzanian Local government authorities need to enhance visitor's information centres for attracting more visitors in their area.

Likewise, the current study findings correspond to the observation made by ALSarayreh, (2011) that the tourism promotion through the Internet helped to increase incoming tourists which results into competition in the prices of tourism accommodation services at the destination area in Jordan Kingdom. Improvement of ICT infrastructure to enhance internet and emails for sharing information about local tourism is highly recommended.

Ballantyne (2009) in the study model to explore the functions of tourism information centres, identifies features that tourists regard as important, and provides an insight into the information needs and travel planning practices of those who use visitor's information centres. The study noted substantial increase number of tourists increasing at the destination compared to the previous before an introduction VICs.

5.6 SMTEs Growth

The dependent variable of this study is the growth of SMTEs. In assessing SMTEs growth respondents were asked three questions on employment creation, income generation and tax payment compliant respectively. Each question had likert scale of measurement ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). To

determine SMETs growth, the average scores for the three questions was then computed. To obtain a single variable that measure each of the independent variable, a composite variable was created by computing the average score of the corresponding items of the independent variables

Furthermore, the study assessed specifically a change in number of employees, binary response variable was used, the response was coded 0 if the change in number of employees was 1-4 employee and 1 if the change in number of employees was 5 and above. Overall, 178 (87%) of the tourism firms assessed changed the number of employees by 1-4 and 27(13%) changed by at least 5 employees. These findings suggest that majority of SMTEs were operating under micro business enterprises which also connotes that the SMTEs sector in Tanzania remains largely unexploited.

5.7 A Review of the Study Hypothesis

This study provides conclusion by considering the major assumptions of the study. Prior to the study hypothesised that H₁: Local Government Authorities' role in facilitating community participation in tourism has statistically positive contribution on SMTEs growth. The community participation was measured using Awareness creation, Dissemination of information, financial support and tourism by laws.

The study outcome supports this relationship as it was found to be statistically positive and significant. This implies that the growth rate of Small and Medium tourism enterprises in Tanzania are directly and indirectly influenced by the role of LGAs in facilitating participation of community in tourism activities in the destination places.

The study also hypothesised that that H₂: Local Government Authorities 'role in facilitating management of tourism attractions has statistically positive influence on SMTEs growth in Tanzania. Management of attractions were measured using identification of attractions, Preservation of attractions and Destination security. The study found positive but no significant relationship between the mentioned variables being facilitating condition considered. A positive sign of coefficient shown by the construct relationship signify that if LGAs increase efforts to supporting stakeholders in proper managing attractions it will have more contribution to the growth of SMTEs in Tanzania. This argument can be justified by the fact that three items used to measure the construct were all found to be positive and significant in influencing the growth in SMTEs in Tanzania.

The results from the data analysis provided empirical evidence on the relationship between LGAs' roles in community participation, Attractions management, Land interest management and Promotions of attraction within the destination and the Growth of SMTEs. The findings also confirmed that tourism in Tanzania is to a local Government jurisdiction. However, the descriptive findings have proved that the engagement of Local government authorities was at average level 50%. The situation might be attributed by the disparities of Tourism Act and Tourism policy to address adequately the roles of LGAs in their area of jurisdiction.

To confirm the contribution of LGAs in managing stakeholders' interests on land usage in Tanzania, it was hypothesized that: H₃: Local Government Authorities' role in facilitating management of land interest has statistically positive influence on

SMTEs growth. The land interest management were measured by Land allocation, Land laws and Land policy. The study findings found a positive and significant influence which implies that there are contributions of LGAs role in managing stakeholders land interest on the growth of SMTEs in Tanzania.

Lastly, in order to assess whether LGAs roles in promoting tourism attractions found within their area of jurisdiction has influence on SMTEs growth the study hypothesized that: H₄: Local Government authorities' role in facilitating promotion of tourism attractions at the destination has statistically positive influence on *SMTEs* Tourism Information Center growth. The attraction promotion was measured using Documentation of tourism trend and Advertisement

The study however, found no significant contribution of LGAs roles in facilitating promoting on SMTEs growth in Tanzania. Surprisingly the three variables which were used to measure the attributes were all found to be positive and significant in contributing the growth of SMTEs in Tanzania. This implies that for the attraction promotion to be significant contributors to the growth of SMTEs others variables which were not included in this study should be involved in explaining the magnitude of contribution of LGAs facilitation role in managing stakeholders land interest.

Based on the discussion of the findings, the significance level of each construct of LGAs facilitation roles in tourism namely Community participation, attractions management, Land interest management and attractions promotion on influencing SMTEs growth are summarized in figure 5:1 the result indicates that the facilitation

roles of LGAs in community participation and management of stakeholder's land interests have positive and significant contribution on SMTEs growth while the facilitation role of LGAs in attractions management has positive but not significant contribution. In addition, findings confirm that facilitation role of LGAs in promotion of attractions in their area of jurisdiction has negative and not significant contribution to the growth of SMTEs growth. This study therefore concludes that the engagement and the facilitation of LGA roles in tourism in their area of jurisdiction has partial contribution or influence on SMTEs growth.

This view relates to the findings from other scholars such as the Ogechi & Igbojekwe (2012) in the work on local government and responses to sustainable Tourism development in Nigeria. The study followed qualitative approach. The results revealed that the states government do not give the local councils autonomy to plan and develop within the domain, lack of information regarding tourism trends and development among the people, no strategic plans for the enablement of sustainable tourism development at the local government level, lack of adequate facilities to attract and provide for visitors were identified as their major problems.

The study findings also relate with previous study by Birkic *et al.*, (2014) on the role of local government in planning of Sustainable tourism of coastal destination. The results of the research prove that local government has the irreplaceable role and responsibility in the tourism development at the local level but insufficiently knows and implements concept of sustainable development in strategic planning documents.

The study

On the other hand, the study by Brokaj (2014) in Albania revealed that the study highlighted the top down nature of current administrative system in the Albanian tourism industry. The study revealed that local governments are aware of sustainable tourism principles, but they find it hard to accommodate them in practice. Despite great effort made by local government to implement these plans and policies, this research shows they have limited effectiveness in driving tourism enterprises towards sustainable tourism development.

Hypothetical model of the study

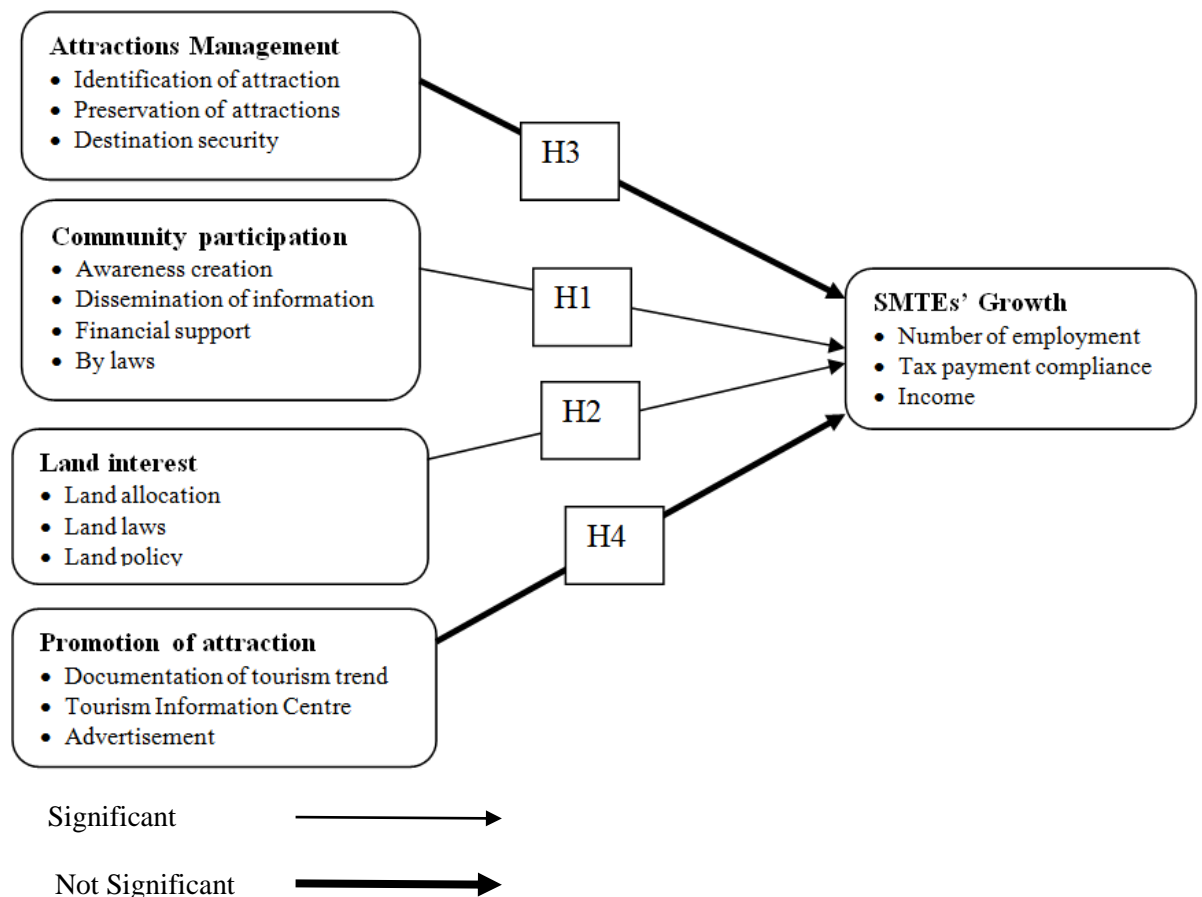


Figure 5.1: Hypothetical model of the study

Source: researcher's own Construct, 2020

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Overview

The chapter provides the conclusions and the recommendations regarding the roles of local government authorities in promoting Small and Medium Tourism Enterprises Tanzania. The summary and conclusion is drawn from the presentation of the findings and discussion made in chapter four in a specific objective wise. The discussions focus on the four objectives of the study namely, the role of Local Government authorities in facilitating community participation in tourism for SMTEs growth, Local Government role in managing tourists' attractions for SMTEs growth, Local Government role in managing stakeholders' land interest for SMTEs growth and Local Government role on facilitating Promotion of local tourism at the destination area for SMTEs growth. Finally, the chapter provides recommendations and suggestions for further research on the role local Government in promoting small and Medium Tourism Enterprises in the local tourism context.

6.2 Conclusion

6.2.1 Local community Participation Tourism for SMTEs Growth

The study sought to assess the influence of LGA role in facilitating community participation for the growth of SMTEs. The study found that there is positive significant association between facilitation role carried by LGA in tourism and the growth of SMTEs. This association were reflected mostly from community

awareness on tourism, dissemination of information, financial support and making by laws to support community participation in tourism activities.

The statistical and descriptive findings of the LGAs' role in facilitating community participation were found to have positive and significant influence on SMTEs growth. This suggests that SMTEs manager-owners acknowledged the roles of LGAs undertaking in supporting local tourism in their area of jurisdiction. However, basing on the findings and discussions made in chapter four it was revealed that LGAs in Tanzania the underperforming their role and responsibilities in tourism sector because of lacking of legal mandate to carry out tourism roles in their areas of jurisdiction. The legal limitation in tourism sector hinders LGAs in putting tourism issues in planning and budgeting by thinking that tourism belong to Ministry of Natural resources and tourism (MNRT) together with all tourism public institution that falls under MNRT.

Therefore, the drawn conclusion regarding community participation issue is that even though the nature and strategic position LGAs is underpinning to assume some facilitation roles in tourism at Mto wa Mbu. But the roles and responsibilities of local government in working towards facilitation of tourism have not been able-bodied in their Act, and that these have been confounded by issues surrounding the practical implementation of the Tourism policy. The findings and discussion have demonstrated that tourism in Tanzania is highly centralized and controlled by MNRT as the results the engagement of LGAs role in tourism is not optimal thus affecting the growth of SMTEs.

Furthermore, in Tanzania tourism regulatory framework does not reinforce LGAs or councils to undertake coordination of local tourism activities into their plans and programs. This is because the Tourism Act, 2008 does not state roles of LGAs in tourism. As such LGAs has been considering tourism issues as an option rather than part and parcel of their responsibility. According to stakeholder's theory the effective planning only occurs when local planners (LGAs) considers need, interest and ensure participation of all Stakeholders including local people. This means the engagement of LGAs in their area of jurisdiction as the local planner and coordinator of stakeholders in tourism destination is weak.

In this case the study further concludes that still LGAs' facilitation role in tourism is crucial determinants for community participation in tourism development. Thus, it should increase more efforts in creating tourism awareness, disseminating information and regulating local tourism practices by imposing by laws satisfying such traditional factors for tourism development. Therefore, as this study illustrates, LGA cohesion which more than likely will lead to community members willing to participate in various activities and initiatives for development.

6.2.2 Role of LGAs in Managing Local Tourism Attractions for SMTEs growth

Tourism attractions get their name because they 'attract' tourists away from their places to come and look at sites they have not seen before. They are important because they provide entertainment for tourists at the destination, things for visitors to go and see and do and importantly opportunities for them to spend their money in services offered by SMTEs. The higher the quality of the attractions and respectively

services, the longer visitors will stay and the more visitors will come and spend their money. In turn they affect the growth SMTEs and destination development as well. In this case attractions are valuable resources which need to be carefully identified, preserved, secured and developed by all stakeholders under close hand of both the central Government and Local Government Authorities.

In respect to local tourism objective two, the study evaluated the role of LGAs in facilitating management of tourism attractions for the growth of SMTEs. To achieve the objective two, it was hypothesized that LGAs' role in facilitating management of tourism attractions has statistically positive influence on SMTEs growth. However, the regressed findings confirmed the hypothesis that SMTEs growth was positively but not significant with growth of SMTEs in Tanzania. The findings suggest that the LGAs role in facilitating stakeholders in managing attractions has no significant contribution to SMTEs growth. However, from the discussion the study find that the positive sign of regression coefficients promises that if LGAs put more efforts in facilitating stakeholders for managing attraction there is likely chance of having have more impact to the SMTEs growth in Tanzania. This was also evidenced from the Pearsons' product moment correlation which revealed that the LGAs roles in managing local attractions have positive relationship with SMTEs growth. Further findings evidence was revealed from performed factors analysis which revealed that attractions management items namely identification of attractions, preservation of attractions and security of the destination were retain in analysis in a data set. Therefore, basing from findings and discussion made in chapter four and five

respectively the drawn conclusion is that LGAs facilitation role on stakeholders in managing attractions is underperforming in their area of jurisdiction.

Further conclusion is that despite of the underperforming of LGAs in managing tourism attractions issue, yet the destination remains with preserved and protected attractions from decaying and overused of attractions at the destination. However, the prevailing situations do not guarantee the sustainability of the destinations' attractions if LGAs does not part in managing their resources within their area of jurisdiction.

The study further concludes that for SMTEs to grow in Tanzania tourism requires an effective management of tourism activities at the local or destination levels resulting in tourist's satisfaction and tangible benefits to business and local communities. LGAs supposed to look after attractions that found in their places, improves sites, facilities and environments and make the business success. However, in order this to work there is a need tourism reframe on the tourism policy and legal setup aiming at allowing LGAs to part in the tourism planning, and developing process of tourism sector.

6.2.3 Managing Land Interest for Tourism on SMTEs Growth

The third objective of the study aimed to examine the implication of the role of LGA in managing tourism stakeholders' land interest on the SMTEs growth. First the study performed factor analysis in order to reduce a large number of variables into identifiable components of interrelated variables finally only three related variables

were retained for study analysis namely land allocation, land laws and land policy. Followed where the running Pearsons' product moment correlation to tests the relationship between the variables. The correlation results revealed that there is positive and significance relationship between land interests and the growth of SMTEs growth variables.

Then the hypothesis three was tested by multiple regressions analysis model and the findings revealed that there is positive statistically significant influence between management of stakeholder's interest on land and SMTEs growth. In line with, the descriptive findings of the LGA's role in management of land interests was in support with the hypothesis put forward that LGAs in management of land interest has positive in influencing the growth of SMTEs. That means, the effort of Local government role in facilitating management of stakeholders' interests on land was rationally carried out within the destination. Basing on the study findings and discussion in this specific objective the study concludes that the involvement of LGAs in managing stakeholder's interest on land is important but moderately carried out.

The underperforming of LGAs in managing stakeholders' land interest is not healthier for the growth of SMTEs and local tourism sustainability in Tanzania. This is because it was evidenced from the literatures review and study findings that land becomes very scarce in destination area. This is due to increases in number of SMTEs and large companies whose prime interest resource for their business is land. There are also the ongoing land subdivisions to individual private properties and

conversion of rangelands to crop cultivation and subsistence use. All these add up the interests and demand for the land among the stakeholders which may be increasing more competition and conflicts among stakeholders. This may jeopardize the tourism business within the tourism destinations places.

Therefore, in respect to the third objective the study draws a general conclusion by giving out strong indication that LGAs has to be capacitated in order to manage land at its optimal capacity level for the destination sustainability. If not actively involved in facilitating land usage there comes an inevitable point when the Tanzania tourism destinations becomes saturated and reaches over-development the nature of tourism destinations. It is further concluded that land protection status for tourism destination and that it uses purpose and that it affects the decision of tourists to visit as well as the growth of SMTEs.

6.2.4 Tourism Promotion of Attractions for SMTEs Growth

Vengesayi *et al.*, (2018) assert that despite the attractiveness of the tourism attractions at the destination, if no one knows the attraction exists, then all is for naught. A tourist must be informed, persuaded and reminded about the natural beauty of the attractions at the destination. In tourism context in order to achieving this objective according to stakeholder theory demands every tourism stakeholder to participate in promoting destination including attraction and services associated with.

In respect to local tourism objective four, the study evaluated the role of LGAs in facilitating promotion of attractions for the growth of SMTEs. In achieving objective

four, it was hypothesized that LGAs' role in facilitating promotion of attractions has statistically positive influence on SMTEs growth. However, the Regression models' findings results showed that promotion of attraction had negative and not significance influence on SMTEs growth. The results could not confirm the hypothesis four and thus it was rejected. The findings suggest that the LGAs role in facilitating stakeholders in promoting attractions has no significant contribution to SMTEs growth.

This is because tourisms attractions by nature are the shared resources direct or indirect among the tourism stakeholders. Therefore, it argued that destination planner or manager must ensure that every stakeholder should be aware and responsible in conserving and promoting attractions for sustainable development of tourism of the destination (Ngwira & Kankhuni, 2018).

Therefore, from the findings and discussion made in previous chapters this study concludes that the local governments in Tanzania are limited in promoting tourism attractions which in turn affect the growth of SMTEs growth. From the discussion the possible major reasons for limitation of LGAs in facilitating attractions promotion in their area can be associated with the shortfall that existing in Tanzania tourism regulatory framework. The framework to large extent is marginalising LGA to part in the promotion of attractions in their places.

However, when considering LGAs' cohesive decision, proximity to the attractions and possession of local knowledge of attractions in their area of jurisdiction yet

LGAs remain to be key stakeholders in promoting local attractions. Currently the Tanzania Tourist Board (TTB) is the mandatory government organs in promoting all tourism attraction Tanzania. However, the study further concludes in note that it is important to understand that TTB is limited in term of geographical coverage in comparison to LGAs hence there is a possibility of overlooking some local issue regarding attractions promotion. In the other hand LGA is found everywhere in the country where most attractions are found. In this case LGAs stay in better position in term of proximity, knowledge of and management of all attractions found in their places. Therefore, the study generally concludes that if LGAs are really empowered to actively involve and be part in promotion process of tourism attractions in their area of jurisdiction will results to the growth of SMTEs as well as tourism destinations.

6.3 Recommendations

The decentralization process in Tanzania has opened the door for local governments to craft its own planning and development of various sectors including tourism. Moreover, the National tourism policy empowers local governments by specifying various roles in tourism. In line with the stakeholder's theory it would be expected that LGAs could play a key role in planning, budgeting and coordinating local tourism in their area of jurisdictions. However, this study has provided an empirical finding which revealed the inadequately performances in tourism this impairs SMTEs growth and sustainability of tourism development in Tanzania. The study has demonstrated that Tourism development at the local level has not become a priority in their plans and strategies. It appears that there are administrative and institutional

complexities limiting local governments in performing their roles in tourism development at the local level. Therefore, the study specifically recommends the following:

- i) To review the Tourism Policy of 1999 in line with Tourism Act of 2008 which is has not been reviewed for more than twenty 20 years. It is obvious there are many changes that affect the entire tourism business particularly local tourism.
- ii) It was found by the study that community are inadequately participating in tourism activities at the destination due to less support from local government authorities. The study recommends that the objective of community participation can easily achieved if local government authorities are fully involved in promoting local tourism by crafting their own local policies and strategies which targeting to encourage local community initiatives and enable them to engage in tourism business development at the destination. Furthermore, the process of registration and regulation of Small and medium Enterprises related to Tourism should also be devolved to the local level.
- iii) The study has demonstrated that there is highly stakeholders' interest and need influences upon local land usage for tourism activities at the destination area, besides all tourism attractions are found and connected with land. Various tourism stakeholders' activities including tourist accommodations services such as lodges, camps, bar, currier services and handcrafts depend upon land usage. These create multiple interests on land among stakeholders. Therefore, in managing stakeholders land interest the study recommends that it is imperative that the LGAs have to be capacitated in terms of human

capital and finance in order to formulate local land tourism policy, land planning for tourism and ensure there is land allocation and control over land use in the destination

- iv) Regarding management of local attractions, this study recommends that it is the impetus that future local government reforms should be geared towards effective devolution of powers, clarification of mandates and giving ownership and access to all local attractions as prerequisites for empowering local governments to manage the tourism attractions which are found in their area of jurisdiction. Local governments should be allowed to develop new attractions, identify and preserve attractions found in their geographical boundaries and generate revenues from their attractions. LGAs being the closest to the people are expected to mobilize the locals towards harnessing the available attractions within their domain, and putting in place the necessary infrastructure with collaboration with Ministry of Natural Resources and Tourism.
- v) The access of land for local tourism entrepreneur is vital for the business success. Business requires land to carry out their business operations. Besides all tourism attractions are found on land and in the other hand various stakeholders have an interest on land usage for tourist accommodations services such as lodges, camps, bar, currier services therefore. It is imperative that the LGAs play role of managing all stakeholders' interest on land by formulating local land tourism policy, land planning for tourism and ensure that in their local plans there is adequate land allocated for tourism and

control over land use to protect the destination area. The access of land for local tourism entrepreneur is vital for their business success.

- vi) Promotion plays a vital and is a crucial tool in developing local tourism. Incoming and potential tourists ought to be informed, reminded and persuaded about the beauty attractions and quality of accommodation services available at the destination. This study found that the role LGAs in promoting tourism destination was not adequately performed and it has little influence (36%) on SMTEs growth. The study recommends that the Ministry of Natural Resources and Tourism should work very closely with all local government authorities in identifying all promotions issues which can be done by LGAs from their area of jurisdiction. However, to achieve this objective, the local government authorities need to be equipped with tourist expertises, funded and being recognised within the organisational structure.

6.4 Suggestion for Future Research

This research was limited to the role of local government authorities in promoting small and medium enterprises by specifically assessing the community participation in tourism, local attraction management; stakeholders land interest management and promotion of tourism at the destination on growth of Small and medium tourism enterprises. Therefore, the following areas were not covered in this study and therefore recommended for further studies:

- i) It is suggested that the future studies should involve empirical research that would involve qualitative research purposely to explore views and

experiences of SMTEs managers regarding the roles to the SMTEs growth in the destination place.

- ii) A study is needed to assess the relationship between the role of local governments and cultural tourism in relation to small and medium tourism enterprises
- iii) A research is needed to assess government institutions setup related to tourism and its impact on tourism and small business development.

6.5 Study Implications

6.5.1 Methodological Contribution

This study employed a quantitative research method which has provided some unique results to address the SMTEs growth problem in Tanzania in relation to the facilitation roles of LGA within the tourism destination. Therefore, the study findings are different from the previous studies such Muganda, (2013) and Kalemo (2011) which are qualitative and descriptive in assessing the community participation problem in Tourism. This study contributes to the knowledge both in the data collection process as well as in analysis; an analytic cross-sectional survey was used. Furthermore, previous studies in local tourism the target population were based on household as the unity of inquiry which limits the understanding of small and medium tourism enterprises growth. This study targeted all owners or managers of Small and medium in Tourism Enterprises as the population of the study which widened the scope of understanding of local tourism at the small and medium tourism business context.

6.5.2 Theoretical Implication

According to the National tourism policy the local government authorities hold responsibility and roles in facilitating tourism sector in their areas of jurisdiction. Local communities who mostly involves in SMTEs while undertaking their activities are responsible to manage, preserve and promote tourism attractions existing within their destination for sustainable development. On the other side LGAs' roles are supposed to facilitates SMTEs owners to ensure the growth and success of the destination. It is expected by the policy that LGAs to facilitates all tourism stakeholders to undertake their activities responsibly and in sustainable manner.

To assess the roles of LGAs in SMTEs growth this study has managed to integrate constructs from stakeholder's theory and factors of production and validated them in Tourism Tanzanian context. The stakeholders' theory is relevant to this study as it provided that community participation and adequate management and promotion of attractions are the determinate factors (constructs) for success of business firm(Jamal & Stronza, 2009). Thus, these constructs were conceptualised into four LGAs roles in relation to tourism. Then the influence of LGAs roles in SMTEs growth were assessed within the destination. The theory and its approach enhance the employments and income to local community through their participation in SMTEs and mutual management and promotion of the attractions within the destination area.

However, participation and attractions factors per se are adequate to explain the success of tourism destination as well as the growth SMTEs. Therefore, to understand well the growth of SMTEs in the LGAs context land construct from an

economic production theory was borrowed to integrate to the stakeholders' theory to compliment in the assessment of LGAs' roles in SMTEs growth. The production theory emphasizes land factor as among of key factors of production which results in the growth of the firm, other factors includes labour, capital and entrepreneurship. From the theory, together with LGAs' roles in tourism within their destination places are crucial to enhance the success of tourism destination and the growth of SMTEs.

Another theoretical contribution of this study is that it ended up to suggest a proposed conceptual framework as described in figure 4.1 aiming to improve the roles of LGAs in local tourism in supporting SMTEs growth. It was seen from the study that all attributes of the main constructs (Community participation, attraction management, land interest management and promotion of attraction) had positive significant influence on SMTEs growth. Therefore, these are important information in adopting the suggested model for influencing SMTEs growth and tourism development in all Tanzanian local Government Authorities.

6.5.3 Practical Implication

Previous studies on tourism in Tanzania have paid close attention on assessing the contribution of Central Government roles to general tourism growth in relation to community participation in tourism (Kweka, 2003; Safari *et al.*, 2015; Mahato, 2013 and Mitekaro, 2016). This provided a general useful insight about the general tourism management in Tanzania. However, the contribution of local government roles to local tourism development in relation to growth of Small and Medium Tourism Enterprise undertaken by local community were largely ignored.

This study makes the following key contributions to local tourism knowledge in addition to determine factors for SMTEs growth. First, it contributes towards enriching literature in the area of local tourism by specifically showing the relationship of LGAs roles in facilitating tourism for SMTEs growth. If this relationship is not considered in determining factors to the growth of SMTEs in the destination there may be inconsistent evidence on the existence of mission flow. Second, the study voiced the demand of Local government authorities to part in management of local tourism planning and development of local tourism in their area of jurisdiction.

Therefore, the practical implications of these study findings provided the useful information to policy makers and LGAs official during planning process and decision making in the destination. The study found that, community participation, land interests and promotion of tourism attractions can be considered in planning process to increase the growth of SMTEs. To the field of academics, the empirical evidence from this study can be used as baseline data to later studies by enriching the stock of existing but limited knowledge and literature on the role of LGAs roles in facilitating community participation in relation to SMTEs' development.

6.5.4 Implication to Policy Makers

The study findings conclude that the roles of Local Government Authorities in facilitating community in their area of jurisdiction have significant contribution on Small and Medium Enterprises growth. The tested model separates attributes of each objective constructs that could influence or contribute the growth of SMTEs. In each

objective construct, significance of different indicators factors reviewed from empirical studies was tested

The above findings call for reviews of tourism policy on tourism that could allow and create conducive environment for LGAs adequately engaging in facilitating tourism in their area of jurisdiction. The review of policy should go hand in hand with amendment of tourism Act, 2008 and Local Government Act, 1982 stipulating clearly the roles and mandate of LGAs on tourism within their area of jurisdiction. The ownership of tourism will enable local government authorities to assume responsibilities on local tourism as the compulsory issue and not as discretionary one to incorporate in their plans and strategies.

The study indicates that the facilitation roles of LGAs in community participation and stakeholders' interests on land have significance contribution on SMTEs growth. These findings will help local government officials to capitalise on creating awareness, provide financials supports, impose by-laws and disseminate information to local level to ensure more participation of local community. Likewise, the findings have demonstrated that there are highly stakeholders 'interest on land usage in various business such restaurants, campsites, snack bars and others the situation which significantly influence the growth of the business at the destinations. Moreover, an increase demand of land from several social economic sectors such as agriculture and infrastructures development the destination land is becoming more scarcity. This implies that LGAs in Tanzania need to incorporate tourism issues

during planning of local land usage. Proper land allocations and local policy formulation are important for the growth of SMTEs and sustainability of tourism.

An empirical result from this study has evidenced that the facilitation role of LGAs to the stakeholders in management of tourism attractions is negative and not significant contribution to the growth of SMTEs growth in Tanzania. Though all attributes of attractions management namely identification of attractions, preservation of attractions and destination security shows a great concern in contributing for destination performance hence the growth of SMTEs in Tanzania. This means that it is more important for Tanzanian local government officials to come out with strategies for better management and protections of all attractions found within their areas as this is the reason for the incoming of tourists in their places. Likewise, the Ministry of Natural Resources and Tourism should work in collaboration with LGAs to manage all local attractions that are found within the respectively LGAs.

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Appendix 2: Descriptive Statistics for Variability and Homedasticity

	N	Minimum	Maximum	Mean	
	Statistic	Statistic	Statistic	Statistic	Std. Error
CP1	205	1	5	3.12	.094
CP2	205	1	5	3.16	.089
CP3	205	1	5	3.22	.091
CP4	205	1	5	3.18	.077
CP5	205	1	5	3.34	.076
CP6	205	1	5	3.29	.073
CP7	205	1	5	3.01	.082
CP8	205	1	5	3.15	.081
AT1	205	1	5	3.33	.077
AT2	205	1	5	3.38	.073
AT3	205	1	5	3.41	.070
AT4	205	1	5	3.30	.077
AT5	205	1	5	3.09	.078
AT6	205	1	5	3.56	.076
AT7	205	1	5	3.60	.074
LI1	205	1	5	3.14	.071
LI2	205	1	5	3.23	.069
LI3	205	1	5	2.74	.084
LI4	205	1	5	3.22	.068
LI5	205	1	5	3.08	.067
PR1	205	1	5	2.94	.074
PR2	205	1	5	2.69	.080
PR3	205	1	5	2.81	.082
PR4	205	1	5	2.80	.086
SMT1	205	1	5	2.80	.090
SMT2	205	1	5	2.58	.087
SMT3	205	1	5	2.96	.086
SMT4	205	1	2	1.13	.024
Valid N (listwise)	205				

Appendix 3: Rotated Component Matrix for outlier testing

	Components				
	1	2	3	4	5
Community participation CoP1	.779				
CP2	.800				
CP3	.780				
CP4	.666				
CP5	.643				
CP6	.427	.429			
CP7	.566				
CP8	.543				
Attractions management					
AT1	.630				
AT2	.659				
AT3	.503				
AT4	.680	.466			
AT5	.705				
AT6	.535				
AT7	.442	.443			
Land interests					
LI1		.792			
LI2		.763			
LI3	.592				
LI4		.668			
LI5		.496			
Promotion of Attractions					
PR1			.669		
PR2			.820		
PR3			.824		
PR4			.804		
SMT Growth					
SMT1				.882	
SMT2				.899	
SMT3				.775	
SMT4					.779

Rotation Method: Varimax with Kaiser Normalization.

Appendix 4: Survey Questionnaire for SMTEs managers

Dear Respondent,

Mr. Sanga is a PhD candidate at the Open University of Tanzania. He is currently undertaking a research on the role of Tanzania Local Government authorities on Small and Medium Tourism Enterprises growth as requirements for the fulfilment of the PhD studies. As manager/owner of the firm dealing with issues relating to tourism, you are kindly requested to provide some important information on key problems under investigation meant to improve economic tourism sustainable development in relation to SMTEs performance in local government. You have been selected in this survey because of your potential to provide the required information. I am aware that you are very busy, but I would be grateful if you could take the time to answer this questionnaire. All information given will be treated with strict confidentiality and it will only be used for this research purpose.

Your cooperation is highly appreciated for the success of this research.

Yours sincerely,

Sanga

PhD Candidate

Section I: Personal information

SN	Read options and tick one only	
1	Level of education of respondent	<input type="checkbox"/> 1. None <input type="checkbox"/> 2. Primary <input type="checkbox"/> 3. Secondary <input type="checkbox"/> 4. Tertiary (College, technical, university) <input type="checkbox"/> 5. Other, please specify: _____
2	Sex of respondent	<input type="checkbox"/> 1. Man <input type="checkbox"/> 2. Woman
3	Age of respondent
4	Name of the organization	

	
5	Year of establishments
6	Type of SMTEs organization	<input type="checkbox"/> 1. Restaurant <input type="checkbox"/> 2. Art Galley <input type="checkbox"/> 3. Tour Operator <input type="checkbox"/> 4. Traditional culture Performers <input type="checkbox"/> 5. Other, please specify: _____

Section II: Information related to the Local Government authorities and SMTEs growth

In the table below, circle your subjective opinion on the each role of LGA in tourism in relation to the Growth of SMTEs. Key: 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, 5 for Strongly Agree

LGA Role in facilitating Community participation in tourism activities at the destination	Respondent's opinion				
1. LGAs play a big role in creating tourism awareness to local community	1	2	3	4	5
2. LGAs provides financial community to supports establishment of tourism business activities in our places	1	2	3	4	5
3. License issuance procedures by the LGA are easy and supportive to community participation in tourism at the destination	1	2	3	4	5
4. Important Tourism information are adequately disseminated by LGAs to local community	1	2	3	4	5
5. The bylaws imposed by LGAs for local tourism practices community to establish tourism business	1	2	3	4	5
6. Local community can elect its representatives to participate in tourism decision making Decision making	1	2	3	4	5
7. Local community receives various tourism Trainings organized by Local Government Authorities	1	2	3	4	5
8. Community received feedback regarding tourism matters discussed in various committees	1	2	3	4	5
LGA's Roles in managing of tourist attractions at the destination					
1. LGA has actively identifying Tourism attractions at in our places	1	2	3	4	5
2. LGA is actively involved in the preservation of the Tourism attractions	1	2	3	4	5
3. LGA collaborate well with stakeholders to maintain all attractions found in our places	1	2	3	4	5
4. There are adequate mechanism to protect attractions at the destination	1	2	3	4	5
5. Community suggestions on attraction are considered in preserving local attractions	1	2	3	4	5

6. Environmental health enhanced in managing tourism at the destination	1	2	3	4	5
7. There is sufficient security for all incoming tourists at the destination	1	2	3	4	5
LGA's Role in Management of land interests					
1. The existing local land policies enhance business growth in area	1	2	3	4	5
2. Local community have easily access to land use for tourism activities	1	2	3	4	5
3. LGA allocates land usage for tourism purpose to support business growth	1	2	3	4	5
4. LGA enacts by laws and regulations to Control over land use at the destination	1	2	3	4	5
5. Committees at the grassroots level are efficient in managing land interests among stakeholders	1	2	3	4	5
LGA's Role in Promotion of Tourism Attractions at the Destination					
1. Adequate Documentations of Tourism activities at the destination is in place	1	2	3	4	5
2. Tourist information centres are well established in our destination	1	2	3	4	5
3. Information on Tourism Attractions is adequately shared among stakeholders	1	2	3	4	5
4. Local Attractions in our area are well promoted to attract tourists	1	2	3	4	5

Business Growth

LGA's facilitation roles in tourism with relations to the growth of SMTEs	Respondent's opinion				
The business has increased number of employees since I started	1	2	3	4	5
I am satisfied with the increase of income in business	1	2	3	4	5
I do comply in paying all taxes for my business to the authorities	1	2	3	4	5

END OF SURVEY

Thank you very much for your time and answers!

**Appendix 5: (Swahili Transilation) Dodooso kwa Meneja/Mmiliki wa Biashara
ya Utalii**

Ndugu,

Ndugu. Sanga ni mwanafunzi wa masomo ya shahada ya Uzamivu katika Chuo Kikuu Uria cha Tanzania. Kwa sasa anafanya utafiti kuhusu majukumu ya Serikali za Mitaa katika kukuza bishara ndogo na za kati katika utalii ikiwa ni takwa mojawawapo la masomo ya shahada ya uzamivu. Kama meneja au Mmiliki wa biashara ya utalii unaombwa kusaidia kutoa takwimu muhimu katika maeneo yaliyooneshwa katika dodoso hili. Takwimu hizo zitatumika kwaajili ya utafiti. Umechaguliwa wewe katika kushiriki utafiti huu kwasababu wewe ni muhimu sana kwaajili ya kufanikisha kupata takwimu za kufanikisha utafiti huu. Natambua kuwa muda ni mdogo na mambo ni mengi hata hivyo nitashukuru sana kama ukitenga wako kujaza dodoso hili ilikuweza kufanikisha zoezi hili. Habari zote zote zitolewazo zitatumika kama siri na na kwaajili ya utafiti tu na si vinginevyo.

Ninashukuru sana kwa ushirikiano wako

Sanga D

Mwanafunzi

Sehemu I: Takwimu Binafsi

		Chagua mojawapo
1	Kiwango cha elimu	<input type="checkbox"/> 1. Elimu isiyo rasmi <input type="checkbox"/> 2. Msingi <input type="checkbox"/> 3. Sekondari <input type="checkbox"/> 4. Chuo <input type="checkbox"/> 5. Nyingine tafadhali taja
2	Jinsi	<input type="checkbox"/> 1. ME <input type="checkbox"/> 2. KE
3	Umri
4	Jina la biashara
5	Mwaka biashara ilipoanza

6	Aina ya Biashara ya utalii	<input type="checkbox"/> 1. Mgahawa <input type="checkbox"/> 2. Art Galley <input type="checkbox"/> 3. Tour Operator <input type="checkbox"/> 4. Traditional culture Performers <input type="checkbox"/> 5. Nyingine tafadhali, taja : _____
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SEHEMU II: Uhusiano wa Serikali za Serikali za Mitaa na ukuaji wa Bishara ndogo na za kati za utalii katika mto wa Mbu

Kwa maoni yako tafadhali zungushia jibu sahihi katika jedwali hapo chini, kuhusiana na majukumu ya Serikali za Mitaa katika sekta ya utalii na ukuaji wa Bishara ndogo na za kati katika eneo la mto wa Mbu

. **Ufunguo:** (1).sikubaliani kabisae, (2)Sikubaliani (3)Sina uhakika, (4) Nakubaliana (5) Nakubaliana Kabisa

Jukumu la serikali za Mitaa katika kufanikisha ushiriki wa wanachi katika shughuli za utalii katika mto wa Mbu.	Maoni				
	1	2	3	4	5
1. Ushiriki wa wanchi katika shughuli za utalii ni moja ya agenda katika mikutano ya kijiji/KMK hapa mto wa Mbu.	1	2	3	4	5
2. Huwa tunapata mrejesho toka Serikali za Mitaa kwa mambo yanayopendekezwa ngazi za juu katika mikutano ya jamii	1	2	3	4	5
3. Mara kwa mara Serikali za Mitaa inashirikiana na Wadau wa Utalii katika kuandaa matukio ya kitalii katika Mto wa Mbu	1	2	3	4	5
4. Mara kwa mara Serikali za Mitaa inasaidia vikundi (SMTEs) katika kujenga ufahamu miongoni mwa wakazi wa mto wa Mbu	1	2	3	4	5
5. Sheria na kanuni za utalii zinazotungwa na serikali za vijiji zinachangia kukua kwa biashara ya utalii hapa mto wa mbu	1	2	3	4	5
6. Taratibu za upatikanaji wa leseni za biashara ya utalii ni rafiki kwa kuiwezesha jamii kushiriki katika biashara ya utalii	1	2	3	4	5
7. Serikali za Mitaa zinasaidia kutoa rasilimali fedha kwa jamii ili ishiriki katika biashara ya utalii.	1	2	3	4	5
8. Sheria ya Utali pamoja na Mashirika ya kitalii zinawezesha jamii (ngazi ya chini) katika wa biashara ya utalii.	1	2	3	4	5
Jukumu la serikali za Mitaa katika usimamizi wa vivutio vya Utalii katika mto wa Mbu					
1. Serikali za Mitaa zimeweza kuainisha vivutio vya utalii vilivyopo katika Mto wa Mbu	1	2	3	4	5

2. Serikali za Mitaa zinalinda, kutunza na kuhifadhi vivutio vilivyopo Mto wa Mbu ipasavyo.	1	2	3	4	5
3. Zipo sheria na kanuni za kulinda na kuhifadhi vivutio vya utalii vilivyopo katika Mto wa Mbu	1	2	3	4	5
4. Kuna juhudi kubwa Serikali za Mitaa katika kulisimamia vivutio vinavyopatikana Mto wa Mbu.	1	2	3	4	5
5. Serikali za Mitaa inasikiliza mapendekezo ya jamii kuhusiana na uhifadhi wa vivutio vya asili Mto wa Mbu na kufanyia kazi	1	2	3	4	5
6. Usalama wa Afya ya jamii unasimamiwa kwa ukamilifu kwaajili ya kukuza biashara ya utalii Mto wa Mbu	1	2	3	4	5
7. Serikali za Mitaa zinatilia mkazo suala la ulizi na usalaama kwaajili ya kukuza utalii Mto wa Mbu	1	2	3	4	5
Jukumu la serikali za Mitaa katika usimamizi wa mahitaji ya Aridhi ya wadau kwa matumizi ya Utalii					
1. Sera ya Aridhi iliyopo inachangia ukuaaji wa biashara ya Utalii Mto wa Mbu	1	2	3	4	5
2. Sheria ya Aridhi iliyopo inachangia ukuaaji wa biashara ya Utalii Mto wa Mbu	1	2	3	4	5
3. Serikali za Mitaa imetenga Aridhi maalumu kwaajili ya Utalii na kusaidia kukuza biashara hiyo hapa Mto wa Mbu	1	2	3	4	5
4. Serikali za Mitaa inatunga sheria ndogo ndogo na kanuni kwaajili ya kudhibiti matumizi ya Aridhi Mto wa Mbu	1	2	3	4	5
5. Kamati za Aridhi zinatekeeza majukumu yake katika kusimamia mahitaji ya ardhi kwa wadau wa utalii.	1	2	3	4	5
Jukumu la serikali za Mitaa katika kutangza vivutio Mto wa Mbu					
1. Kuna utunzaji mzuri wa kumbukumbu wa shughuli za kitalii zinazoendelea Mto wa Mbu	1	2	3	4	5
2. Vituo vya kupata habari kwaajili ya utali vimeanzishwa na kuimarishwa	1	2	3	4	5
3. Upashanaji wa habari za Vivutio miongoni mwa wadau umeimarishwa	1	2	3	4	5
4. Vivutio vya utali vinatangazwa kwaajili ya kuvutia watali eneo la mto wa Mbu	1	2	3	4	5

Ukuwaji wa Biashara ya Utalii

Hoja	Maoni				
Ninaridhishwa na ongezeko la wafanyakazi tangu kuanzishwa kwa biashara yangu	1	2	3	4	5
Ninaridhishwa na ongezeko kipato cha biashara yangu	1	2	3	4	5
Ninalipa kodi ya mapato ya biashara yangu bila matatizo	1	2	3	4	5

Natanguliza Shukrani kwa Ushiriki Wako