NEAR EAST UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF TOURISM AND HOTEL MANAGEMENT

MASTER'S THESIS

AN ASSESSMENT OF GOVERNANCE FOR SUSTAINABLE TOURISM DEVELOPMENT IN ZIMBABWE

LARDMORE CHITANGE

NICOSIA

FEBRUARY 2018

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We Certify the Thesis is Satisfactory for the Award of Degree of

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Prepared by

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ABSTRACT

The most fundamental element of sustainable development is the recognition of the importance of key tourism players in the sphere of detrimental adverse factors that impedes sustainability. New paradigm of successful city destination management is defined with regards to a conceptual approach to governance practices, participation of stakeholders in planning, policy formulation and structure of the tourism industry. Governance is a catalyst of sustainable tourism development, in the sense of mutual integration in enforcement of laws and rules for sustainable development. Zimbabwe is experiencing political lethargy and economic mismanagement has contributed to poor implementation of policies in the tourism sector.

The discussion in this thesis is centers on tourism governance practices and perceived challenges to sustainable development. The study is a quantitative research with a survey research method whereby questionnaires were used to collect information from 301 respondents selected by random sampling among tourism key stakeholders. SPSS software was used to analyze data. Governance practice is positively correlated to participation of tourism stakeholders and participation of tourism stakeholders is correlated to sustainable development. As a result of regression analysis governance practice positively affect participation of tourism stakeholders and participation of stakeholders positively affect sustainable development. A conclusion is made that good governance practice of tourist cities should be adhered to in order to create city appeal that is aspirant to all stakeholders.

Keywords: Governance, tourism destination, sustainability, sustainable development, sustainable tourism development.

ÖZ

Sürdürülebilir kalkınmanın en temel unsuru, sürdürülebilirliği engelleyen zararlı olumsuz faktörler alanında anahtar turizm oyuncularının öneminin fark edilmesidir. Başarılı kent varış idaresinin yeni paradigması, yönetişim uygulamalarına yönelik kavramsal bir yaklaşım, paydaşların planlamaya katılımı, politika oluşturulması ve turizm endüstrisinin yapısı ile ilgili olarak tanımlanmaktadır. Yönetişim, sürdürülebilir kalkınma için kanunların ve kuralların uygulanmasına karşılıklı entegrasyon anlamında, sürdürülebilir bir turizm gelişiminin bir katalizörüdür. Zimbabwe siyasi uyuşukluk yaşıyor ve ekonomik yanlış yönetim, turizm sektöründe uygulanan politikaların kötü uygulanmasına katkıda bulunuyor.

Bu tezdeki tartışma, turizm yönetişim uygulamaları ve sürdürülebilir kalkınmada algılanan zorluklarla ilgili merkezlerdir. Çalışma, turizm anahtar paydaşları arasından rasgele örnekleme yöntemiyle seçilen 301 katılımcıdan bilgi toplamak için anket kullanan bir anket araştırma yöntemiyle niceliksel bir araştırmadır. Verileri analiz etmek için SPSS yazılımı kullanılmıştır. Yönetişim uygulaması, turizm paydaşlarının katılımıyla ve turizm paydaşlarının katılımı ile sürdürülebilir kalkınma arasında korelasyon göstermektedir. Regresyon analizi sonucunda yönetişim uygulaması, turizm paydaşlarının katılımını olumlu etkilemekte ve paydaşların katılımı sürdürülebilir kalkınmayı olumlu yönde etkilemektedir. Tüm paydaşlara istekli olan şehir temyizi yaratmak için turistik şehirlerin iyi yönetişim uygulamalarına uyulması gerektiği sonucuna varılmıştır.

Anahtar Kelimeler: Yönetişim, turizm hedefi, sürdürülebilirlik, sürdürülebilir kalkınma, sürdürülebilir turizm gelişimi.

ACKNOWLEDGEMENT

DEDICATION

I dedicated this thesis to Mr VChitange and my parents. Words do not seem to be adequate to express my gratitude to this magnitude of sacrifice. I can only hope they understand that I really could not have completed it without them. God bless you all.

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LIST OF ABBREVIATIONS

AUSAID: Australian Agency for International Development

CBNRM: Community Based Natural Resource Management

CTDRTD: Cape Town Declaration on Responsible Tourism

EMA: Environmental Management Agency

EIA: Environmental Impact Association

GCET: Global Code of Ethics for Tourism

GDP: Gross Domestic Product

HAZ: Hospitality Association of Zimbabwe

HCC: Harare City Council

JPI: Johannesburg Plan if Implementation.

NGO: Non-Governmental Organization

OECD: Organization for economic and Cooperation Development

RETOSA: Regional Tourism Organization of Southern Africa

RNTB: Rhodesia National Tourism Board

RTG: Rainbow Tourism Group

SADC: Southern African Development Community

SME: Small and Medium Sized Enterprise

TSA: Tourism Satellite Accounting system

TAZ: Tourist Guide Association of Zimbabwe

UNWTO: United Nation World Tourism Organization

UN: United Nation

UNCED: United Nation on Environment and Development.

UNDP: United Nation Development Program

VAT: Value Added Tax

WTO: World Trade Organization

WTTC: World Travel & Tourism Council

ZCT: Zimbabwe Council for Tourism

ZCTF: Zimbabwe Convention Task Force

ZOPPA: Zimbabwe Organic Producers and Processors Association

ZTA: Zimbabwe Tourism Authority

ZTB: Zimbabwe Tourism Board

ZTDC: Zimbabwe Tourism Development Corporation

Definition of Terms

Governance- is a method through which power is exercised in the management of a country's political, economic and social resources for development (World Bank, 1993)

Corporate governance the term describes the processes, practices and structures through which a company manages its business and affairs and works to meet its financial, operational and strategic objectives and achieve long-term sustainability.

Sustainable tourism- "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNWTO, 2011)

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. "(United Nation Environment Programme, 1987)

Destinationis a physical place or space where business is done through established management structures to cater for customers.

Tourismrefers to a social phenomenon where people visit places of interest for leisure or business.

Tourism stakeholdersrefer to individuals or groups that affect or can be affected bybusiness within a specific area.

Tourist destinationrefer to a place in which tourists, residents, stakeholders and enterprisesinteract and transactions take place, as well as planning, the development ofindustry and regional infrastructure and other aspects, and where there is anemphasis on tourism within a region(Laws et al 2011)

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Background of the study

This research studies the tourism governance of city destination in Zimbabwe, where tourism is used for economic, environmental and social development. The general management and implementation of development practices in governing tourism activities have generated effects on the natural environment, social, economic development of a destination. This research aims to study the importance of governance to the real world situation of city destination in Zimbabwe. The old and new challenges encountered by the tourism sector can be solved by destination governance.

The unique characteristics of the tourism system depict the greatest prospective of the tourism sector in economic development and poverty reduction of a nation. Tourism is recognized as one of the elements which support economic growth in developing countries. Tourism is identified as one of the economic sector with the potential to influence a sustainable development of a destination. Recent statistics supported that tourism is now recognized as the fastest growing sector through its contribution to sustainable economic development.

Governance practices have an impact to sustainability and needs to be articulated in planning and policy formulation by stakeholders. Governance in tourism is a matter of concern to every stakeholder because of its direct effect to the socio-economy and environment. In addition to this, it is not possible to create a sense of balance between the impact of environmental and social and economic advantages of sustainable tourism development in the world (McKercher, 2003)

This research aims to address the gap, through an analysis of the approaches and application of governance to sustainable tourism policy. Lack of adequate information about the performance of governance models and their effect to sustainable tourism development created a gap which needs to be addressed. There is a gap between application and enforcement of governance; however, it is essential to understand the engine behind the achievement of sustainable tourism outcome. Tourism need that attention of monitoring and evaluating events as they appear

because it behaves like a fire, if control measures are not in place the fire will burn the houses". To add a further on a cap, it is vital for all stakeholders to understand how tourism activities affect sustainability of a destination.

Moreover, it is inevitable for someone to ask this question "is tourism in Zimbabwe sustainable?" there is evidence of deterioration and destruction of natural heritage (www.dailynews.co.zw)"The Zimbabwe Conservation Task Force released a report five years ago estimating 60 percent of Zimbabwe's wildlife had died since 2000 due to poaching and deforestation (Zimbabwe daily Newspaper, 2012). In addition to this, the indiscriminate thoughtlessness and greed Zimbabweans are showing through the ever-increasing decimation of wetlands in and around cities by insatiable land developing moguls, the wonton destruction by selfish, coupled with the destruction of our natural heritage, flora and fauna by the hands of those entrusted to safeguard this inheritance for future generations" (Zimbabwe daily Newspaper, 2012). Good governance should be given more attention to the development of sustainable tourism (Zimbabwe Daily Newspaper, 2012). The tourism industry is facing some challenges which are ethical in nature, including destruction of the environment, sexual exploitation, pollution, diminution of natural resources, economic expansionism (www.ukessays.com).

1.2 Statement of the problem

Tourism destinations like cities have nothing to offer to the tourist who visits Zimbabwe, owing to human pollution and poor institutional structure which causes an adverse to sustainable tourism development. Furthermore, the problem was emanating from lack of proper land use strategies, traffic congestion in town, and lack of infrastructure for waste management, disorganized urbanization system, water, land and air pollution, dwindling green space and wetlands areas. Sustainable development can be achieved when governance is recognized in the public policy environment.

1.3 Research Objectives

The main objective of the study is to assess the application of governance to sustainable tourism development. It also aims to find out good and bad governance in

city destination tourism in Zimbabwe so as to gain some knowledge about the best way of governing tourist destination.

1. To identify perceived governance practices to sustainable tourism in Zimbabwe

2. To identify perceived challenges that impede the sustainable development of city tourism destination in Zimbabwe

3. To analyze the level of participation of key stakeholders towards sustainable tourism development in Zimbabwe

1.4Significance of the Study

This study makes a significance contribution to tourism research by demonstrating how governance applied to sustainable tourism to enhance sustainable development. The research provides a much needed knowledge of different theoretical structure for understanding participation of key stakeholder's in sustainable tourism development. This study assumes that all stakeholders should be aware of good governance in order to achieve sustainability.

1.5Scope of the study

This research was carried out in Zimbabwe, which consists of three main tourist areas, namely Harare, Victoria Falls and Zambezi River. This study focuses on one of the main tourism destinations which is Harare. The field of study is sustainable development, focusing on sustainable tourism development.

1.6 Conceptual Framework of the study is shown below

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┌──────────────┐      ┌──────────────────────┐      ┌──────────────┐
│ Governanc    │ ┌──┐ │ Tourism stakeholders'│ ┌──┐ │ Sustainable  │
│ e practice   │─│H1│→│     Participation    │─│H2│→│ Development   │
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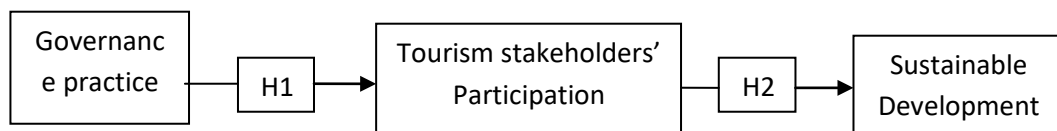
Figure 1.1: Conceptual framework of the study.

1.7The hypotheses of the study are:

H1: Governance practices have a direct effect to participation of tourism stakeholders

H2: Tourism stakeholders' participation has a direct effect to sustainable development.

This conceptual model consists of essential management issues of sustainability development through governance practices in the perspective of a transition management model (Alipour, 2011). Transition management model depicts an adaptive policy model and presented real practical scenarios that is within the scope of the society in quest for sustainable development. Governance plays an essential role in warranting that sustainable tourism planning is holistic in nature.

1.8Structure of the thesis

Chapter One is an introductory chapter of the study. It presents the background of the study, research problems and background of the study. The chapter highlights the significance of the study and the scope of the study (Cardenas et al, 2015). This is followed by the hypotheses supporting the study.

Chapter Two consists of an assessment of the literature related to sustainable tourism and governance. Sustainable tourism literature is obtained to deduce a study conceptual framework. The literature is also based on the research objectives.

Chapter Three focuses on an overview of Zimbabwe. This study gives detailed information about the main tourist attraction areas in Zimbabwe. This chapter focus on the following aspects, which shows the real picture of Zimbabwe as a nation namely infrastructure, technology, economy, environment and gross domestic product of Zimbabwe. It also includes the social life of people who stay in Harare.

Chapter Four presents the research methodology employed by the study from the research philosophy up to data analysis. The chapter highlights the research methodology used in the study to test the research hypotheses. The chapter looks at the research design, research instrument, sample population, sampling techniques and data collection strategies. The last section includes outlines data collection method, presentation and analysis. The response rate analysis and the demographic characteristics of the respondents are presented and described respectively. The issue on data reliability and validity was also presented in this chapter.

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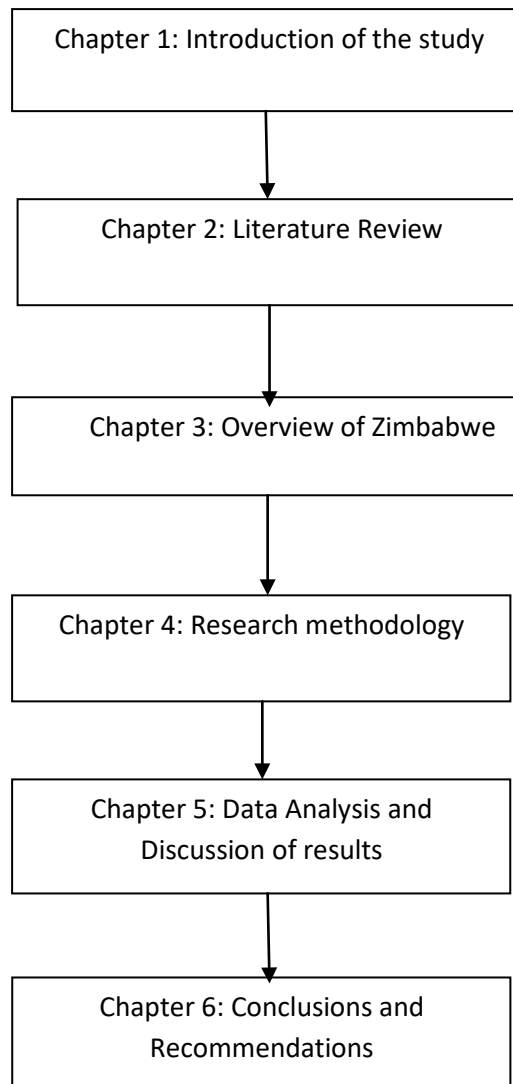
Figure 1.2 Structure of the thesis

Chapter Five focuses on discussion of the findings from the related studies in literature. This chapter consists of data analysis and presentation of the results of the research. The results from regression analysis and descriptive statistics for the three variables are reported. An analysis of reliability and validity of the measurement scales are presented.

Chapter Six consist of conclusions and implication of the study based on the research objectives. The chapter indicates areas which need further research. Limitations of the study are also presented in this chapter. The objectives of the study are to ascertain the perceived challenges that impede the sustainability of city tourism

destination in Zimbabwe, to identify governance practices to sustainable tourism in Zimbabwe, to understand the level of participation of key stakeholders of the destination towards sustainable tourism development in Zimbabwe.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of related literature to the study. The literature review is mainly focusing on the study objectives and research model. The chapter includes the approaches and application of governance in relation to sustainable tourism.

2.2 Tourism Governance

This study gives an analysis of the relationship between governance and involvement of host community towards sustainable tourism. This study looked at the behavior of significant institutions and gauges the level of their commitment to governance for sustainability purpose as a strategy for change (Alipour, 2011). Governance, then, is complex; it arises from purposeful interactions between groups and individuals with varying stakes in a tourist destination and with differing abilities to affect the outcomes of decision making. A wide range of processes and interactions occur simultaneously within the larger contexts of national and international regulations, and while decisions are being made about other sectors of the economy and other social concerns are also being decided. Much of this is interactive; that is to say, a decision on one aspect of the area will have consequences on the functions of other sectors, perhaps in a future timescale (Laws et al 2011). Institution should adopt the concept of governance as a holistic approach to planning and policy formulation for achieving sustainability as an objective. Furthermore, Kooiman (2003) stated: there is a need for governance to look at the complexity of the society needs in planning and development in and consider new actors in the decision making process by recognizing society as serious partners in governing tourism development.

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However, modern governance is well abreast that governments should not be the only actor that tackles the society issues; some new models raise awareness that other stakeholders have to participate in order to solve the issue. In addition, it is essential to note that governance and its processes should be transparent and allow participation of the stakeholders in order to reach consensus and create accountability. Governance is a system that allows the vulnerable society to make decision in planning and minimize corruption of those in authority. Governance also takes into account the present and future needs of society (Alipour, 2011).

Governance creates conducive environment for making sound decision for both formal and informal institution to achieve sustainability. This mechanism is defined as a way that allows networking of relevant stakeholders which includes public and private sectors in decision making and planning (Penker, 2009) In support of the above statement Kaufmann and Kraay (2008)identified that measuring governance and institutional participation is necessary to achieve sustainable tourism development. Most scholars agreed that the best component for sustainable development is to incorporate good governance in the management system. In addition to this, the conceptual framework of the study is enclosed in the concept of adapting to 'governance for sustainability' in the perspective of sustainable tourism development (Alipour, 2011). Governance for sustainability involves long term plans for sustainable management of natural resources and ecological wellbeing. (Bosselmann, 2008; Edgell et al, 2007; Alipour, 2011)

2.3 Tourism Destination Management

The major reason of studying tourism destination governance is to identify and focus on what makes for a good governance. The main purpose of governance is the direction and regulation of complex, unpredictable social and economic processes. Braithwaite et al, (2007) highlighted the importance of effective governance "Bad regulation in the tourism sector can cause harm to people. Complexity is a fundamental feature of the governance analysis of destinations, arising from the multitude of stakeholder sand actors both within a given destination and external to it (Laws et al, 2011). Good regulation is a solution to any threatening effects to the

society or the ordinary people. The issue of regulation matters in development and empirical testing of theory (Laws et al, 2011).

Steurer (2007) makes the important point that 'the guiding principle of new governance is not efficiency but effectiveness'. However, there are a number of barriers to achieving the goal of effectiveness. These arise from the complex dynamics discussed above and the tendency for contested decision making in the context of plural and unequal stakeholders (Alipour, 2011).

2.4 Governance in tourism development

Osborne and Gaebler (1993), emphasizes on the area of restructuring the public sector in order to promote entrepreneurial. Governance involves institutions that have any influence in development like the government, private sector and civil society for planning, and decision-making". The recording of governance however is not in a standard form. The following terms should be the mottoes for any country which put governance into practice "cultural conservation", "protection of vulnerable groups", "sustainable development", "and environmental protection", and "governance". (Ligay, 2011).Although operating within a geographically definable area and within a recognizable industry, and therefore seeking to collaborate in at least some aspects, stakeholders differ in objectives, skills, resources and commitment, leading to a lack of cohesion and contested decision making at the scale of the destination (Laws et al 2011). Governments need to evaluate the performance of the tourism sector as it is affecting economies. An integration approach is always needed for policy development of governance is necessary in order to realize the contribution (Mukbil, 2010). It is essential to develop culture of cooperation and partnership government departments between the public and private sectors. OECD (2006)

This is in the case of city tourism destination, where the interrelationships adopted the concept of governance and sustainability for tourism development in 1990s (Branwell and lane 2011). Various societies and cultures are yet to understand the concept of governance for sustainable tourism development.

Political science and corporate management fields have elicited six key dimensions of governance: accountability, transparency, involvement, structure, effectiveness and power (Fadda et al, 2016). In addition to this, Governance ensures that the

interests of the present generation are respected without compromising the needs of the future generation. Transparency allows dissemination of information to the relevant people in an orderly manner. The aspect of behaving in a transparency way is also a crucial in government settings and non-governmental organizations in limiting corruption and illegal practices (Laws et al, 2011). Involvement refers to the myriad of stakeholders that should have a voice in planning and formulating policies of organizations, both public and private. Involvement also encompasses the system and mechanisms organizations have in place to solicit the participation of various stakeholder groups and constituents in decision making and planning (Laws et al, 2011).

Structure refers to the examination and regulation of relationships between interrelated components of a system (Palmer, 1998). This dimension determines whether one organization is responsible for all decisions, or whether different organizations or agencies (i.e. local, state or national governments) are involved in decision making and performance. An investigation of factors of bureaucracy is an important component of structure and the ways in which decisions are made and how these are disseminated within the organization (whether public or private) (Laws et al, 2011).

Effectiveness is defined as the capacity for an organization to fulfill its objectives (Batterbury and Fernando, 2006). In a public sector context, this can include the need to ensure that policies are clear and cohesive and will be completed in a timely manner (Batterbury and Fernando, 2006).This dimension essentially refers to the performance of an organization and the extent to which it is publically accountable for meeting its objectives. Power is the final dimension in the review of the literature. in a destination context, some firms may have more power than others and government bodies have inherent power over decision making within a particular locale. In the public sector, a change is noted as, in many countries, governments are attempting to shift power structures and decentralize decision making to local, regional and/or national groups, who are encouraged to form their own coalitions with limited intervention (Rhodes, 1997).

Polyxeni (2008) state that governance in tourism should be adopted by all stakeholders namely, Non-Governmental Organizations, tourism entrepreneurs, tourists, tourism destination managers since tourism can causes adverse effects to environment, culture and society at large. Figure 2.1 illustrates that stakeholders need to understand their role as agencies of sustainability of a destination. Furthermore, the concept of sustaining the tourism industry incorporates responsibility tourism to achieve sustainability.

Scope of sustainable Tourism
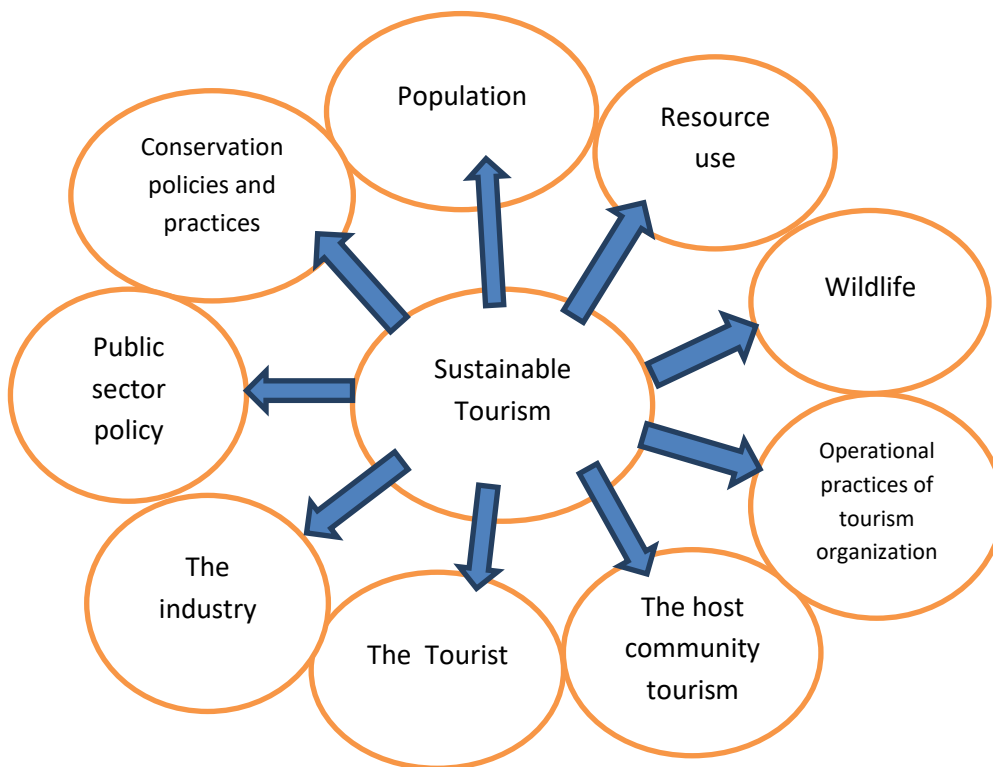
Figure2.1: Scope of sustainable tourism (Baumgartner, 2008)

2.5 Nature of Sustainable tourism

Most of the authors put more emphasis about the responsibility of tourists towards nature but not about their rights as paying customers. Sustainable tourism encompasses the entire sector as illustrated by the diagram above (Baumgartner, 2008).

From nature tourism, Baumgartner (2008) explains the development of sustainable tourism. Sustainability is a concept which is in connection with decision making,

planning and policy formulation. Furthermore, social sustainability refers to the aspect of trying to creating social harmony than disharmony (Mowforth and Munt, 2009) Sustainability in tourism involves concern of ecological economic and socio-cultural sustainability. It is the responsibility of all stakeholders to participate in sustainable development.

2.6 Interconnection of Sustainability and Governance

Alipour et al (2011), states that, the concept of sustainable development is a matter of concern for the effectively and efficiently use of resources without exploitation for the sake of the future generation. Other areas which need management in order to achieve sustainability are land use, construction, energy use, and environment. The society education level and consumption need to be addressed by sustainability concept to avoid abuse of resources. Governance facilitates the enforcement of rules and regulations which protect the environment, ecology, the society through incorporating ways of sustaining available resources for future use. In many mountain regions, national parks and wetlands which most tourists patronize, there is a need to find out a solution to solve the negative impact of mass tourism in order to sustain the tourism resources.

Furthermore, mass tourism activities impose negative effect to sustainable development through loss of wetlands, deforestation, and soil erosion. Governance and sustainability are concepts which strive to strike a balance destination environment, local socio-economic development and culture. The structure of the tourist destination should take into consideration the benefits of tourism and the effects of tourism in order to identify loop holes of the system

2.7 Ethical governance

The relationship between governance and ethical governance
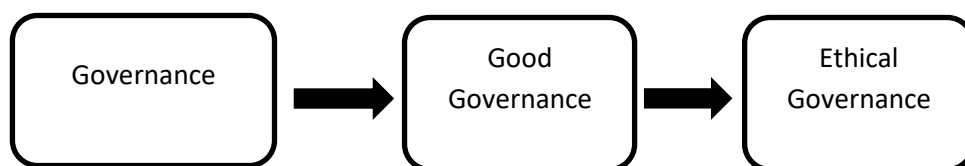
Figure 2.2 The relationship between governance and ethical governance

Figure 2.2 indicates the relationship between governance, good governance and ethical governance. Governance is better known as set rules and regulation for sustainable development. Good governance is a system of adhering to imposed rules by adopting a sense of taking responsibility and accountability through acting in a transparent manner and practicing good ethics. There is a strong relationship between these variables governance aspect leads to good governance practices and being ethical as a result of adopting good rules. It is important to display ethics especially in institutions as a way of solving issues of corruption and mismanagement of resources. Institutions should formulate policies which encourage members to adapt to ethical principles as a way of avoid conflict of interest that causes unethical practices. Ethical governance facilitates sustainable development through following governance principles at institutional level.

2.8 Impacts of tourism governance

Tourist and tourism development always come with either positive or negative impacts to destination areas and local communities (Saarinen, 2010). Negative impacts of tourism to society for example the loss of cultural identity, when the element of staged authenticity incorporated as a way of attracting tourist from different destinations. An increase in attention to impacts has revealed a range of problems and potential problems as well as raising environmental problems at various destinations (Saarinen, 2006). Environmental impacts include alterations to the natural environment, including air, water, soils, vegetation and wildlife, as well as changes to the built environment (Wall et al 2006). Sustainable tourism must aim to reduce the negative impacts of tourism rather than focusing on short term achievement like employment opportunities (Schroeder, 2015).

The main objective of adopting ethical governance for governing tourism industry is to create social justice and coherence and promote fairness. It has been emphasized that for this objective to be achieved, the Global Code of Ethics on Tourism should be respected and adapted. The model of the sustainable tourism development indicates the relationship of the variable namely; governance policies and participation of the host community in tourism development through sustainability. This study will take into account the effects of having poor governance practices to sustainable tourism development. The element of responsibility shows the level of

accountability as a way of inducing sustainability. The negative impact of tourism builds a perception to the host community. The perception of either negative or positive responses to sustainable tourism develops from the impact of tourism. Codes of ethics were developed by several international organizations and professional associations as guidelines which observe the moral standards.

Furthermore, Polyxeni, 2008) states that tourism is changing the pattern of lifestyle of the local people and induces the element of satisfying tourist by removing norms and values of the host community. Cape Town Declaration on Responsible Tourism in Destinations (2002) describes Responsible Tourism is a sustainable practice strategy which encourages all stakeholder to promote the available resources through eco-tourism or alternative tourism. Mass tourism is the opposite of responsible tourism as it focuses on generating revenue rather than protecting the resources. Responsible tourism uses a sustainable approach to social, environmental, cultural and economic development. Responsible tourism places tourist destination at a competitive advantage for both regional and international level by reducing environmental degradation and improve the living standard of the local community. This system of transformation and commercialization of local cultural tradition facilitate the development of perception towards sustainability. The infiltration of cultural dilution for staged authenticity replaces the originality of the host community culture.

2.9Governance for Sustainable Development

Sustainable development is a system which respects both present and future needs of the generations. The system allows satisfaction of the needs of the present generation without compromising the needs of the future generation. It reiterates that the life style of the present generation should conserve the available resources through social innovation mechanisms which create social unity. In addition to this, governance for sustainability creates a peaceful community with employment opportunities, economic development and environmental protection in order to achieve social cohesion. European Union proved that sustainable development has impacts and interactions with various branches and must be considered as a whole with areas in effects and interacts**.**

On the other hand the increase of global population is imposing pressure on the resources because of the following factors climate change, land, water and air pollution, congestion in urban areas. Those and many other challenges of contemporary economic, social, ecological present are results of the progressive unsustainable development. Despite the global awareness, understanding and moreover established sustainable development principles, policies, the global community still fails to manage development in sustainable way, thus meaning that old formal and informal structures and systems demonstrate some major shortcoming in achieving or accommodating sustainable goals and objectives to —take off', thus gearing the sustainable development in all spheres of human activity. Thus the pursuit for better governance is a necessity.

Furthermore, upon realization of interdependence of economy, social, environmental issues on a global scale element of a collective management is necessary for eradicating perceived challenges in the process of achieving sustainable development. Governance is the best agent in the process of involving all departments as a collective management strategy in order to manage and use resources in a sustainable way.

Governance is the sum of managing activities. Governance can be defined as the implementation of control or rule for management of resources of a country for economic growth. It is a process which considers the views and interest of the society by creating institutions which act as representatives for the exercise of their rights and meet their requirements.

The institutions of governance can be said to be based on three elements- the community, government and private sector aimed at ensuring peace and development. The citizen involvement and stakeholders' engagement are important for the following reasons: it facilitates creation of justice in formulation of rules, it avoids conflicts of interest between the members, expertise might provide important information through this platform, and business people and society acquire knowledge about environmental challenges.

Moreover, besides the governance institution, there are other dimensions of governance namely economic, political, social, and environmental. Economic governance defines a scenario whereby the government and institutions create

policies and strategies of governing their economy. Political governance is a system implementing policies which are fair to both the society and the politicians of a country. Administrative governance is a process of managing and applying operational policies. In this case, governance is a practice of governing politics, environmental protection and socio-economic connections (Ababa, 2004).

It is very essential to define good governance, "good governance can be defined as an effective controlling of resources and matters in a professional way as well as taking the accountability of any consequences encountered. Good governance can be refers to as a way of solving corruption through involving the society in decision making and formulation of policies which are fair to all the stakeholders. According to Verhezen et al (2016) states political principles of good governance on a global level as follows:

- Good governance is about creating a responsive government which takes accountability where it is necessary.
- Good governance encourages participation of the society in order for them to air their views concerning management of resources issues.
- Good governance consists of a proper governance structure with institutions which follow rules and regulation.
- Good governance requires effective legal system.
- Good governance requires transparency and accountability in service delivery.

Good governance is conditional for achieving sustainability. Moreover, it is more than a political or legal idea Furthermore, sustainable development aid a social change in production and consumption through working with all institutions for a drastic change. Good governance facilitates standard development of a nation but poor governance impedes sustainable development. Countries which exercise good governance achieve success in sustainable development through planning, good decision making, policy making and implementation for developing, and management processes of sustainable development policies.

Beaumont et al (2010)are the explorers who add value to this field of research through providing information by scrutinizing the effectiveness of local tourism

governance network and the characteristics of good governance. These parameters are:

1) Engagement of communities through effective communication strategies

2) Planning and policy formulation

3) Developing knowledge, learning and sharing expertise;

4) Transparent, vision and accountability.

2.10 Stakeholders Theory and Sustainability tourism development

Stakeholders' theory states that it is important to incorporate every member who affect and affected be the development. Institutions and the society are planning, decision making and formulation of policies according to Stakeholders' theory. Every member must execute duties according to his operation parameters. Sustainability can be achieved through networking of all the ministries and reach consensus in terms of operating standards which enhance development. Communication and networking of all stakeholders facilitates the process of destination governance in order to achieve sustainable development.

According to Tosun (2016) sustainable tourism development, consists of four categories of stakeholders namely: present tourist, future tourist, present host community and future host community (Tourism review, 2007). Greenwood (2008) suggested that The WTO's conceptualization of sustainable tourism development addresses six main principles:

1. A high level of tourist satisfaction

2. Optimal use of environmental resources

3. Respecting the socio-cultural authenticity of host communities

4. Providing socio-economic benefits to all stakeholders

5. Constant monitoring of impacts

6. Informed participation of all relevant stakeholders, as well as strong political leadership.

The host community can be further divided into residents, business owners, and government officials (Tourism Review, 2007). The management view of stakeholder theory indicates that all stakeholder groups should be involved in the entire tourism development process (Tourism review, 2007). The book emphases that everyone is essential in an organization and positive or negative contributions should be recognized as it affect vision and mission of an organization. Cardenas et al (2015) mentions that, Freeman (1984) defined a stakeholder as "any group or individual who can affect or is affected by the achievement of the organizations objectives (Cardenas et al, 2015). Donaldson and Preston (1995), developed this definition, stating that for someone to be recognized as a stakeholder, the group or individual must have a legitimate interest in the organization. De Lopez (2001) explains that "stakeholder management essentially consists of understanding and predicting the behavior and actions of stakeholders and devising strategies to ethically and effectively deal with them (www.ukessays.com).It is not necessary to have an equally decision making process. It is important to consider the interest of other stakeholders in order to achieve sustainable development. Failure to identify the interest of even a single primary stakeholder group may result in the failure of the process (Hatima et al, 2014)

A stakeholder Model
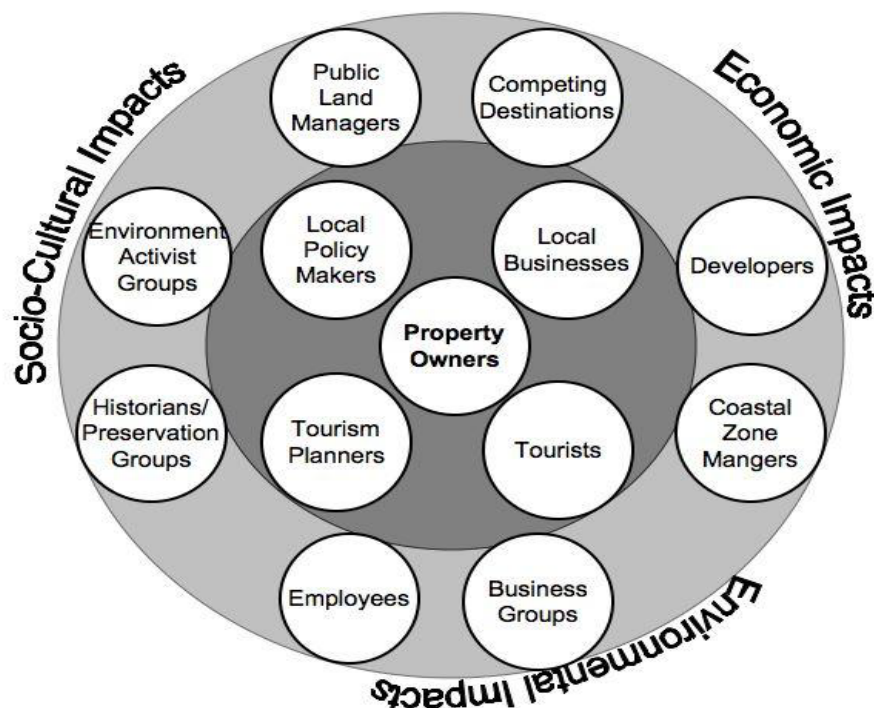
Figure 2.3Managing stakeholders: A tourism planning model.(Sautter, et al,1999).

Figure 2.3 shows that stakeholders of the host community have the responsibility to protect their resources through mitigating the impact of tourism to the economy, environment and socio-cultural.

2.11Local community perception toward sustainable tourism

Planners, public officials and business organizations should incorporate views, attitudes and preferences in planning and policy making for tourism development. It is very important to understand perception of the stakeholders towards sustainability development as they have a direct influence on management of resources at a community level. Local government manages destination resources as they are the custodian of the resources. Any tourism development influence the way the local people think.

The local community builds positive perception if they are benefiting from the available resources. People have different attitude towards tourism depending on what they know about it and what is their experience. Support of local community in tourism sustainable development is very important especially involving them in decision making and planning. Community based resources management (CBRM) is implemented by many developing countries management of natural resources at a grassroots level. Without proper engagement of the local community in tourism, the sustainability will exist in theoretical form. Sustainability requires the involvement of those who benefit from tourism especially the host community. For instance hunting is perceived as an unsustainable behavior in many countries in quest of conserving wildlife. Involvement of the local community in wildlife management facilitates a sense of responsibility and accountability to avoid extinction of animals. Poaching and hunting activities can only be reduced when the community benefited from tourism activities through job creation and development of community through construction hospitals and schools. Involvement of the local community towards sustainable tourism development enhances positive perception towards sustainable development.

2.12Stakeholders Participation

The stakeholders' perception towards tourism development determines the level of participation in sustainable development of a destination. Stakeholder inclusion in governance policy is crucial to sustainable development as they are the custodians of the resources on offer. According to Perdan (1998) stakeholder inclusion is proposed as an ethical performance indicator. Broad participation is crucial for the implementation of the underlying values of sustainable development and preservation of cultural values (Azapagic, 2004). In support of Perdan (1998) statement, Azapagic (2000) argues that there is also a strong ethical drive to involve stakeholders. Sustainable development is a matter of concern in every aspect of the socio-economic development; notify all stakeholders about issues and challenges affecting them are very essential.

Agle et al, (1997) introduced a notion towards stakeholder classifications as well as ways of managing stakeholders' implications. The author proposed classes of stakeholders by considering their possession or attributes possession as follows:

 a) The legitimacy of the stakeholders' relation with the firm,

(b) The stakeholders authority to change the organization and

(c) The urgency of the stakeholder's claim on the organization power.

It is essential to understand the relationship between good governance and sustainable growth, and the roles of different stakeholders in sustainable development. Figure 2.4 depicts ways of communication of all key stakeholders including those are responsible for day to day work. The Board is the main backbone of the company as all the key stakeholders report direct to them. The shareowners get feedback from the board. This is important for the tourism sector to adopt this concept of good governance which appears as a very complex but useful for transparent and accountability. Adopting governance assist organizations to assess their performance as far as the sustainability aspect is concerned in the business cycle to enhance continuity and competitive advantage. Good governance structure avoid the clipping in of unethical practice in the entire department especially corruption. Whistleblowers must be protected in order to gather necessary information and rectify to the problem before it goes out of hand. Risk management strategies should

be well communicated to all stakeholders in order to have a collective effort of solving the issue to achieve sustainability
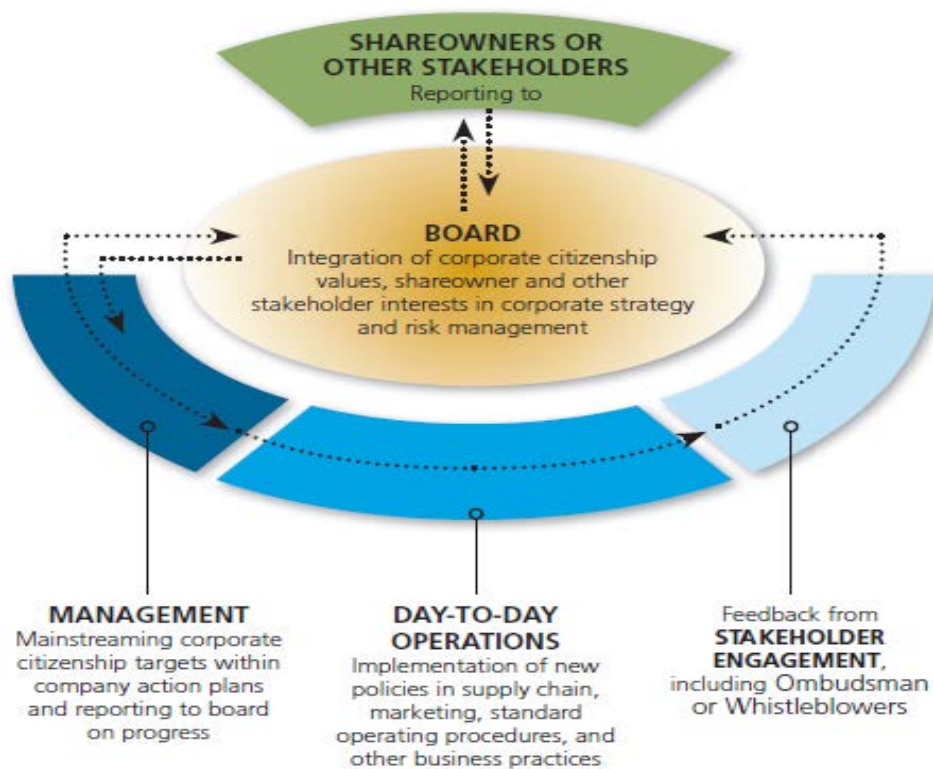
Figure 2.4 Governance structure Source (Willums, 2010)

Figure 2.5 is a model of issues approaches and outcomes of city destination development and governance. Issues regarding tourist destination development need to be tackled by proper structures of development and the incorporation of the community in order to manage resources for tourism. Governance is another approach to solve issues that affect tourism development. Destination planning and networking of those who affected and affect by tourism activities should be involved in decision making. There are certain procedures to be followed in systematic way to solve the issues by using the right approach

Successful community achieves sustainable development through participation of all stakeholders in decision making. Sustainable economic, environment, socio-economic growth can be achieved through reducing negative impacts that impedes tourism development.
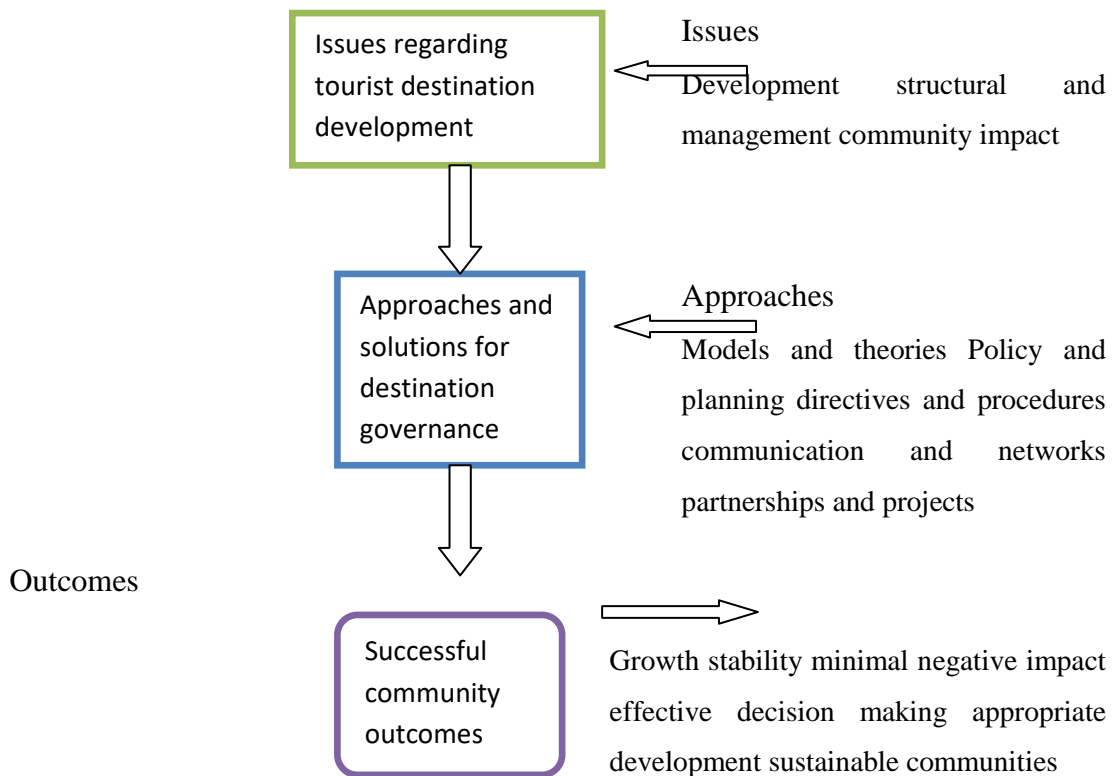
Figure 2.5Model of issues approaches and outcomes of regional destination development and governance (Laws et al 2011)

2.13Sustainable Tourism Development Principles

Since the 1992 Rio Conference, many countries are working on implementing principle for sustainable destination development planners. Furthermore, Tosun (2001) summarized the sustainable tourism development principles in a following way:

- In order to attain sustainable development, it is significant to make some innovations and developments in the tourism sector.
- Sustainable tourism development should be a tool for eradicating poverty of the local community where tourism activities take place.
- It is important to mention that main successors and main beneficiaries of sustainable tourism development activities are host communities.
- Sustainable tourism development contributes to economic growth of many countries. The growth must spread to other region and international social

continuum. So, each person in the society will feel responsibility for sustainable tourism development and environment.

- Sustainable tourism development is expected to be a continuous ongoing process and following the mentioned principles without violating the needs of the future generation.

2.14 Issues and Indicators of sustainable tourism development

Tourism development and management easily affected by seasonality and it is very essential to consider the nature of tourism industry as well as way of measure risks, problems and act. Indicators show the picture of the tourism industry as they are cautioning system to any threatening issues to destination management.

Indicators cover areas of concern namely ecological, socio-economic, environmental issues threatening to sustainable tourism development.

2.15 Dimensions of Sustainable Tourism Development

There are three main pillars of sustainable tourism development: economic, social-cultural, ecological/ environmental.

Economic dimension

According to Hegazy (2015) United Nation World Tourism Organization states that tourism contributed to the world GDP. The World Travel and Tourism Council (WTTC) estimate that tourism contributed 9.2 per cent of global GDP and forecasts that this will continue to grow at over 4 per cent per annum during the next ten years to account for some 9.4 per cent of GDP (www.sustainabletourismonline.com).Tourism is a source of foreign exchange and it contribute to the balance of payment and to macroeconomic stability. Tourism industry has several issues regarding the retention of qualified employees, hiring and training. Most of the employees in the tourism sector are temporary workers; they face issues related to working conditions, training and service quality.

Social dimension- Social sustainability is a concept which focuses on human needs like health, education clean water, protection from harsh condition (Hutchins and Sutherland, 2008). The social dimension considers the day to day living conditions, the structure of the society, and policies which protect their wellbeing's as well as the

way they interact with each other. Culture is very important under social dimension as it indicates the norms and values of the society. Sustainable tourism development is expected to respect the societal needs in order to achieve sustainable development.

Technology dimension; this element involves the use of technology in every aspect of life. The world is moving towards the era of using information system for decision making in planning and policy formulation. The service industry including tourism sector adopted technology in the provision of services to enhance efficiency and effectiveness. Sustainable tourism development encompasses the utilization of technology for creating a smart tourism destination.

Human dimension; Human dimension focuses on the people and the education system. It is the mandatory of the government to provide quality education to the citizens to achieve sustainable development. Education provides knowledge to citizen and it is very vital for sustainable tourism development as the system needs expertise to tackle issues like climate change and pollution in order to have sustainable development. NGOs, government, formal and informal sectors play important role to the safety and security of people.

Environmental sustainability is very crucial in the tourism sectors. Environment cannot be separated from tourism as the tourism sector depends more on the environment. Tourism takes advantage of good environment for development of sustainability. Pollution and climate change impose adverse effects to the tourism development. Every governmental sector should adhere to environmental rules and regulation.

Creating a smart tourist destination is another form of achieving sustainability of towns. Smart city takes advantages of technological advancement through making use of computers, internet and electrical devices to create a friendly environment for business development and economic growth. Smart city destinations are very cautious about environmental issues like waste management, use of renewable energy and pollution. There is always a need to strike a balance between the society interest and the government interest. The government should prioritize the interest of the society if they related to economic development or social protection and equity.

2.16 Conceptual Framework of the study is shown below
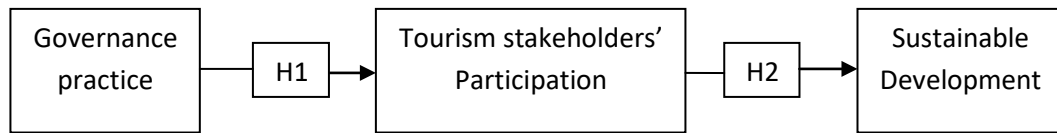
Figure 2.6: Conceptual framework of the study.

The hypotheses of the study are:

H1: Governance practices have a direct effect to participation of tourism stakeholders.

H2: Tourism stakeholders' participation has a direct effect to sustainable development.

Figure 2.6shows three important variables of this study namely, governance practices, tourism stakeholders' participation and sustainable development. The conceptual model consists of essential management issues of sustainability development through governance in the framework of a transition management model which depicts an adaptive policy model and presented management processes. Governance plays an important part in ensuring that sustainable tourism planning and policies are drafted in a sustainable manner.

The adaptive management cycle is used to test and measure stages of governance policies for sustainable development through social, economic, environmental and ecological restoration. Learning is a continuous process. Adaptive management approach can be described as a six-stage process namely assessment of the problem, design ways of solving the issue, implementation of the best alternative, monitoring of the progress, evaluation of the outcome and adjust where it is necessary to do so. Figure 2.7 depicts stages of development from assessment to adjustment and then assessment. It shows a continuous process of management and development especially through policy application for economic development.
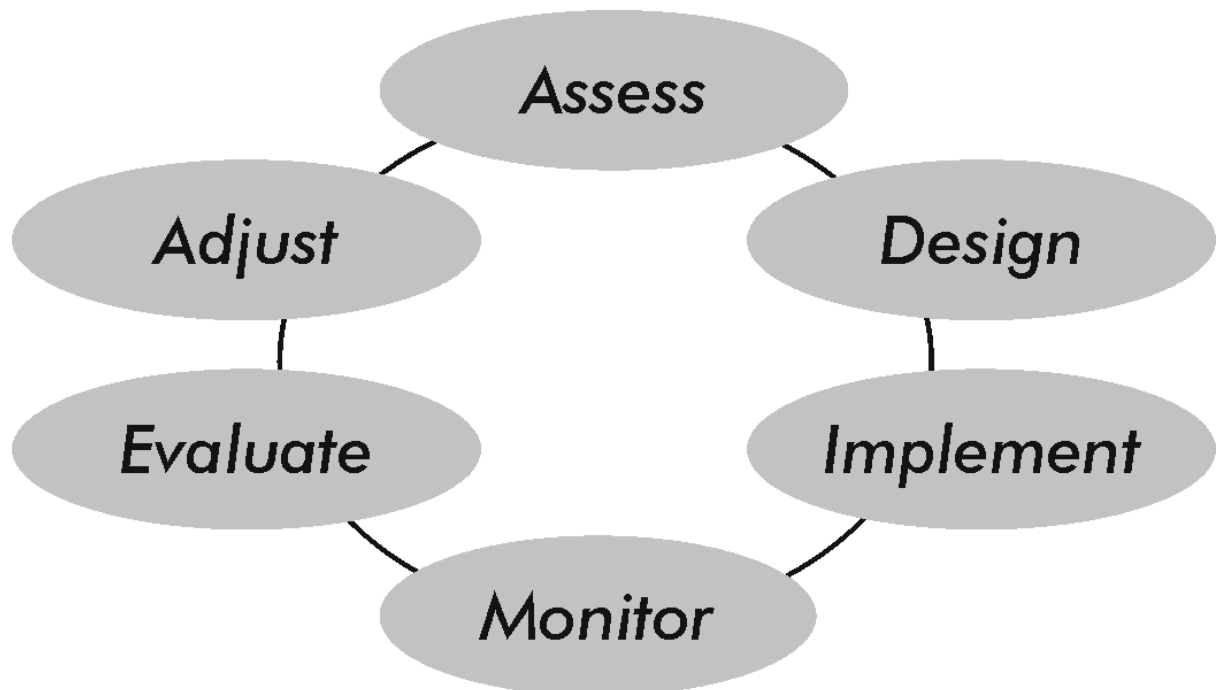
Figure 2.7Strategic application of the adaptive management cycle (Murray, 2003)

The model of transitional management can be used to test governance practices as it multilevel governance, which tries to module evolutionary processes of variation, selection, selection and retention (Kemp et al 2007). As explained in Loorbach (2007), the model of transition management makes use of "bottom-up" developments and "top-down" long-term goals both at the national and local level. Visions of sustainability are being explored, in an adaptive manner, using experiments and programs for system innovation (kemp.un-merit.nl).

Alipour, (2011) state that new model towards dealing with complex societal issues has been developed by Rotmans and Kemp for the Dutch government as a transition process for unsustainable functional systems to convert to sustainable. Transition management is governance-strategy that tried to combine long-term envisioning, multi-actor interaction and short-term actions based on innovation (www.world-governance.org)

Transition management is a process of managing changes in the system. There are many systems that can be experienced in governance of the tourist destination. Transition can be a short term process or a long term process depending on the situation. Transition uses a goal oriented approach to achieve the best results; Assessment of the processes of passing through different stages under uncertain

condition has to be tackled before implementation. The key features of transition are as follows: innovation, flexibility in implementation, transition goal and vision, incorporation of stakeholders, experiment, monitoring and evaluation of the stages, policies governing the process and learning system.

It is a model for transformation which is very important for sustainability as the world experiencing economic recession new sustainable policies are being drafted in order for allowing critical thinking of the transition process. The model is very applicable to the prevailing environment in Zimbabwe. A realistic approach is needed toward changing behavior to enhance sustainability through developing and formulating governance policies by incorporating all stakeholders (kemp.un-mriet.nl).

The whole process is to restructure the institutions towards designing the governance for sustainable development. The concept of having a shift from myopic view to bifocal visioning is of paramount important. This transition can be considered as a process for behavioral change towards sustainable development.

CHAPTER THREE

OVERVIEW OF ZIMBABWE

3.1 Introduction

This chapter has an overview of Zimbabwe as a tourist destination. Zimbabwe is an interesting country endowed with much attraction including weather, natural beauty in its landscape, plants and wildlife. Zimbabwe offers some highly acclaimed and historical monuments for tourism. This chapter looks at the tourism governance policies and practices in Zimbabwe.

3.2 Zimbabwe Tourism History

3.2.1 Zimbabwe Tourism Policies and Planning

Institutions in Zimbabwe

Policies in the tourism industry play an important role in shaping the future of the sector as well as governing the operations. Planning for the effective use of resources for competitive advantage and meeting global standards. The success of the sector was governed by proper planning and formulating of policies. The policy environment is an important aspect in the development of the tourism sector especially in developing countries. In 2009, Ministry of Tourism and Hospitality was formed after a series of changes as a planning strategy of the government of Zimbabwe. In 1980 it was the Ministry of information, Immigration and Tourism and 1982 it was called Ministry of Natural Resources and Tourism. The tourism sector was combined with many sectors because of the interconnection of the department especially information, immigration, natural resources and environment. Tourism sector affect and affected by other institutions. Cooperation of all these ministries was very essential for the purpose of appreciating the level of dependability of institutional services. The master plan of the industry was supposed to be drafted by all these institutions in order to create departmental synergy.

In 1980 just after independence the department of tourism industry was a threat to the security department of Zimbabwe. The tourism sector was under immigration and information sector as a way of monitoring tourist who was patronizing Zimbabwe. It was then combined by the Environment and Natural Resources department as a

strategy of controlling the natural resources and conserving the environment for the benefit of the country. The tourism sector was combined with, The Ministry of Communication and Information before independence as a strategy of protection the nation through controlling dissemination information within the sector. . In 1982 the government of Zimbabwe realized that the sustainability of the sector was depended on the successful implementation of natural resources conservation programs. In 2009 The Zimbabwe tourism sector was recognized as one of the sectors which contributed to the economic growth.

The formation of the Zimbabwe Tourism Authority (ZTA) was very significant for the monitoring and marketing of the tourism sector. The Zimbabwe Tourism Authority which is responsible for the tourism operation in Zimbabwe was formed 1996. Many organizations were formed before ZTA took responsibility of the tourism industry. Before 1980, Rhodesia National Tourist Board (RNTB drafted Development of Tourism Act 1975.In 1980 Zimbabwe Tourist Board was formed, it was responsible for the management of the tourism sector. Then the government formed Zimbabwe Tourist Development Corporation (ZTDC), the body did not produce favorable results because of challenges imposed by many responsibilities of managing the sector. Zimbabwe Tourism Investment Company (now RTG) was formed after ZTDC. Finally, The Zimbabwe Tourism Authority was formed to manage the tourism sector and was operating under the Ministry of Tourism and Hospitality. Its mandate was for marketing destinations, maintaining international standard in the sector, grading hotels, planning, drafting master plan and formulating policies.

3.2.2 Contribution of tourism to economic Development

Tourism now regarded by the government as one of the strategies which can turn around the economy through its direct contribution to economic development. It was not easy to measure Gross Domestic Product of tourism to the economy without TSA system. Tourism Satellite Accounting (TSA) system was introduced in tourism industry as a way of recording finances in a systematic manner. The TSA system is essential in the tourism sector for accounting purposes. It is used to measure the rate of development of the tourism sector through tracking transactions. ZTA and

Zimbabwe Revenue Authority (ZIMRA) is taking advantage of the TSA system for collecting tax and levy from the tourism sector.

In the year 2016, Zimbabwe received a total of 2,167,686tourist arrivals, 5% up from 2,056,588 received in 2015. The positive growth was driven by the noteworthy upsurges in arrivals from all regions save for Europe and Oceania. The tourism sector received many tourists from UK and USA in 1998 before the land reform program. UK and USA were the source market of the tourism sector in Zimbabwe. (vicfallsbitsnblogs.blogspot.co.uk)

According to the marketing segments of Zimbabwe, leisure continues to lead the arrivals into the country followed by indirect transits. In spite of the gaining of the United States dollar against most major regional currencies in the past, visits on business dropped by 19% while those on shopping purposes declined by 4%. Arrivals by air contribute 11% of the arrivals into the country while arrivals by land contribute the remaining 89% of all the arrivals. Air continues to trail behind arrivals by land, and in 2016 arrivals by air fell by 15%. Harare, Bulawayo and Victoria Falls have the largest share in terms of room and bed capacity in the country. The caring capacity of these three regions is 64% of the total room and bed capacity. (vicfallsbitsnblogs.blogspot.co.uk).Tourism receipts recorded a 9% decline from $886 million in 2015 to $819 million owing mostly to the ongoing economic and financial challenges (ZTA trend and statistics, 2017)

3.2.3 Tourism Policy Framework

In 1980 the tourism sector in Zimbabwe was operating without proper stipulated policies to guide the operation of the industry. There was no proper tourism structure to draft the policies. The industry was not significant as compared to agriculture and mining. The national tourism policy was drafted in 2010 but it was not yet accepted by the Cabinet of Zimbabwe. It was then accepted by the Cabinet in 2012. The process of crafting the policy started in 2010. The mandate of the policy was to market the tourism industry, to engage regional international agencies in development of tourism, to attract foreign investor in Zimbabwe, to plan the strategies of improving standard of the tourism industry, to create mechanisms of conserving the natural resources, and adopting the sustainable tourism development. The policy enabled the tourism industry to be recognized as important to the

economic growth of the country. Good governance includes policy formulation and planning to enhance transparency and accountability. The potential of the tourism sector was realized when the policy framework of the sector linked, synchronized and harmonized. The National Tourism Policy highlighted assertions of creating programs for involving local communities in observing the importance of natural resources through eco-tourism. It was very necessary to draft a Master plan for the tourism sector in order to pave a way for development in a systematic way. It was difficult for the tourism sector to operate without a well structure master plan for the implementation of strategies and policies for development (USAID, 2013)

Most of the tourism players are concerning about the policies which are governing the industry. The policies are hindering foreign investors, affecting the standard and appreciation of the sector through the introduction of VAT in the sector. It is expensive to import tourism goods from neighboring countries like South Africa because of importation policies. The introduction of visa regime is causing the grappling of the tourism industry development through reduction of tourist arrivals and receipts. The government of Zimbabwe introduced VAT in 2014 as a way of gaining revenue from the tourism sector especially on accommodation.

Most hotels realized their revenue in the room division department, the VAT system was transferred to the rates of rooms as a results the destination is now expensive. It is difficult to lure tourist to Zimbabwe if the product is expensive as compared to neighboring countries like South Africa. Zimbabwe is no longer a competitive destination because it is offering expensive services and goods. The process to acquire a license or a permit for operators in Zimbabwe proved to be very expensive and takes more than three months. This is affecting the development of the country's infrastructure for sustainable tourism. Offices for licenses and permits are found in Harare and Bulawayo, for the sustainability of the industry it is necessary to decentralization to the offices to other areas like Hwange, Victoria falls and Inyanga. Some rules and regulation in Zimbabwe are hindering investors to invest in tourism sector.

Hoteliers in Victoria Falls are facing issues of rates increase by the Victoria Fall Municipality. More attention from the government is needed in the tourism sector for sustainable development. The government of Zimbabwe is not yet finding a better

solution to solve the dispute which is hindering sustainable development in the long run. Investors prefer to invest their money in a destination which receives full support from the government with favorable rates.

Figure 3.1 Zimbabwe Tourism Industry Structure
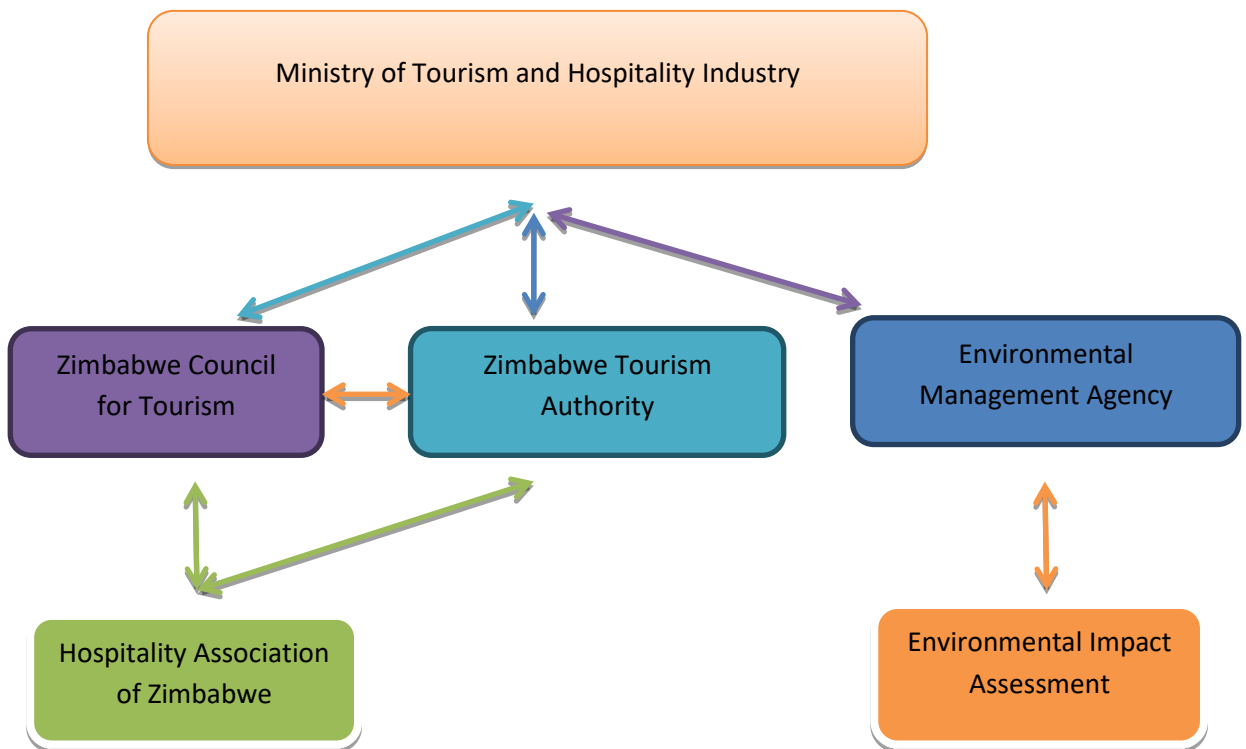
Source: Authors' Compilation

Figure 3.1 shows the structure of the tourism industry in Zimbabwe. Ministry of Tourism in Zimbabwe work together with four boards namely, Zimbabwe Council for Tourism, Zimbabwe Tourism Authority and Environmental Management Agency. Hospitality Association of Zimbabwe operates under two ministries as shown above on Figure 3.1. Environmental Impact Assessment reports direct to the Environmental Management Agency.

3.2.4 Institutions in the tourism sector of Zimbabwe

Zimbabwe is still using top –down decision making approach to tourism development. The government of Zimbabwe formulates the policies and imposes them to the industry without considering other stakeholders who are responsible for

implementation of the policy. Institutions are complaining about the poor inter-ministerial policy which is a disadvantage to the tourism development. Coordination between the institutions is also poor starting from the government which delays to implement policies according to the rate at which the industry is moving. Lack of successful inter-ministerial policy coordination has hampered the growth of the sector. Lack intergovernmental policy synchronization is also affecting the success of the tourism industry as some of the imposed policies are poorly communicated especially environmental issues.

3.3 Zimbabwe Tourism Industry

In the tourism sector where a 0.8% growth is estimated for 2017, the aim is create a new Zimbabwe tourism brand to achieve a competitive advantage over neighboring countries like Zambia and South Africa as well as to respect this years' theme 'International Year of Sustainable Tourism for Development'. Tourism has been rightly identified as one area with low hanging fruits. There are number of positive initiatives that the government has embarked on with the potential of benefits to the tourism sector. These include creation of Tourism Special Economic Zones, increased promotion and marketing, rand based pricing, visa and taxation exemption of capital goods. In addition to this the government and all stakeholders must work towards improving the country's negative image which is affecting the attraction of tourists especially during this election period. Despite the low levels of income, there is need for promoting domestic tourism by offering tailor made products for the local market. Of concern is the professing of ignorance by authorities to the ever increasing issues to travelling into and within the country, because of non-security roadblocks (Abel et al, 2013). There is a mushroom of Zimbabwe Republic Police roadblocks in the main roads which are imposing a bad picture of the country at a regional and international level because of unethical practices. The Ministry of tourism and hospitality once addressed this issue but action is yet to be taken.

3.4 Zimbabwe Tourism Governance

Zimbabwe introduced measures to protect the natural resources for tourism purposes. The Ministry of Tourism and Environment encourages village head to create Communal Areas Management Programme for Indigenous Resources (CAMPIRE) campaigns in order to protect the wildlife, fauna and flora. Environment is regarded

as the backbone of the tourism sector. The tourism sector is not viable if the environment is not conducive for the tourist to visit a destination. Formulating policies of protecting the environment and managing the tourism sector in harmony with nature is very important. Wildlife is regarded a public good and the responsibility was given to the local community to manage their natural resources. The community was benefiting through collecting entrance fees in game reserves and hunting fees as well as game meet from organized hunting sessions. Programs and policies were formulated to incorporate the local community in management of the natural resources including forest, rivers and wildlife. This was strategy employed as a way of reducing poaching from the community by shifting the responsibility accountability from the National Parks and Wildlife Management to the community. The natural resources in Zimbabwe are facing threats from the mining sector. The mining sector is encroaching in the communities especially in Mutare, Chiyadzwa area. Deforestation is the order of the day. In areas like Gwayi Valley, Matusadonha World Heritage mining is causing distraction of the natural resources. Ruckomechi and Chewore rivers are affected from the mining sands causing siltation. The government of Zimbabwe prioritizes mining at the expense of other sectors like tourism.

3.5 Sustainable tourism in Zimbabwe

Zimbabwe in 2017 joined the United Nations General Assembly to declare that sustainable tourism development should be given the first priority for economic growth. The theme is focusing on the tourist behavior of travelling to destinations of their choice and encourages respecting the environment in order to achieve sustainable development through ecotourism. This is regarded as any opportunity for Zimbabwe to recognize that the economy can be sustained by giving attention to tourism as well as engaging key stakeholders for resuscitation of the sector. There is a need to engaging all the stakeholders in the tourism sectors by creation partnership through organizing conferences and workshops for alleviating poverty through sustainable tourism and encouraging implementation of economic growth policies.

Tourism contributes a significant percentage which is 10% of the world's GDP. Tourism is at position three in terms of revenue generating sectors. Mining and Agriculture occupying position one and two respectively are the main contributors of

GDP of The Zimbabwe Economy. Tourism ranked as the export sector in developing countries like Zimbabwe. Sustainable tourism development can be achieved through involvement of the community by encouraging entrepreneurship and participation of women in producing souvenirs for tourist like bangles and weaving baskets as well as providing fresh produces to the hotels and lodges around their communities. Participation of the tourism sector through involving in corporate social responsibility by constructing clinics, hospitals and schools will foster development of local communities and creation of employment in a sustainable way.

Zimbabwe has the potential to grow in terms of its receipts and international tourist arrivals, given the proximity with South Africa. South Africa has receiving many tourists as compared to Zimbabwe because of the stability of their economy and favorable tourism policies. Considering synergy with South Africa will enhance a significant improvement of the Zimbabwe tourism destination. The Zimbabwe Tourism Authority embarked in deliberate marketing in order to achieve sustainable tourism development. It is important for Zimbabwe to stabilize its economy in order to promote domestic tourism (www.herald.co.zw)

Furthermore, Tourism industry has negative and positive effects to the four pillars of sustainable development namely economic, environmental, social and culture. It also uses a fairly high proportion of unskilled or semi-skilled labour. Sustainable tourism has also indirect effects to the four pillars of sustainable development. Tourism sector in Zimbabwe draws on inputs from other sectors like agriculture, construction, transportation and communication, furniture, SMEs and many other sectors. Tourism has a quite number of dynamic effects especially to the four pillars of sustainable development. Tourism has proven impact of development according to UN resident coordinator Bishow Parajuli in his speech during the launch of the theme the Year of Sustainable Tourism for Development in July 2017. Tourism sector has the capacity of creating opportunities for employment to local community through attracting investors and increase linkages with other sectors like agriculture.

3.6 Position of Zimbabwe as a destination

Zimbabwe Tourism Industry is at its worst operating level as compared to the neighboring countries. Zimbabwe is no longer competitive in the tourism market. The challenges which are yet to be solved are as follows poor infrastructure

development, lagging behind in terms of technology advancement, bad publicity, and poor international relations with the European market, political instability, corruption, and poor health standard. The destination needs policies and regulation which create a good business environment in order to attract tourist and investors. Zimbabwe is using short term plans for the survival of the destination instead of employing long term strategies for sustainable development.

There is a need for Zimbabwe as a nation to consider the following factors which affect the competitiveness of the destination: the availability of information technology, favorable tourism and travel policy, pricing strategy policy and human resources structure. Accessibility to the most tourist destination is another issue which is affecting the development of tourism in Zimbabwe. Air transport requires proper infrastructure for development. There are no direct flights to Zimbabwe from the source markets like European and Asian markets. The business environment is not conducive for development of travel and tourism sector.

Health and hygiene of the country affects the sustainability of travel and tourism sector. The equipments in the hospitals are not enough for surgery and most of the affluent people prefer to go to South Africa for medicals attention. Most tourists are concern about their health and safety when they visit a destination. Maintaining good hygiene gives a competitive advantage to most destinations. Some factors which are causing some indentation in travel and tourism sector is poor waste management system. Most of the towns in Harare are experiencing challenges of managing waste. Town council is failing to manage utilize the available resources for sustainable development.

The labour market of Zimbabwe is affected by brain drain because of poor remuneration in the travel and tourism sector. Those who are supposed to develop the industry through their academic knowledge and experience decided to look for greener pastures in Asia and Europe. Experience is very important in the travel and tourism sector. Universities are producing many graduates without experience and appreciation of the real operation of the industry.

Zimbabwe adopted a look East Policy which is restricting and causing decrease of arrivals from the west market. An aggressive marketing exercise to all the sources markets in the world is required by the destination at the moment for the country to

realize an increase in receipts. Good results can be attained, if travel and tourism is managed in a sustainable manner for competitive advantage. The bad publicity created bad image of the destination. Rebranding is needed in order to create good image in the source markets. Zimbabwe was known as the best attractive destination because of its cultural identity and wildlife. Promotion of the destination can play an important role in creating awareness and encouraging tourist to patronize the destination.

Zimbabwe Tourism sector was at its peak in 1999 before political issues tarnished the destination image in 2000. While in Zimbabwe the sector contributes plus or minus 10% to the Gross Domestic Product (TTCI, 2017) Travel and Tourism Gross Domestic Product is $703 million which is 5.2%, Zimbabwe tourist arrival 2, 056, 588, international tourism inbound receipts is $886 million and travel and tourism industry employment is 180028 jobs which is 3.1%. Performance of Zimbabwe according to the world rankings in 2015 Zimbabwe was ranked at 115 out of 141 and in 2017 is at 114 out of 136. The score is just the same in 2015 and 2017, 3.1% (TTCI, 2017).

3.7 Factors affecting sustainable tourism development in Zimbabwe

3.7.1 Political instability

Riots and protest in Harare causes negative effect to the tourism development in Zimbabwe. The riots and protests added salt to the negative publicity wounds that the country had long suffered from, resulting in some markets like the UK and Australia publishing travel advisories against travelling to Zimbabwe (The Solution Tower, 2017)

3.7.2 Cash shortage

Since Mid-2016 the country has seen an escalation in cash shortages which led to banks imposing strict cash withdrawal limits. The shortage impacted everyone from the ordinary citizen to international tourists. As was the case with the protest, some countries including the UK published travel advisories to their citizens warning them on the cash shortages, which further deterring potential tourists to the country (The Solution Tower, 2017; Zimbabwe Herald, 2017).

3.7.3 Current Budget of Zimbabwe

The tourism sector has bemoaned the insignificant allocation by Treasury in its 2017 National Budget saying there is a need to prioritize entities that have the potential to turn around the economy. The tourism sector was allocated $2 657 000 by Finance Minister of Zimbabwe when he announced the country's National Budget in December 2017. In an interview, Zimbabwe Tourism Authority spokesperson said it was unfortunate that the figure allocated to the sector was not enough for them to carry out their mandate despite being one of the entities that has the potential to turn around the economy. Tourism sector is a low hanging fruit that can rake in the much needed foreign currency and boost the country's economy. There is a need to resource the ZTA so that they can invest in their mandate. The figure is insignificant in line with ZTA proposed projects. The Government needs to prioritize such entities like ZTA in order for them to harness the potential of turning around the economy through tourism (Zimbabwe Herald, 2017)

3.8 Overview of Harare, Zimbabwe

Harare is known as a tourist destination since 1980. It is the capital City of Zimbabwe. The destination was known as Salisbury before independence in 1980. After independence in 1980 Salisbury was renamed Harare. In Mount Pleasant there is University of Zimbabwe which was founded in 1952. Many Test cricket games are hosted in Harare. Many football clubs were established in Harare the likes of Caps United and Dynamos Football Club. It is a good destination for sport tourism. Zimbabwe National Stadium is also situated in Harare.

3.8.1 Tourist attractions in Harare

On the edge of landscaped Harare Gardens, the National Gallery of Zimbabwe has a large collection of African contemporary art and traditional pieces like baskets, textiles, jewelry and musical instruments. The unusual granite formation Epworth Balancing Rocks is southeast of the city. Wildlife such as zebras and giraffes roam Mukuvisi Woodlands, which has bike paths and a bird park. Lake Chivero is about 30 km west of Harare. It's perfect for a day of water skiing, boating or tubing. Harare offers Wild Is Life, where someone can get up close and personal with lions, cheetahs, monkeys, kudus, pangolins and giraffes. The sanctuary takes care of the

welfare of rescued and orphaned animals and allows guests to interact with them (www.aftravel.com).

The Butcher's Kitchen in Sam Levy's Village offers a huge variety of meats and cuts to choose from, carnivores will be spoilt for choice as the chef grills up your meal to perfection. Thetford Game Reserve offers game drive just as the sun sets. Just 40 minutes outside of Harare CBD, the reserve is in the Mazowe Valley where you can see a variety of wildlife and over 150 species of birds. Horesback Riding in Mukuvisi Woodlands is just 30 minutes outside of Harare CBD. There are various walks in the woodlands, but the best way to see the area is by horseback. It consists of a variety of animals including giraffe, rhino, and elephants. Kuimba Shiri Bird Sanctuary is situated on the shores of Lake Chivero. The park has over 460 species of indigenous birds and is the only park in Zimbabwe that is home to orphaned, injured and abandoned birds. Sam Levy's Village is located on Borrowdale Road in Harare. This well-known shopping centre is designed to look like an old European village where shoppers walk along brick pavement between stores (www.afktravel.com).

The beautiful National Botanic Garden of Zimbabwe located just 4km outside of Harare's city centre. The garden is home to the National Herbarium of Zimbabwe that covers almost 7 square km. Half of the garden is devoted to indigenous plants from Zimbabwe and the other half contains plants typical to the African continent including rare and endangered species. Hiking at Domboshawa to get your blood pumping, and then head out to Domboshawa just outside of Harare. Here you can do a moderate hike up a hill, then enjoy the views and a drink as your reward. The best time to go here is just before sunset (www.afktravel.com)

3.9 Sustainable development issues in Harare

3.9.1 Social sustainability in Zimbabwe

3.9.1.1RTG Corporate Environmental and Corporate Social Responsibility Status

Some companies like Rainbow Towers Group (RTG) have embarked in social corporate responsibility as a way of eradicating poverty and developing communities. The organization is dealing with two main issues Health and environmental issues. RTG and Net One organized awarding ceremony for

rewarding journalists who were involved in environmental awareness campaign in different destinations including Harare and Victoria Falls. RTG discovered that the sustainability of its business requires environment for business development. The operations of the company included environmental policies as a way of creating awareness starting of the local communities in rural areas. The mandate of the RTG was to create social identity and cohesion between the business fraternity and the local community. This is a long term strategy which is reaping favorable results for the sustainable development of communities through waste management strategies. The organization has organized cleaning campaigns and donating bins as a way of managing litter.

Rainbow Towers group owns a quite number of hotels around Zimbabwe. It also owns hotels in resorts areas like Victoria Falls where the company has benefited from the natural resources of the area. The company is taking advantage of the destination through provision of accommodation and tourist activities.

3.9.2 The environmental issues in Zimbabwe

Zimbabwe is facing challenges of raising awareness about the environment especially the disturbances of ecosystem. Environmental Management Agency is an organization which is responsible for drafting rules and regulation of protecting the environment in a sustainable manner. There are many issues which are affecting the environment especially climate change, global warming, pollution, erosion and deforestation both in towns and rural areas. EMA works in conjunction with Parks and Wildlife Management and Forest Commission to enforce laws and regulation for protecting natural resources for sustainable development through preventing of environmental degradation and pollution. Man made physical resources like cultural sites and monument and heritage sites were also included in strategies of protecting the resources for sustainability. The government agencies are involved in protecting wetlands and green space areas.

3.9.2.1 Environmental Management Act (EMA)

EMA is a government agency body which is responsible for protecting, management and preventing depletion of natural resources. It is also responsible for formulating policies and implementing strategies of managing green space and wetlands areas.

EMA controls the waste management system of Zimbabwe through working hand in hand with organizations that causes land, water and air pollution. Harare city Council was sued by EMA in 2016 because of poor distribution of bins, illegal dumping sites and poor system of collecting cabbage. EMA reminded the Harare City Council to maintain the town and improve management system by collecting refuses everyday in order to protect residents from diseases. EMA encourages every citizen to take responsibility of protection the environment by avoiding throwing litter everywhere.

3.9.2.2 Poverty and Environment

Rural areas in Zimbabwe depend more on firewood for cooking energy because there is no electricity or coal. Many hectares of forest are destroyed through deforestation and veldt fire. Zimbabwe was well known for conservation of natural resources but due to agricultural land distribution and poaching the biodiversity is lost. Most farmers are occupying areas with unfertile soil which is not suitable for agriculture. The agricultural products are reduced because of draught and poor farming method. Most of the farmers who occupied commercial farms are lacking knowledge of utilizing the land for production. There is a need to engage the expertise who have the agricultural mechanism that helps the country to gain its status as the bread basket of Africa. In areas like Hwange the elephant are exceeding the caring capacity of the land which has caused death of many elephant due to lack of water in the rivers. Poachers killed a lot of elephants through poisoning with cyanide for the sack of collecting ivory for selling.

3.9.2.3 Clean Water Provision

The Zimbabwe city council is failing to provide clean water in towns which causing spreading of diseases due to drinking of contaminated water from unprotected wells in areas like Chitungwiza. The demand for water is increase as compared to supply because of urbanization and industrialization activities in Harare. The country experienced draught for three consecutive years since 2010 to 2013. There is high population growth in Harare which causes competition of water between residents. This is affecting sustainability of the destination.

In his State of the City address of 2017, Mayor of Harare metropolitan bemoaned the state of Harare's environment as far as clean water provision and distribution is

concerned, citing political interference with Harare City Council (HCC) affairs and functions. A recent report said that Harare residents should brace for more water cuts as pumps at the city's water treatment works constantly break down. These problems are not unique to Harare City Council but are a daily occurrence in almost every city in Zimbabwe. Harare City Council's waste water treatment plants have a capacity of 220 mega litres a day but are currently producing only 132 mega litres. Water supply and treatment systems have of late been characterized by obsolete infrastructure, and 55% of water is lost through bursts and illegal connections. Harare City Council alone requires $178 million to fund the replacement of its water piping and network rehabilitation (www.thezimbabwean.co.zw)

3.9.2.4 Water pollution

Surface water and ground water pollution is emerging as a major concern, worsened by water waste. Water pollution is mainly caused by inadequate or non-existent treatment of municipal and industrial wastewater, and is increasing due to population growth. Key sources of water pollution include mining activities, industrial and manufacturing works, poorly maintained sewage treatment works in urban areas, partially treated sewage effluent, soil erosion and siltation, and fertilizer and pesticide use, intensive urbanization, increased industrial activities and high exploitation of cultivable land (www.thezimbabwean.co.zw)

3.9.2.5 Climate Change

Zimbabwe rainfall pattern is now uncertain since 1999. The amount of rainfall has reduced because of climate change. The country experienced snow for the first time in history in June 2016 due to ElNino. The temperatures are very high in summer the maximum was 36°C in 1998 and 45°C in 2017 and the rainfall has been decreasing every year.

3.9.2.6 ICT Revolution

Zimbabwe embraces technological advancement in every sector as a way of improving public services and efficiency operation of institution. There is a need to draft policies of managing waste from disposal of old equipment. A poor

management of electronic waste will cause environmental degradation. The travel and tourism industry deceased from using manual system for reservations and recordings. They are now using management system programmes which facilitate communication between departments. The government should use e-waste system and provide incentives which encourage organization to migrate from manual to electronic system. Transportation and management of dumping sites is very important for sustainable development of a destination.

3.9.2.7 Political Dimension of Organized Hunting

The political situation in Zimbabwe is imposing threats to the environment. Those who are supposed to take responsibility of the environment are organizing hunting activities which are causing extinction of many animals like White Rhino. Poaching in National Parks is increasing measure of protection the natural resources are not producing good results because political connections.

CHAPTER FOUR

METHODOLOGY

4.1 Introduction

This chapter outlined methods and procedures that were used to assessing the application of governance to sustainable tourism development. This chapter describes the data collection procedures, research design, sample size, measures and analysis. The research process of collecting information for the study through distribution of questionnaires is highlighted in this chapter.

4.2 Research Design

Research design as a structure for data collection method, techniques used to collect data as well as analysis of the data. The research design framework should include ways of gathering data which answers the research question. This is one of the cross-sectional research designs with a quantitative research approach which allow for an empirical investigation and statistical analyses to be executed. The study uses secondary data in the form of literature as a deductive approach in order to test theories. Primary data was also collected through gathering information from distributed questionnaires to key tourism stakeholders. The population of the study consists of tourism stakeholders in Harare. Simple random sampling technique was used to choose the respondents for the study. A questionnaire was administered with a Likert scale as the research instrument. Data analysis was done using SPSS with Cronbach's alpha coefficient for testing the reliability of variables.

A research design outlines the research process by indicating the most appropriate philosophies, approaches, strategies, choices, time horizons and techniques. This indicates the roadmap which was taken by the researcher, as the research followed a sequential system that enables to gather information through construction of a research design in order to meet research objective.

4.3 Research philosophy

This study adopted a positivist philosophy which has been one of the epistemological theories in the social science research. The philosophical concepts in the perspective of this study, epistemology delineates ways of producing governance policies and the involvement of key stakeholders towards sustainable development of a destination. Epistemology incorporates the impact of knowledge about governance to all stakeholders that influences their attitudes towards sustainability through justified actions. It is also a study of practical scenarios and experiences which motivate certain actions to happen.

4.4 Research Approach

This research adopted quantitative data collection as the survey research proceeds deductively .A quantitative research method employed to conduct stakeholder survey and examines relationships between these variables governance practices and sustainability. Deductionis a method that involves, deriving conclusions based on the reviewed literature for building theories, test and analyze the hypotheses.

4.5 Research strategy

This study uses survey research design to identify and suggest possible reasons for particular relationships between variables. Survey research design has two main categories, namely cross-sectional and longitudinal (Bryman 2015). There is exploratory research where there is no obvious answer drawn from the research. Furthermore exploratory strategy approach facilitates discovering of new insights of the area under study. Moreover this approach is more flexible and appropriate when it comes to the point of research design and respect of sample size, and type of data for the study (Pilgrim, 2011).

Descriptive research presents data through drafting graphs, and table for analysis purposes. This study employs both exploratory and descriptive research. Descriptive research involves statistics for quantitative research design and the relationship of the variables can be analyzed using figure.

4.6 Data Collection Techniques and procedures

4.6.1Research Instrument

In this particular study, a questionnaire was adapted from UNWTO, (Sustainable Tourism for Development) to assess and measure governance practices, participation of key stakeholders and demographic characteristics. Questionnaire is a reliable instrument for measuring people's attitude or capabilities but require careful planning (Goddard and Melville, 2001). The researcher employs interval Likert scales and divided into five sections: the sustainability of city tourism destination, the existence of governance policies for sustainable tourism development, the leadership structure for tourism and the efficiency of tourism governance at a local level, demographic characteristics.

Participants were coming from different backgrounds with experiences in different institutions namely tourism planners, entrepreneurs, destination managers, member of NGOs and ecotourism operators. Questionnaires have been distributed in different ways through self-administered. Sharmiladevi (2018) Statistical Package for Social Science (SPSS) was used to test statistical data from questionnaire and for checking normality.

Data obtained from this research was presented in graphs, tables and pie charts for interpretation. The questionnaire has 41 items on a 5 point ordinal, Likert scale score from 1 to 5 "Strongly disagree, disagree, neutral, agree and strongly agree" for rating and measuring attitudes of respondents towards governance and sustainable development.It was also used for rating the variables according to the responses and analysis was carried out in order to reach a conclusion to the matter.

4.7Reliability of measurement scale

4.7.1 Cronbach Alpha

Reliability is an essential matter in the quantitative research measurement scales.Cronbach's alpha coefficient was used to examination the reliability of the measurement scale. Cronbach's alpha coefficient assesses the internal consistency of a measurement scale (www.stat.gouv.qc.ca). Kim et al, 2013 state that the calculating Cronbach's alpha together with the inter-item correlation analyzed in general of

thereliability of the measurement scale. Phelan and Wren (2006) suggest that a measurement scale having a Cronbach's coefficient above 0.70 is considered acceptable as an internally consistent scale for further analysis (dyuthi.cusat.ac.in). Therefore, Bryan, 2015 reiterate that, if the measurement scale has a coefficient alpha below 0.70 there is need for an investigation for any sources of measurement errors such as insufficient sampling of items, management errors, unpredicted factors, sample character, quantity of items and hypothetical errors in constructing a measurement scale.

Table 4.1 indicates the reliability of the results from the measurement scale. The validity of the research instrument is crucial in data collection. Validity is a measurement of the strength of a research instrument. A valid instrument produces correct results and relevant to what is intended to be measured. Every questionnaire has to be tested for validity in order to reveal the data of the variables studied. Below is a summary of the reliability analysis. From the measurement scale of 48 items and 301 populations size the coefficient alpha is 0.885 which is above 0.70. Coefficient alpha is represented by α and evaluated as 0.70 ≤α,<1.00 (Highly Reliability) (Bryan, 2015).

Table 4.1 Reliability Statistics of governance and sustainable development

Cronbach's Alpha	N of Items
.885	48

Governance and sustainable development scale 0.9≤α< 1.00

Questionnaire Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Demographic details	-0.044	7
The sustainability of city tourism destination	-0.051	7
Governance policies for sustainable tourism development	0.819	13
The central leadership structure for tourism	0.839	14
The effectiveness of tourism governance at a local level	0.849	7
Total	**0.885**	**48**

4.8 Time horizon

A cross-sectional design refers to a study where the researcher makes all of the measurements on a single occasion or within a short period of time (Bryman 2015). The researcher incorporated cross –sectional design since it is appropriate for describing variables and their distribution patterns. The researcher draws a sample from the population and looks at distributions of variables within that sample, sometimes designating them as predictors and outcomes based on perceived qualities. A cross-sectional design allows for the measurement of associations based on the study's hypotheses (Su et al, 2017). Furthermore, cross-sectional design allows for collection of relevant data over a short period of time.

4.9 Study population

Population refers to everything that is relevant in a given status quo, hence can be inclusive of organization, people, products, things of interest, services, issues that are related to the research study area, or whom conclusions want to be drawn about (Newman, 2003). Since this study investigates governance practices and participation of tourism stakeholders toward sustainable tourism development. On the other hand, the target population included all tourism stakeholders who are responsible for policy formulation and planning of tourism in Zimbabwe namely national tourism offices, civil servants, planners, member of NGOs, environmentalist, Harare city Council, Harare Residence Association, ecotourism operators and hotel managers.

The sampling size for this study would be 526 respondents according to (Krejcie and Morgan, 1970). In addition to this, the research will focus on 438 responses returned froma 526 questionnaires which were distributed to different institutions.

The researcher collects information from different departments in the government and private sector. National tourism offices in Zimbabwe consist of: Ministry of Tourism and Hospitality, Zimbabwe Parks and Wildlife Authority, Zimbabwe Tourism Authority, Harare Publicity Association, Department of immigration Control, Hospitality Association of Zimbabwe, Zimbabwe Council for Tourism Agents, Civil Aviation Authority of Zimbabwe, Zimbabwe Airways, International Air Transport Authority and Harare City Council.

Environmental offices include the following: Environmental Management Agency, Environmental Impact Assessment, Ministry of Environment and ZERO Regional Environmental Organization.

4.10Sampling procedures

The researcher adopted simple random sampling techniques. Simple random sampling is a system whereby all the respondents which constitutes the sample size has an equal opportunity of being selected (Malhotra and Birks 2006; Denscombe 2009). The tourism stakeholders for this study were selected proportionally based on their type of business.

4.11 Response rate analysis

The study sample including tourism stakeholders namely, government, tour operators, travel agents, hoteliers, environmentalist, NGOs and SMEs. The self-administered survey questionnaire was distributed to 526 tourism stakeholders between the months of November 2017 and December 2017. Table 4.2displays the response rate for self-administered questionnaire. Total of 526 questionnaires was distributed only 428 were returned and 301 were usable for analysis. The response rate is 57.2%.

Table 4.2 Survey response rate

	Number	Percent%
Survey sample Self-administered	526	100
Total returned Self-administered	438	83.2
Usable Questionnaires	301	57.2
Total coded samples	**301**	**57.2**

4.11.1Characteristics of respondents

Table 4.3 shows the demographic characteristics of the sample in this study of tourism governance, the tourism stakeholders were measured by gender, nationality,

age, level of education, period of living in Harare, employment position and nature of the business.

Table 4.3 Demographic characteristics of respondents

Variable		Frequency (f)	Percentage %
Gender	Male	119	63.1
	Female	111	36.9
Age	Under 18	5	1.7
	18-24	55	18.3
	25-34	70	23.3
	35-44	64	21.3
	45-54	60	19.9
	55 or above	47	15.6
Education	Ordinary level	13	4.3
	Advanced Level	24	8.0
	Diploma	64	21.3
	Degree	154	51.2
	Master or PhD	46	15.3
Period of Living in Harare	5 or less	25	88.3
	6-10	32	10.6
	11-15	25	8.3
	16-20	67	22.5
	21-24	61	20.3
	25-29	27	9.0
	30 or more	64	21.3
Nationality	Zimbabwe	237	78.7
	Mozambique	14	4.3
	Angola	6	2
	Zambia	15	5
	Botswana	10	3.3
	South Africa	13	4.3
	Germany	7	2.3

Employment position	Supervisors	120	39.9
	Manager or Director	81	22.9
	Chief executive	21	7.0
	Civil Servant	58	19.3
	Tour guide	21	7.0
Type of Business	Government	36	12.0
	Tourism	105	34.9
	Environment	72	23.9
	NGOs	50	16.6
	SMEs	38	12.6
Total		301	

4.11.1.1 Gender

Table indicated that male and female respondents are 63.1% and 36.9% respectively. The results indicate that male is dominating in the employment for the managerial and supervisory positions in both the government and the tourism sector.

4.11.1.2 Age

The respondents' age results shows that 23.3% of respondents ranged between 25 and 34 years, followed by 35 to 44 21.3%, 19.9% of respondents are in the age range of 45 to 54 years, 18.3% of respondents are in the range of 18 to 24 years. 15.6% of them are above 55 years. 1.7% of respondents are under the age of 18 years; these are students who are on industrial attachment in different organizations. The respondents' percentage range shows that the age ranges of 18 to 55 or above are very active in the employment sector and most of them were willing to answer survey questionnaire

4.11.1.3 Education

51.2% of the respondents have degrees from universities are occupying the managerial and supervisory positions. This research was targeting supervisors, managers and directors as they are responsible for make decision and enforcing laws

mostly. 49.4% of respondents indicate that half of the people who are in authority are educated. 21.3% have diplomas and some of them are supervisors. 15.3% have Masters and PhD they are the directors and senior managers of organizations. The education level statistics above shows that there is high literacy rate in Zimbabwe.

4.11.1.4 Period of living in Harare

The diagram table shows that most of the respondents have been staying in Harare for 16 to 20 years (22.3%). 21.3% stay in Harare for 30 years or more. These are the people who developed Harare as a tourist destination. 20.3% are those who stay for 21 to 24years. This is a significant number for the researcher to validate the feedback of respondents. 8.3% stayed in Harare for 11 to 15 years. 9.0% stay in Harare for 25 to 29.8.3% of respondents stay in Harare for less than 5 years.

4.11.1.5 Nationality

78.7% of the respondents are citizens of Zimbabwe.5.0% and are from our neighboring country Zambia. 4.3 % are from South Africa and Mozambique which share the same border with Zimbabwe. 3.3% of respondents are from Botswana which is also a neighboring country of Zimbabwe. 2.3% are from Germany who are mostly employed in the NGOs in Zimbabwe. 2% are from Angola.

4.11.1.6 Employment position

Most of the respondents are supervisors 39.9% .This revealed that most of the supervisors acquired degrees from universities. The academic qualifications assist them to execute their duties diligently as well to enforce laws and good governance. 26.9% is for Managers or directors and 19.3% is for the civil servants who are not managers or supervisors. 7.0% are tour guides who are employed in the tourism industry especially in the national parks. 7.0% is for the Chief Executives in different business institutions.

4.11.1.7 Type of business

Tourism has the highest percentage of 34.9% of respondents, followed by environment 23.9%, 16.6% of people who are employed by NGO, 12.6% for the

SMEs in the tourism and hospitality sectors. 12.0% is for the government. These are people who formulate policies and planning the future of tourism.

4.12 Data collection procedure

The respondents of this research are tourism players, hoteliers, NGOs, SMEs, civil servants and government of Zimbabwe. Questionnaires were distributed to the respondents through self-administered. The unit of analysis was the individual feedback concerning the matter under study. Respondents were kindly requested to answer the questionnaire and return then within three days.

4.13 Data Analysis Process

The researcher collected questionnaire and entered information into the IBM SPSS program and coded. Descriptive statistics of demographic variables was tabulated from the SPSS. Anova test was used to assess significant difference of variables. Pearson correlation analysis was performed to assess the relationship between scales. Correlation analysis was used to indicate the inter-correlation and multi-collinearity among the variables. The relationship between governance practices, key stakeholders participation and sustainable development were investigated as a means of the strength of their association.

The research hypotheses were tested by performing regression analysis, on the effects of governance practices, key stakeholders involvement in sustainable development.

4.14 Ethical Considerations

The researcher considered the steps on ethical practice. The nature of the study was structured in a way that the respondents participated in the survey voluntarily. The researcher distributed questionnaire which does not contain offensive, discriminatory or other unacceptable language. Maintaining of privacy and anonymity of sample group members was of paramount important. Relevant authorities like City of Harare and Harare Residents Association were informed in order to collect data in the city. Moreover, during the execution of the study the researcher maintained high levels of objectivity in discussion and analysis

CHAPTER FIVE

FINDINGS AND DISCUSSION

5.1 Introduction

The chapter begins by providing the descriptive statistics of the three variables. The validity and reliability of the measurement scales are examined and reported.Using Stakeholders Theory in this study aims to determine if host community hold different perception or attitude towards sustainable implementation in tourism development. Creating different stakeholder groups based upon characteristics and perception helps to identify members of each group.

5.2 Data Analysis and presentation

5.2.1 Descriptive Statistical analysis

Descriptive statistics such as mean, standard deviation and distribution of data was used to compare and analyze data obtained from respondents. A scale was developed to measure the level of participation of stakeholders towards sustainable development that includes measures of social, environmental and economic sustainability. A presentation and interpretation of the results of hypothesis test was conducted by using regression analysis. Pearson correlation was used to analyze the correlation between variables.

The data is presented according to sections on the questionnaire which are: The sustainability of city tourism destination, the existence of governance policies for sustainable tourism development, the effectiveness of a central leadership structure for tourism, the effectiveness of tourism governance at a local level and comments from respondents about governance practices and sustainable tourism development.

5.2.1.1The existence of governance policies for sustainable for tourism

Table 5.1 depicts the mean and standard deviation of the items which measure governance practices for sustainable development. These variables determine the effectiveness of the governance to sustainable development through policy formulation and implementation and evaluation. Tourism stakeholders surveyed for this study strongly disagree that drafting of the tourism policy involves participation with them (M= 1.92, SD= 1.08) followed by implementation of tourism policy (M= 1.97, SD=1.04). The respondents agree that there is a destination master plan and a tourism master plan respectively (M= 3.35, SD= 1.2 and M= 3.35, SD= 1.15).

Table 5.1The existence of governance policies for sustainable tourism

Variables	N	Minimum	Maximum	Mean	Std.Deviation
Stakeholders' involvement	301	1.00	5.00	1.9169	1.01804
Implementation of tourism policy	301	1.00	5.00	1.9767	1.04377
Financial and fiscal policy	301	1.00	5.00	2.0399	1.13655
Master plan is up to date	301	1.00	5.00	2.0565	1.08634
Review of results	301	1.00	5.00	2.0631	.93059
Set out and accounted in plan	301	1.00	5.00	2.0764	1.14781
Policy commitment	301	1.00	5.00	2.3787	1.19279
Preparation of tourism policy	301	1.00	5.00	2.3987	1.16642
Sufficient coordination	301	1.00	5.00	2.6512	1.19495
Elaborated governance policy	301	1.00	5.00	2.2093	1.13404
Destination master plan	301	1.00	5.00	3.3355	1.29500
Master plan for tourism	301	1.00	5.00	3.3522	1.15278
Global code of ethics	301	1.00	5.00	3.6179	.97136
Economic situation	301	1.00	5.00	4.1728	.93989
N	301				

Zimbabwe is also a signatory of the Global Code of Ethics (M=3.6, SD= 0.9). The highest score 'economic situation' is holding back implementation of the tourism policy and strategies (M= 4.18, SD= 0.9).

5.2.1.2 The central leadership structure for tourism

Table 5.2 shows the mean and standard deviation of variables the measures the central leadership structure for tourism. The item also measures the level of participation of tourism stakeholders for sustainable development considering the institutional structure.

Table 5.2 The central leadership structure for tourism

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Government delivery agency	301	1.00	5.00	2.0565	1.04569
Tourism government bodies operation	301	1.00	5.00	2.3090	.93500
Skills assessment and addressed	301	1.00	5.00	2.4452	1.15520
Encouragement of business model	301	1.00	5.00	2.6578	1.16584
Engagement of Private sector	301	1.00	5.00	2.7608	1.13839
Stakeholder buy in	301	1.00	5.00	2.8870	1.15781
Involvement of tourism stakeholders	301	1.00	5.00	2.8970	1.19416
Structure represents Pvt Sector Enterprise	301	1.00	5.00	3.0000	1.25433
Engagement of NGOs	301	1.00	5.00	3.0299	1.09351
Engagement of Zimbabwe	301	1.00	5.00	3.0698	1.09169
Engagement of other ministries	301	1.00	5.00	3.1429	1.18442
Public Private partnership used in tourism	301	1.00	5.00	3.1694	1.14653
Multi stakeholder structure	301	1.00	5.00	3.3056	1.32146
Private sector adequate capacity	301	1.00	5.00	3.9701	1.33258
N	301				

Respondents disagree that there is a separate governmental delivery agency for tourism with an inclusive structure and clear role that supports sustainable tourism (M=2.06, SD= 1.04). Followed by tourism governance bodies effectively assessed and addressed issues of sustainability (M= 2.45, SD= 1.55). Respondents agreed that multi stakeholder structure has sufficient capacity to function effectively (M=3.31, SD= 1.3) and believed that the private sector structure have sufficient capacity to be effective (M=3.97, SD=1.33).

5.2.1.3 Tourism governance at a local level

Table 5.3 below displays the mean and standard deviation of items that measures the tourism governance at a local level. These variables determine the level of participation of local institutions in tourism governance for sustainable development. The respondents indicates that those responsible locally for tourism governance have no sufficient experience and skill for the development of sustainable tourism (M=2.62 and 1.03).

Table 5.3 Tourism governance at a local level

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Sufficient experience and skill	301	1.00	5.00	2.6279	1.03332
Tourism structures in place	301	1.00	5.00	2.6977	1.25098
Effective coordination of national	301	1.00	5.00	2.7309	1.16219
Local government structures in tourism	301	1.00	5.00	2.8538	1.25906
Involvement of local communities	301	1.00	5.00	2.9635	1.21463
Involvement of NGOs in local tourism	301	1.00	5.00	3.0698	1.12477
Local level structures performance	301	1.00	5.00	3.1130	1.23039
N	301				

Some people disagreed that there are structures in place at a destination level that involve the private sector and other stakeholders in tourism governance (M= 2.69, SD= 1.25). There is a neutral response on the involvement of NGOs in local tourism (M= 3.0, SD= 1.21) as well as the local level structure are working effectively to improve their performance (M= 3.11. SD=1.23).

5.2.1.4 The sustainability of city tourism destination

Table 5.4 consists of the statistics of mean and standard deviation of items used to measure sustainability of city tourism destination for sustainable development. Respondents indicate that the government of Zimbabwe is not giving full support to the development of tourism. The lowest mean score was 'Zimbabwe national budget support' (M= 1.77, SD= 1.15) followed by there is no sufficient coverage and recognition in studies and framework for development of sustainable tourism (M= 2.00, SD= 1.02 and the government of Zimbabwe is yet to consider tourism as a priority sector (M= 2.91, SD= 1.07). Economic instability was M= 4.5, SD= 0.77 showing that the respondents agreed that the economic instability is inhibiting the recognition afforded to sustainable development.

Table 5.4The sustainability of city tourism destination

Variables	N	Minimum	Maximum	Mean	Std. Deviation
National budget support	301	1.00	5.00	1.7708	1.15063
Sufficient coverage of tourism	301	1.00	5.00	2.0000	1.36068
Sufficient coordination	301	1.00	5.00	2.6512	1.19495
Government considered tourism	301	1.00	5.00	2.9136	1.06732
Tourism as a priority sector	301	1.00	5.00	3.0100	1.24227
International assistance towards tourism	301	1.00	5.00	3.5714	1.04835
Economic instability	301	1.00	5.00	4.5847	.77694
N	301				

5.2.2 Correlation analyses.

5.2.2.1 Pearson Correlations

Pearson correlation is a technique which was performed to investigate the relationship between variables, governance practice, participation or involvement of stakeholders and sustainable development. Table 5.5 shows that there is a relationship between governance practice and involvement of stakeholders 0.539. The relationship between governance and sustainable development is 0.471. The relationship between sustainable development and involvement of tourism stakeholders is 0.454. This indicates that there is a positive relationship between variables.

SPSS data can be used to conduct Pearson correlation and test for validity of questionnaire. The total score on a Pearson correlation was used to indicate valid items. The Pearson correlation indicates that the questionnaire was valid for this study. The relationship of the variables can be interpreted by the figures above

Table 5.5 Pearson Correlations

Variances		Governance practices	Participation of stakeholders	Sustainable development
Governance practices	Pearson Correlation	1	.539**	.471**
	Sig. (1-tailed)		.000	.000
	N	301	301	301
Participation of stakeholders	Pearson Correlation	.539**	1	.454**
	Sig. (1-tailed)	.000		.000
	N	301	301	301
Sustainable development	Pearson Correlation	.471**	.454**	1
	Sig. (1-tailed)	.000	.000	
	N	301	301	301

5.2.2.2ANOVA

Table 5.6 shows the significant value between the following variables: governance practices and participation of stakeholders. Analysis of Variance (ANOVA) was used to test if two or more groups differ from each other significantly in one or more characteristics between governance practices and involvement of stakeholders. The significant value should be less than 0.05.

Table 5:6 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Governance practices * Participation of stakeholders	Between Groups (Combined)	76.208	47	1.621	7.394	.000
	Within Groups	55.482	253	.219		
	Total	131.690	300			

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10885.912	1	10885.912	122.275	.000[b]
	Residual	26619.483	299	89.028		
	Total	37505.395	300			

a. Dependent Variable: participation of stakeholders
b. Predictors: (Constant), governance practices

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	510.262	1	510.262	77.592	.000[b]
	Residual	1966.290	299	6.576		
	Total	2476.551	300			

a. Dependent Variable: sustainable development
b. Predictors: (Constant), participation of stakeholders

5.2.2.3Significant value

The value is used to determine if governance practice had an effect to the other variables. The significant value is 0.00. This value is less than 0.05. It means that there is a statistically significant variation between conditions means are not likely due to change. Eta squared is 0,58 or 58% of all variance in governance practices is attributable to participation or involvement of stakeholders. Both main effects (governance practice and participation of key stakeholders) and the interaction between them are statistically significant.

5.2.3Hypothesis testing

Regression analysis was used to understand and explore the correlation between variable independent and dependent variable. In this study the independent variable is governance, the mediator variable is participation of key stakeholders and the dependent variable is sustainable development. Regression analysis helps to analyze, if there is a causal relationship between these variables. A regression analysis was performed to test the hypotheses of the study.

H1: Governance practices have a direct effect to participation of tourism stakeholders.

The Regression of governance practice and participation of tourism stakeholders is indicated by explanatory power of29%, this model is statistically significant. Correlation between governance and participation of stakeholders was also directly related. Furthermore, governance practices contribute 29% of the prediction of participation of tourism stakeholders. Therefore, H1 is supported according to the results.

5.2.3.1 Regression model summary

Table 5.7Regression Model 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.539ᵃ	.290	.288	9.43548	.290	122.275	1	299	.000

a. Predictors: (Constant), governance practices

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	21.615	2.088		10.352	.000
	Governance practices	9.092	.822	.539	11.058	.000

a. Dependent Variable: Participation of stakeholders

H2: Tourism stakeholders' participation has a direct effect to sustainable development.

5.2.3.2 Regression Model Summary

Table 5.8Regression Model 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.454	.206	.203	2.56441	.206	77.592	1	299	.000

a. Predictors: (Constant), Participation of stakeholders

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound
1	(Constant)	15.330	.600		25.555	.000	14.150	16.511
	Participation of stakeholders	.117	.013	.454	8.809	.000	.091	.143

a. Dependent Variable: Sustainable Development

To test for H2 regression analysis regarding the effect that tourism stakeholders participation has on sustainable development. The results are shown in Table

5.8above;the results are as follows, with 20% explanatory power, this model is significant. It means that participation of tourism stakeholders contributes to 20% of the prediction of sustainable development. Moreover, correlation between participation of tourism stakeholders and sustainable development was also directly related. In conclusion, H2 is supported

Coefficients show that B is the values used to predict the dependent variable from independent variable for regression equation. The coefficient for the involvement of key stakeholders is 0.117. However, a unit increase in participation of stakeholders, a 0.117 unit increase in sustainable development is predicted.

Table Below displays the hypotheses analysis results of the three variables.

Table 5.9 Summary of Hypothesis analysis

Proposed Hypotheses	Descriptive of proposed Hypotheses	Results
H1	Governance practices have a direct effect to participation of tourism stakeholders	Supported
H2	Tourism stakeholders' participation have a direct effect to sustainable development	Supported

5.3 Discussions of Results

The results indicate the significant of good governance for sustainable tourism development. The country is experiencing economic challenges and political instability which hinders sustainable development. The proposed hypotheses of this study are significant. This discussion of the findings is based on the research objectives and findings from related studies literature. The findings will be used to test the theory and the validity of 'governance' from the literature review towards the objectives of the research (Feeney and Heit, 2002; Bryman, 2004). These results focus on the main concepts which are governance, environment, economy, sustainability and socio-cultural issues.

The researcher compiled responses and analyzes answers to certain issue, differences and identifying consistencies through graph presentations. All the data from each question are put together and the researcher examined the connectivity and

correlation between questions referring to the same topic (Alipour, 2011). From the collected responses the researcher presented the comments drawn from the questionnaire.

The respondents indicated that they are familiar with the concept of sustainability. A majority of the respondents have an idea and deeper understanding of the working of governance. Respondents acknowledge the connotation of sustainability but they could not understand how it could be implemented or applied. Participation of key stakeholders is the most vital dimension in achieving sustainable tourism development. A majority of the respondents said that it is a must to have a clear tourism structure which involves participation of key stakeholders and they believe that applying and implementing sustainability is the responsibility of all key stakeholders. Respondents pinpointed that the government is reluctant to enforce laws and regulations towards sustainability of the city because of conflicts between politicians and environmental management agency especially in the case of conserving and respecting green space and wetlands areas.

5.3.1 Perceived governance practices to sustainable tourism in Zimbabwe

To identify perceived governance practices to sustainable tourism in Zimbabwe. The findings were based on the existing public policy or governance of sustainable tourism. The following indicators where considered in the questionnaire in order to evaluate the position of Harare as a tourist destination as far as the sustainability concept applied. Accountability of the destination development is a matter of concern in the development of sustainable tourism. Other indicators are as follows: governance policy formulation, laws and regulations, liability, local initiatives, local governance, NGOs, negotiation and citizen.

It is the mandate of the Ministry of Tourism to draft a clearly elaborated governance policy for the tourism sector. The policies which are in place are not committed to sustainable tourism. Findings indicate that there is no elaborated governance policy for sustainable tourism development. Respondents stated that "Zimbabweis one of the member countries who signed global ethics for tourism". Zimbabwe is expected to consider ethics in the tourism industry. It is unfortunate that the government of Zimbabwe does not prioritize tourism industry and consideration is not given to financial fiscal policy.

Lack of long term strategic plan for sustainable tourism development is hindering sustainable development. "*Preparation of tourism policy and strategy/ master plan in involves consultation and engagement with stakeholders*" from the above question, results are showing that Ministry of Tourism and Hospitality is not engaging other stakeholders in decision making and drafting master plan. A majority of the respondents claim that Zimbabwe does not have a comprehensive national tourism master plan. Only those who work in the Ministry of Tourism and Zimbabwe Tourism Authority mentioned that there is a master plan for tourism which was drafted by the ministry for management of the tourism industry. As other stakeholders claims that the master plan for tourism does not exist, was a clear sign which support that there is no involvement and engagement or even consultation of all stakeholders. One of the respondent in the environment sector said "if the master plan is there, we are waiting for the plan to be executed in a way which protect the environment"

Respondents from the government mentioned that the economic situation in our country is disturbing the implementation of the strategies and policies. It is difficult for monitoring and reviewing progress and results of the master plan because of the economic situation which is an adverse to sustainable development.

Lack of innovative policy making and implementation is an impediment to the sustainable development in Zimbabwe. Foreign investment policies are not conducive for investors to invest their money in Zimbabwe. Their return on investment is uncertain. Zimbabwe needs to revisit their policies and draft innovative policies which attract investors. The policies should allow investors to construct state of the art hotel which competes with international hotels.

Lack strategic positioning of the tourism industry for competitive advantage is another issue which affects sustainable development in Zimbabwe. Hotels, Lodges and resorts are very expensive. This shows that there is a need for the government of Zimbabwe to draft a policy which promotes domestic tourism.

Lack of commitment to sustainable development in a holistic way has affected the business environment in Zimbabwe. Meanwhile, there is no clear structure that brings together and represents private sector. Findings noted that there is no government delivery agency in the tourism sector that concentrates on the promotion

of sustainable development. Zimbabwe is not actively engaged with international bodies for management and development of the tourism industry (Weber et al, 2012). The study found that there is no structure for engagement of tourism key stakeholders in tourism governance. Respondents supported that if the private sector is incorporated in tourism governance and structure it has the capacity to perform effectively.

In the case of Zimbabwe, the findings revealed that there is no institutional environment for sustainable tourism planning (Alipour, 2011). The findings also discovered that the current situation and culture of the institutions is ignorant to any change towards a move to achieve sustainability through good governance.

5.3.2 The level of participation of key stakeholders of the destination towards sustainable tourism development in Zimbabwe

The social-cultural indicators of the involvement of key stakeholders of the destination include: social cohesion, social capital, community cooperation, sense of community, international cooperation, heritage protection, public facilities.

The environmental indicators contribution to the involvement of key stakeholders of the destination include: polluter pays principles, recycling, open space, green space, ecotourism, town planning, environmental auditing, water pollution, air pollution, land pollution, waste management and environment impact assessment.

A majority of the respondents especially from the environment department are more concerned about environmental degradation of the country. *Local communities are involved in tourism governance in their areas"* the findings indicate that the local communities are not involved in harnessing tourism governance principles for sustainable development. There is a large number of unregistered housing cooperation in Zimbabwe. The problem emanated from unplanned urbanization due to construction of houses on every open space in Harare. The system of land development in Zimbabwe has caused damage of the natural environment.

EMA has identified the following issues which are imposing degradation of the environment: poor waste management, loss of biodiversity, soil erosion and fires, drought and desertification, deforestation as well as land degradation. Finding shows

that key stakeholders are not participating in tourism governance practice as well as in decision making.

Findings stated that those responsible for tourism government are lacking experience and skill, including in the area of sustainable development. Mountains are destroyed and holes are created due to collection of raw materials for construction

5.3.3 Perceived problems that hinder the sustainability of city tourism destination in Zimbabwe.

The study investigated the perceived problems that impede the sustainability of city tourism. The collected data was mainly focusing on Harare as a city tourism destination. Findings can be analyzed using the indicators of technological and economical sustainability. Technological indicators include: energy, construction, design, urban planning, green technology, Wi-Fi access, innovation, transportation, adaptive technology. Economic indicators are as follows: community based tourism, tourism activity incentives, economic viability, diversification, regional market and tourism sector integration

There is no sufficient fund in the national budget for tourism development. Findings indicate that the problems of poor development of tourism in Zimbabwe is emanating from lack of enough support given to city tourism development from the national budget.

The tourism sector is lacking financial support from the government is hindering development of tourism facilities and compromising the provision of services. Meeting, Incentives, Conventions and Event (MICE) requires finance for planning in advance and meet international standard.

Findings from self-administered questionnaire respondents agreed that the economic instability is inhibiting the recognition afforded to sustainable tourism development. The majority of the respondents (88%) admitted that the economy is not viable for sustainable development.

Lack of developer- driven process in Zimbabwe is hindering the development of sustainable tourism. Harare is lacking management with a passion for development of the city back to its status as the sunshine city in 1980s and 1990s. Harare gained

that status during glory years the city was a marvel to behold, especially the streets that were clean and welcoming. Myopic and short-termism system is destroying Harare as a tourist destination as the city fathers try to solve the immediate problem which creates an adverse to sustainable development. For instance the introduction of bond coins and notes which was accepted in the economic cycle as a solution to the cash crises. The system created major problems of shortage of foreign currency due to externalization. .

Lack of international coordination with other countries which are realizing an increase in receipts and arrivals is hindering tourism development. United Nation World Tourism Organization declared 2017 as a year of sustainable development. Zimbabwe embraces the concept literally but not practically. Sustainable tourism in Zimbabwe is yet to receive international assistance for development.

5.3.4 Comments about tourism governance and sustainability

Many participants put a comment about the governance and sustainable tourism development.

"Eradication of corruption is needed within the sector so that the tourism of Zimbabwe becomes viable" (Harare respondent). Corruption is one of the main factors which affect sustainability of the tourism sector in Zimbabwe. Corruption caused by those in authority especially government officials is unethical practice which hinders development of Harare as a tourist destination

Lack of accountability of politicians and institution is imposing bad governance to the tourism sector. Some politicians who are occupying leadership positions in the Ministry of Tourism and Environment failed to take responsibility and accountability of the poor performance of tourism sector. The Ministry of Tourism and Environment possesses authority to stop all the unethical business practices which are taking place in Harare.

Animals like black rhino, leopard, pangolin were reported extinction in Zimbabwe's are due to poaching activities. Poachers are killing wildlife for their own benefit at the expense of the majority. Some of the poachers are connected to politician who assigns them to execute the work. Enforcement of laws and regulation is the only way which can reduce poachers.

The Zimbabwe economic situation and policies does not motivate local people to participate in development of sustainable tourism through patronizing their resorts and tourist attractions. From the findings one respondent state that *"Zimbabwe is rated the most expensive destination, Zimbabwe does not even have good rates that can enable even a middle family to travel considering our economic situation whereas our neighboring countries local citizens equally enjoy touristic destination at low prices"*

The government of Zimbabwe once drafted a travel incentive policy for civil servants. The policy is yet to be implemented and most of the respondents reiterated that "*The government of Zimbabwe drafted travel incentive policy for civil servants but we don't know where it ended*". There is an idea of trying to incorporate all stakeholders in sustainable tourism development but the accountability and responsibility is lacking from those who are supposed to spearhead implementation of the strategies.

Water sources and wetland areas are drying up because of construction of houses in Westlea and Milton Park, low density area of Harare. The fragile landscape has been subjected to haphazard urbanization which is unsustainable in a way. In addition to this, Longcheng Plaza shopping Mall was built on a wetland area in Harare despite warning from the environmentalists. Some politicians are constructing shopping malls on wetlands areas that amid continuing concerns from residents and experts. The project was tries to be stopped by the EMA, that it was situated on a wetland area. This shows that action is not taken to serve the interest of stakeholder.

Most respondents are so concerned about the deterioration of the product itself because of poor governance. Vendors are all over the city selling their products in front of grocery and clothes shops. One of the respondents said that "Is it a policy issue". Some vendors are roasting maize cobs in the streets of Harare and the government of Zimbabwe assigned the Harare City Council to removal them from the city but action is yet to be taken. Vendors are now operating in front of shops and in pavements in the CBD. Harare is no longer that sunshine city of 1980s and 1990s because of these activities which are tarnishing the product itself. This shows that Zimbabwe tourism institutions are yet to participate in present day environment awareness and it's a negative impact to sustainability.

Harare is currently facing water shortages because of the deposition of sewages in Lake Chivero which is the main water supply of the city of Harare. Some respondents said that how our government can allocate enough funds to tourism than to channel the funds to water purification

Most of the respondents claim that current tourism development is unsustainable, because of unplanned, chaotic, environmental destructive development. Poor land distribution and settlement in Harare is a short term plan implemented by the government only to meet the needs of the current generation and ignoring those of the future. On the issue of the unsustainable one respondent stated that*" it is actually cheaper to do a trip to Victoria Falls staying in Botswana or Livingstone in Zambia. As Air fare, accommodation, activities and even value for money is better in our neighboring countries*". This is withering our tourism industry in Zimbabwe. The pricing policy is curbing development and competitiveness of the tourism destination in Zimbabwe

The hotels are charging high rate especially on accommodation in order to stay in business. One of the respondents state that " *I have done some research and noted that, it is cheaper for a family of 5 to travel to South Africa and have a good 5 day holiday in Durban than to go to Victoria falls from Harare... It is really sad. What do you say captains of the industry*. This is already affecting domestic tourism in Zimbabwe in the long run local people will prefer other destination than their own country.

Findings also indicates, respondent mentioned that "there is no incentive for the local travelers yet it is them that can stabilize our industry in the long run" This statement was also supported by another respondent " *our authorities should curb this industry seasonality and take advantage of local and regional tourists, people really want to travel but it will take them forever to save and make it*"

No legal protection and support of entrepreneurships is also another factor which is affecting sustainable development in Zimbabwe. Small to Medium Enterprises respondents highlighted that they are not receiving any support from the government that improve small businesses like car rentals. The duty for importing cars from other country is exorbitant which is hindering tourism development in Zimbabwe. Other

Car rentals who operate in Harare are charging high prices for their products on offer in order to cover the import duty fees and to stay in business.

Every year the tourism sector organized Sanganai/Hlanganani Travel Expo for marketing the destination through showcasing their goods and services to buyers and investors. This year's Travel Expo did not perform to its full capacity because of lack of enough funding from the government. The tourism sector has largely been neglected when it comes to budget allocation from treasury and the thinking is that it should fund its activities from the 2 percent Tourism Fund Levied from operators

Chapter Six

Recommendations and Conclusion

6.1 Introduction

The previous chapter presented discussion of the findings in relation to literature. This chapter focused on recommendations and conclusions to the study. This chapter will also outline implications of the study for future research development in Zimbabwe.

6.2 Conclusion

6.2.1Perceived governance practices to sustainable tourism in Zimbabwe.

The study sought to identify perceived governance practices to sustainable tourism in Zimbabwe. The discussion in this chapter has indicated that tourist destination governance is complex, and approaches that address non-equilibrium states are needed to understand the dynamics of each case (Laws et al, 2011).Findings indicated that there is a need to practice good governance in order to achieve sustainability. It is the mandate of the government to ensure that the entire department is focusing on developing a sustainable nation. One of the major issues which are hindering sustainable development is corruption from the top official in the government. Those who are supposed to enforce good governance practices are only concerned about serving their own interest at the expense of the majority. In good governance practice the rules and practice govern the relationship between the government and other stakeholders like hoteliers, local communities. Lack of transparency, fairness and accountability is the way respondents described the government of Zimbabwe which is more focusing on their political agendas at the expense to the sustainability development of the city. This poor governance practices causes trust to be undermined as a result lenders and investors lose their appetite for risking investing in Zimbabwe.

Some of the hotels and small to medium enterprises are no longer including social cooperate responsibility in their vision and mission statement because the government is reluctant to review its master plan and enforce the laws and regulations. The government is failing to encourage institutions or players in the tourism sector to embark on social corporate responsibility in order to achieve sustainable economic development. The government of Zimbabwe is failing to avoid conflict of interest with the Environmental Management Agency concerning the issue of respecting and conserving wetland areas and green space. EMA is safeguarding the interest of the local community where as government is playing political games at the expense of the local community.

6.2.2 The level of participation of key stakeholders in sustainable development

The study examined to level of engagement and involvement of key stakeholders in planning, formulating policies and decision making. Findings identified that there is no participation of the key stakeholders like the local community in decision making or formulating policies. The local community representative, Harare Publicity Association is not aware about sustainable development practice. Harare Publicity Association encouraged its members to patronize the city as vendors and managed to occupy every street that causes congestion of people in Harare. This act is unsustainable practices which destruct development of tourism. Other unethical practices like stealing and noise caused by an increase of street kids in the streets of Harare hinders sustainable development. The central leadership structure discouraged other forms of business model to be implemented in the tourism sector. Good governance encourages participation of every stakeholder in tourism development.

6.2.3 Perceived problems that hinder the sustainability of city tourism destination in Zimbabwe

The objective focused on identifying the perceived problems that impede sustainability of city tourism destination in Zimbabwe. The study identified all the problems which affect tourism development and the sustainability of the destination. The problems are mainly created by the government of Zimbabwe which is failing to prioritize tourism in its own development policies. The government is responsible for planning, formulating policies and strategizing the sustainability of the industry as well as incorporating all players in the tourism sector in this act.   Other problems

are caused by poor governance of the country, the governance policies are not implemented caused by lack of accountability. Poor governance practices are affecting the destination as a tourist attraction. Corruption and mismanagement of funds as well as abusing of authority is another major issue to sustainable development.

6.3 Implications of the research findings

6.3.1 Implications to theory and knowledge

This study focused on identifying governance practices to sustainable tourism development. Sustainable development is a continuous process which requires a series of transition and formulating new policies by evaluating the present policies for planning. This research provided new insight to practical approaches to the four pillars of sustainable development namely, economic, environmental, social and ecological sustainability.

This research contributed important aspects in the field of tourism research. A long term approach to sustainable tourism can be achieved through learning. It is important to understand the attitude of the host community and develop some theories and model which will be useful for the future research. The literature review confirmed that the empirical study in this field is not abundant. This study gives new dimension of incorporating governance by involving the all key stakeholders who affect and affected by tourism sector

6.3.2 Implication for policy and practice

Findings may help key tourism stakeholder to understand the importance of good governance practices as well as involvement of key stakeholders in tourism development to attain sustainable development. There is a need for a collective effort to mitigate impacts of poor governance practices in tourism through involving the community in tourism planning. The finding helps planners to identify the roles of the local community in planning to achieve sustainable development. The research can be used to identify the level of participation of the stakeholders towards the concept of sustainability. This research helps the government of Zimbabwe to prioritize tourism for economic development.

The research presents that tourism structure of Zimbabwe is not conducive for other forms of business models. There is a need to be restructured and incorporate private sector enterprise and public private partnership for the country to achieve sustainable development. Look to community based governance and partnerships; ensuring effective governance at grassroots level gives communities stature and ultimately lead to effective policy changes on a national scale. Promulgation and enactment of better policies and regulations; the government of Zimbabwe needs to redefine its role in safe water provision. Holistic management of ecosystems; environmental management requires a practical, common sense approach that takes into consideration the economic, cultural and ecological goals. Build international frameworks and institutional cooperation; being a difficult task as it may, policymakers and environmental advocates need to build international accords for natural resources (www.thezimbabwean.co.zw)

This study aims at deepening the knowledge on the relation between sustainable development and tourism governance in Zimbabwe. The research provided the data which is useful for understanding the connection between stakeholders and sustainable development. The study indicates that governance practice affect the level of involvement of key stakeholders in sustainable development. A significant change can be noticed in the tourism sector, if the government of Zimbabwe embrace the concept of good governance in the ministries and create interconnection of department of issues of responsibility, accountability, transparency and management operation. The research highlighted main issues which are hindering development in Zimbabwe. These challenges can be solved by allowing public interest to override individualism. The concept to collectivism in the development of sustainable tourism is necessary as governance practice encourage engagement of all stakeholders in tourism destination development.

Findings from the study, found out that the master plan is not prepared and up-to-date. This is a sign which shows that the local community was not involved in drafting governance policy. Implementation of strategies does not involve the local community. The government of Zimbabwe is provided with adequate information about the consequences of sidelining the local community in decision making. The study shows that short-term plans have long- term effects to the sustainability of the country. The damaged destination image cannot be recovered overnight but it will

require long term strategies and restrain the budget of the country. A shared practice between other stakeholders and the government enhances competitive advantage while also stimulating economic, environment and social in the communities. Involving other strategies like transition management model in policy implementation helps the government to measure the level of adaptation to the changes and evaluate the results. The adaptive management cycle was incorporated in the research questionnaire in order to assess the level of adaption to the strategies implemented. The concept is useful to the key stakeholders like government to adopt the same system in implementation or enforcing rules and regulations to the relevant participants in sustainable tourism development. The evolution of governance has gone through various transitions in implementation staring from the grassroots level, tourism players, and tourism destination within the country. The issue of governance is complex and involving many stakeholders

The outcome of this research was to analyze the level of effectiveness of governance to sustainable development. The elements of educating some of the key stakeholders on the adoption of sustainable development imaged to be a matter of concern. The local community is lacking the skill of preserving the available resources for the sake of achieving future generation goals.

The outcomes of this research give a reflection upon the structure and systems of governance and ways of mitigating the current consequences of bad practices. Creating proper structure that concentrate on the process of governance practices will turnaround the economic situation in Zimbabwe and achieve sustainability development. Political and local leadership must pay attention to the systems of proper governance practices by prioritizing to meet the needs of the present and future generation. There is a need for leadership with a vision of incorporating the sustainability of Harare as a tourist destination by implementing future oriented strategies and eliminate conflicts of interest between key stakeholders.

The government of Zimbabwe and other key stakeholders must address the issue of governance and draft operational management systems that includes the Tourism Master Plan, Physical plan, Strategic Sustainable Development Plans, Social and Economic Development Plans. The tourism industry affect other ministries in the

government, therefore their participation in drafting these strategies and policies is necessary in order to achieve sustainable development.

Findings indicated that there is a need to engage regional and international agencies in sustainable tourism development. Sustainability of the industry cannot be achieved without the involvement of regional and international agencies as they also affect the viability of the sector. Organizations like RETOSA which operate at regional level must be involved in sustainability of tourism in Zimbabwe by engaging them in marketing and economic turnaround strategies conferences, meetings and seminars. Rapid developments in technology, legislation and increasingly competitive offerings available from other destinations also contribute to unpredictability (Laws et al, 2011)

Failures and challenges in sustainable development must be addressed by the concept of governance. Few ministries apply the concept of governance in their operations like EMA. Others are yet to understand ways of using governance in assessing the performance of the ministry like tourism. A country with good governance will not suffer from bad publicity like what Zimbabwe is experiencing at the moment. A transition is necessary at the moment by incorporation governance practices for development and transforming from traditional unsustainable practices. It is going to take a long period for Zimbabwe to practice good governance as issues of corruption cannot be solve within a short period of time.

Integrating Environmental Impact Assessments (EIA)for achieving sustainability is a matter of concern. Businesses participate in maintain good environmental standard on environment on Zimbabwe's experience with the EIAP, businesses should be required to report on sustainability risks, including the direct and indirect impact of their activities on the environment. Particular attention is required on issues such as energy use, greenhouse gas emissions, and water supply and demand. Alternative methods, which increase the positive and decrease the negative impacts on the environment, should be considered and implemented appropriately.

A policy networks is another system which contribute to governance of sustainable destination. Management and implementation of governance for sustainable development requires the involvement of many partners in decision making. A collaboration between diverse stakeholders especially, the local residents, the private

sector and public sector helps to identify roles and responsibility of every member in implementation. Networking between the players helps the development of tourism structure of consensus regarding the implementation of sustainability principles. Many authors supported the notion of networking including Caffyn and Jobbins, (2003), networking plays an important role in enhancing community participation, organizational integration and regulates environmental practices to meet aregion's standard of sustainability. Networking can be vertical or horizontal in structure. Vertical relations are very common form and are regulated by public institutions especially ministry of tourism and environment, with environmental protection responsibilities.

Communication in a transparent fashion is very vital to achieve transparent and accountability. Reports must be produced to inform all the stakeholders about economic, environmental and social development. Sustainable development activities must be well reported to all stakeholders in order to integrate different ideas from department involved. Government must compile all the reports and solve the issues in a sustainable way. Reports from the government should also follow the standard procedure which meet international and regional standard. Issue of waste management and disposals must be well articulated to improve the environment.

6.4 Limitations of the study

This research selected few participants or sample size and geographical coverage because of prevailing time constraints. The researcher gathered information from few respondents as the representative of the whole population because time does not permit to record the views of everyone. The sample size does not include tourist both local and international because of time constraints. Key stakeholders like tourist give their view concerning the performance of the tourism industry in terms of the provision of services. This study lacks the tourists' opinion and perception about sustainable tourism in Zimbabwe.

Language was a communication barrier in this research because the participants are not familiar with sustainability terminology. There was a need to explain to the local people some of the tourism words like sustainability for them to be able to complete the research questionnaires. The research focused to the educated people in order to avoid biased information from participants from local community nevertheless some

respondents required explanation in their native language for them to understand the concept.

6.5 Recommendations for future research study

The researcher can focus on a longitudinal study that allows more time to incorporate views of other participants: tourist (both local and international). Researcher can use this study as a research background for sustainable tourism in Zimbabwe and incorporating the impact of ethics and governance practice. Data can be collected from different respondents for a longitudinal study. Future researches should include focus on the tourists' opinion for the sake of comparison and identifying differences in order to bring out scientific picture of the reality.

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APPENDIX 1

School of Tourism and Hotel Management

Dear Respondent

RE: ACADEMIC RESEARCH QUESTIONNAIRE

I am a Master Student at the School of Tourism and Hotel Management, Near East University, North Cyprus. I am conducting a research entitled "AN ASSESSMENT OF "GOVERNANCE" FOR SUSTAINABLE TOURISM DEVELOPMENT IN ZIMBABWE". The attached questionnaire is an important survey designed to assess your opinions about general issues related to governance and sustainable tourism development. I would really appreciate if you answer all the questions carefully. All information you provide will be used for academic purposes and strictly confidential,

Thanks for your time and cooperation

LardmoreChitange (lardmorec@gmail.com)

Section A: Demographic details

1.Please indicate your gender;　　□　Male　　□　Female

2. Please indicate your age;

Under 18	18-24	25-34	35-44	45-54	55 or above

3. Please indicate your nationality

Zimbabwe	Mozambique	Angola	Zambia	Botswana	South Africa	Germany	Other, specify

4. How long have you been living in Harare?

5 or less	6-10	11-15	16-20	21-24	25-29	30 or more

5. Please indicate your level of Education

Up to O level	Up to A level	Diploma	Degree	Master/ PhD

6. Please indicate your employment position

Supervisor	Manager/Director	Chief Executive	Civil servants	Tour guides	Other, specify

7. In what business are you?

Government	Tourism	Environment	NGO	SMEs	Other, specify

Section B: Governance, tourism policy and sustainable tourism: This section seeks to assess your views on the aspect of governance and tourism policy. The scale can be interpreted as follows:

(1)　strongly disagree　(2) disagree　(3) neutral　(4) agree (5) strongly agree

	Questions: The sustainability of city tourism destination					
		1	2	3	4	5
8	There is enough support given to city tourism development from the national budget.					
9	Economic instability is inhibiting the recognition afforded to sustainable tourism.					
10	Tourism is not recognized as a priority sector by departments of government that impact on the sector's development.					
11	Government considered tourism as a priority sector in its own development policies.					
12	Sustainable tourism given sufficient coverage and recognition in studies and framework for development in the country.					
13	Sustainable tourism is yet to receive international assistance.					
14	There is sufficient coordination between international agencies in their support for sustainable tourism.					

(1)　strongly disagree　(2) disagree　(3) neutral　(4) agree　(5) strongly agree

	Questions: The existence of governance policies for sustainable tourism development					
		1	2	3	4	5
15	There is a clearly elaborated governance policy in the tourism sector.					
16	The policy is committed to the elements of sustainable tourism.					
17	Zimbabwe is a signatory of the Global Code of Ethics for Tourism.					
18	Consideration is given to the financial and fiscal implications of a policy to support tourism.					
19	There is a well-researched and comprehensive national tourism strategy and/or master plan for tourism.					
20	Preparation of the tourism policy and strategy/master plan involves consultation and engagement with stakeholders.					
21	The tourism strategy/master plan is up to date and is a revision planned.					

22	Actions and responsibilities are clearly set out and costed in the plan.					
23	Tourism strategies/plans have been prepared for specific destinations and are more needed.					
24	The tourism policy/strategy/plan is effectively implemented.					
25	All relevant stakeholders are fully involved in its implementation					
26	The economic situation is holding back implementation.					
27	Progress and results are being monitored and reviewed.					

(1)   strongly disagree   (2) disagree   (3) neutral   (4) agree   (5) strongly agree

	Questions: The effectiveness of a central leadership structure for tourism					
		1	2	3	4	5
28	There is a separate governmental delivery agency for tourism with an inclusive structure and clear role that supports sustainable tourism.					
29	The tourism governance bodies operate effectively.					
30	Skills needs within tourism governance bodies effectively assessed and addressed issues of sustainability.					
31	Zimbabwe is actively engaged with global and regional bodies and other countries on tourism development and management.					
32	There is no clear and active structure that brings together and represents private sector enterprises.					
33	The private sector structures have adequate capacity to be effective.					
34	Private sector is fully engaged in tourism governance.					
35	Other forms of business model and structure have been encouraged in tourism.					
36	Public-private partnerships are used in tourism development and management.					
37	There is a structure or process for engagement of other ministries in tourism governance is needed.					
38	There is a structure or process for involvement of a range of tourism stakeholders in tourism governance.					
39	NGOs, educational and other civil society bodies are engaged in national tourism governance structures.					
40	The multi-stakeholder structure/body has sufficient capacity to function effectively.					
41	Action is taken to promote stakeholder buy-in and wider public interest.					

(1)strongly disagree   (2) disagree   (3) neutral   (4) agree   (5) strongly agree

	Questions: The effectiveness of tourism governance at a local level	1	2	3	4	5
42	There is an effective process for involving local government structures in tourism.					
43	There is effective coordination between national, regional and local tourism governance.					
44	There are structures in place at a destination level that involve the private sector and other stakeholders in tourism governance.					
45	Local communities are involved in tourism governance in their areas.					
46	NGOs and other civil society bodies are involved in local tourism governance structures.					
47	Local level structures are working effectively to improve their performance					
48	Those responsible locally for tourism governance have sufficient experience and skill, including in aspects of tourism sustainability.					

Comments about Tourism governance in Zimbabwe…………………………………...
………………………………………………………………………….....................