ASSESSMENT OF THE IMPLEMENTATION OF ABUJA TOURISM DEVELOPMENT MASTER PLAN (2000 – 2010)

BY

ISAH IDRIS ILIYASU

DEPARTMENT OF URBAN AND REGIONAL PLANNING FACULTY OF ENVIRONMENTAL DESIGN AHMADU BELLO UNIVERSITY, ZARIA NIGERIA

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ISAH IDRIS ILIYASU, B-URP (A.B.U 2005)
MSC. /ENV-DESIGN 18391/2007-2008

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DEPARTMENT OF URBAN AND REGIONAL PLANNING
AHMADU BELLO UNIVERSITY, ZARIA, NIGERIA.

MAY, 2012

DEDICATION

This work is dedicated to all tourism planning practitioners and professionals.

DECLARATION

I declare that the work in the thesis entitled 'Assessment of the implementation of Abuja tourism development master plan (2000-2010)' has been performed by me in the Department of Urban and Regional Planning under the supervision of Mal. A.S. Usman and Mr. E.O. Gunn.

The information derived from the Literature has been duly acknowledged in the text and a list of reference provided. No part of this thesis was previously presented for another degree or diploma at any university

…….. …….. …….

Name of Student Signature Date

CERTIFICATION

This thesis entitled 'ASSESSMENT OF THE IMPLEMENTATION OF ABUJA TOURISM DEVELOPMENT MASTER PLAN (2000-2010)' by Isah, Idris Iliyasu meets the regulations governing the award of the degree of Master of Science of Ahmadu Bello University, Zaria, and is approved for its contribution to knowledge and literary presentation.

……. date……

Mal. A.S. Usman
Chairman Supervisory Committee

……. date……

Mr. E.O. Gunn
Member Supervisory Committee

……. date……

Dr. Ma'aruf Sani
Head of Department

……. date……

Prof. Adebayo Joshua
Dean Postgraduate School

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ABSTRACT

The objective of the preparation of any tourism development master plan is to provide a guide for a short, medium and long term development framework of the sector. Hence the viability of the plan is explained by the success of the implementation programme and by extension, describes the performance of the industry. In this study, a critique of the implementation of the Abuja tourism development master plan was carried out. Observations have indicated that, important components of the plan have not been implemented. This was explained by the outcome of the assessment which shows that, physical development and upgrading has scored 0.23, marketing and promotion has scored 0.19 and events products has scored 0.20, while the overall score of the implementation programme was 0.62 points and this indicates failure of the plan implementation. Several factors were identified explaining the reasons for the failure of the plan implementation; these include: poor identification of potentials, lack of private sector involvement, inadequate funding, technical shortcomings, shortcomings associated with planning and implementation strategies, institutional constraints of policy and laws, inadequate publicity and poor advertisement. The study concluded with recommendations which include: the need to review the tourism master plan, provision of adequate funding, formulation of Abuja tourism policy and enactment of tourism laws; these would further enable tourism planners, policy makers and private sector contribute immensely to the improvement of the planning and development of tourism sector in the F.C.T.

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CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Tourism is defined as the short term movement of people from their usual place of residence (origin) to other places (destination) for the purpose of leisure and recreational activities without any intention of securing a permanent resident or job at the destination; Cooper and Boniface (2006). It is also seen as the science, art and business of attracting and transporting visitors, accommodating them and graciously catering for their needs and wants; Mentosh and Gupta (2008). Since the early 70s, tourism has grown to become one of the fastest growing economic sectors in the world, ranking only after petroleum and auto trades. Tourism today plays a significant role in the balance of payment of many countries both in the developed and developing worlds. Tourism therefore, brings huge economic and social benefits to many nations, especially those that carefully plan and manage their potential attractions or resources (UNTWO, 2010). It has become the world's largest growing industry, statistics by the world Tourism organizations shows that there are no signs of this growth slowing down in the next Millennium. To benefit from this global trend, tourism is been adopted by governments as a vehicle for poverty alleviation, employment generation and wealth creation. It is also seen as a veritable tool for the realization of the Millennium Development Goals (MDGs).

In recognition of these prospects of tourism, the defunct Ministry of Federal Capital Territory prepared a comprehensive tourism development master plan in 2000. The tourism master plan is a strategic document, report or plan prepared to serve as a blue print or guide in harnessing the varied potentials i.e. National and Cultural attractions of the FCT for tourism development. The plan intends to provide a plat form through which tourism potentials could be

develop in the territory. The ten (10) year plan was with the mandate of establishing short, medium and long term development programmes, such as high quality leisure and recreation facilities, accommodation and transportation within the framework of the Abuja city (F.C.T) master plan for attracting domestic and international tourists and visitors. The plan was 'prepared since 2000 and intends to accomplish all its goals and objectives by the year 2010. Therefore, there is need to assess the plan so as to establish whether it has successfully achieved the objectives it set to accomplish by the year 2010, and if it does, then what experience others could derive from it; if it does not, then why the failure and what lesson could others learn from it.

1.2 STATEMENT OF RESEARCH PROBLEM

The Abuja Tourism Master plan (2000-2010) was prepared to serve as an instrument for creating short, medium and long term development of the tourism sector in the F.C.T. Its primary objectives were to ensure adequate availability of high quality leisure and recreation facilities for the city, domestic and International tourists and visitors. To achieve this, three primary implementation goals were set out. These were; establishing a basis for short, medium and long term development of the sector; developing an ideal tourists product package; and improving the socio-economic conditions in the F.C.T. But observations have shown that, many elements of the implementation programme are yet to be realized. Resulting from this, the performance of the tourism sector in the F.C.T has generally been rated low (Agbola 2006, Yakeen 2007, ATDB 2008 and NTDC 2009). Instructive as the observations have been, there has been no focused study on the extent of implementation of the plan and the forces at play, nor an assessment of the performance of the sector. Each of these requires separate treatment to enable proper understanding of the forces at play in shaping the tourism landscape of the F.C.T and the areas of improvement required.

This study examined the first issue relating to the assessment of the implementation of the master plan and the explanatory factors. The focus is on three implementation components: physical development and upgrading, marketing and promotion, and events products.

The target is to answer the following questions:

a. To what extent have the three basic components of the tourism master plan been implemented?
b. What are the factors that explain the level of implementation of the plan?

1.3 AIM AND OBJECTIVES

1.3.1 Aim

The study is aimed at assessing the level of implementation of the Abuja tourism master plan and the explanatory factors with a view to identifying shortcomings and making appropriate recommendations.

1.3.2 Objectives

The aim is to be realized through the following objectives:

1. To examine the concept of tourism and tourism planning and the factors that determines its implementation.
2. To review the Abuja Tourism Master plan and identify its implementation programmes.
3. To assess the level of implementation of the Abuja tourism master plan and determine the explanatory factors.
4. To identify the shortcomings of implementation of the plan and make appropriate recommendations.

1.4 Scope and Limitation

The research, in assessing the implementation of the Abuja tourism development master plan, highlighted on the components of the plan and success or otherwise of the projects and programmes implementation in the F.C.T, the major focus is on the extent of the implementation of the various components of the plan, those that have been realized within the period and those that are yet to be realized, as well as the factors explaining the failure of the plan implementation. The study was limited by the unavailability of data on the implementation aspect of the tourism master plan both from government and private sector operators; therefore, assessment was carried out largely using users and professional opinion or perception survey.

1.5 Background of the Study Area

The creation of new Federal Capital City for Nigeria followed a decision to relocate the nation's seat of Government from Lagos due to the numerous constraints associated with the former capital. The two major problems associated with Lagos were insufficient land space arising largely from its location and its dual capital status. The choice of Abuja as the new Federal Capital City of Nigeria followed (The recommendations and subsequent acceptance of the Justice Akinola Aguda Panel, which was mandated to assess the need to relocate the capital from Lagos and to suggest an appropriate location for a new capital city. The choice of Abuja was anchored on four basic criteria, namely centrality, land availability, good health/climatic conditions and multi-access possibilities.

A virgin land whose name was subsequently given by the old town of Abuja, which now exists under its new name of Suleja, came into existence. The Federal Capital

territory was constituted by the Federal Government Decree No. 6 of 1976. It was designated as the Federal Capital Territory (FCT) to be administered by the Federal Capital Development Authority (FCDA). This territory, the FCT is in the hinterland of Nigeria, and was excised from the present states of Niger (which contributed about 75% of the land space), Kogi and Nassarawa. The 'U' shaped territory is about 1,100 kilometers by road from Lagos via Lokoja, and about 25 times the total land size of Lagos. However the city itself covers only about 3% of the FCT land area. Abuja's first phase development as the nation's Federal Capital City was planned and executed over a period of fifteen years from 1973-1991. When on the 12th December 1991, General Ibrahim Babangida the Nigeria's President signed the decree formally declaring Abuja as Nigeria's new Federal Capital.

Abuja, the Federal Capital Territory is located in the geographical Centre of Nigeria, occupying an area of about 8,000sq.km. It is bounded to the north by Kaduna State, to the west by Niger State to the east and south by the new Nassarawa State (formerly part of Plateau State) and to the south-west by the new Kogi State (formerly part of Kwara State). On the world map, FCT lies between latitude 80' 25°, north of the equator, and longitude 60' 46°, and 739, east of the Greenwich meridian. The central geographical location of Abuja makes it easily accessible from all parts of the country, especially by road (see figure 1.5.1).



Figure 1.5.1 Geographical Location of F.C.T Abuja in Nigeria
Sources: Abuja Geographic Information System (AGIS), 2011

Nine local governments including a municipal government in abuja was created by decree no. 1 of 1981. This number was later reviewed in line with the Federal directive in 1987 reconstituting the nine local governments into four, namely Abuja Municipal, Abaji, Gwawalada and Kuje. In 1996 this was increased to six with addition of Kwali and Bwari. Therefore, the present administrative composition of Abuja is made up of six area councils and eleven districts (see figure 1.5.2).

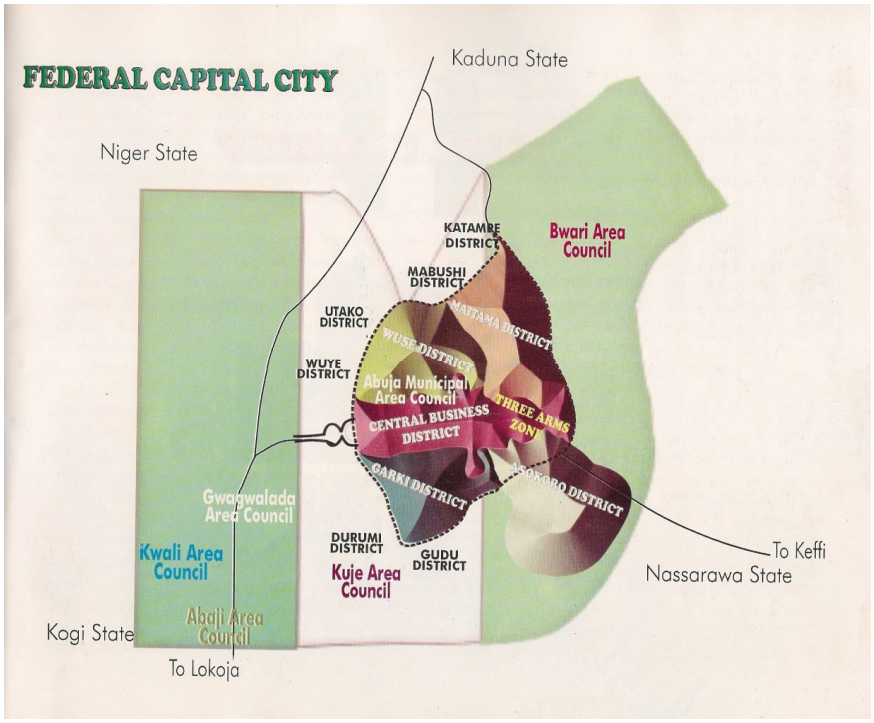


Figure 1.5.2 Administrative Districts in the F.C.T Abuja
Sources: Federal Capital Development Authority (FCDA), 2011

The main occupation of F.C.T's local communities is farming. Manufacturing sector has also grown quite substantially especially in respond to the demands of the building and food industry. Local handicrafts especially; poetry, blacksmithing, basketry and leather work. The population of F.C.T is about 8.0 million. The major indigenous groups in the territory are the Gwaris followed by Koros, the Ganas, the Gwandaras, the Bassa and the Egbiras. Most of them live in the rural areas of the FCT and are somewhat related in their culture, language and tradition. Presently, the main city of Abuja, administratively called Abuja Municipal Council Area is inhabited predominately by the Hausas, Igbos and Yorubas and a minority of the indigenous tribes.

The lowest elevations are found in the extreme southwest part of the territory around the plains of river Gurara, whereas the highest parts are in the northwest comprising many peaks, some of them over 750 feet above sea level. The most prominent of these hilly ranges are the Gawu-Bwari-Aso range. Within Abuja itself four hilly terrains may be recognized and these may form the basis of interesting mountaineering activities or city viewing. These terrains include the City Gate Twin Mountain and the Aso, Gawu and Strabag Hills. In between these hilly terracing are predominantly flat plains such as the ones of Itu-Gurara, Robo and Rubochi. FCT experiences two major annual variations in weather common to Saharan-African tropics, to dry season (summer), and the rainy season (winter).

The rainy season usually begins from Mid-March and runs through September to early October, with an average rainfall of about 1,623mm annually. The dry season characterized by bright sun rays begins from October, and runs through December to March the following year. The Harmattan with occasional haze occurs between November and December and early February. During harmattan period, the weather may be very cold at late night and early hours of the morning. It is noted that Abuja has a typical middle belt climate. The duration of sunshine ranges from six to eight hours per day or from eight to ten hours from January to April. The main vegetation cover of Abuja is the Guinea Savannah. However, pockets of rain forest woodland, wood Savannah Park and scrub Savannah are also found. This reflects the transitional nature of the area as between the Southern forest zone and the northern grassland vegetation belt.

Abuja has numerous health facilities, most of which are of international standard; such as the national hospital. The territory has a University and University Teaching Hospital both located at Gwagwalada, as well as new private universities such as Baze University, African University of Science and Technology and the Nigerian American University. Therefore, there are adequate health and educational facilities, especially for the residents of Abuja, and even for visitors and Tourists.

Housing was one of the principal elements of the F.C.T, since people have to be comfortably accommodated to guarantee their stay. There is adequate transportation system as well as facilities in terms of road and .air transport facilities. Abuja has an excellent pipe borne water supply from two dams, supplemented by bore holes in areas outside the city. The lower Usumu and Jabi Dams with a combined capacity of over 150 million cubic meters of water per hour provide enough treated water to the city.. The city's liquid wastes are disposed off through an elaborate sewage system which collects liquid waste from houses through drains and empty into the main sewage plant located outside the city. Other towns in the territory use the conventional method of PVC pipes buried into the ground. Abuja receives its electricity supply from Kainji Hydro-Electric Scheme through Shiroro Dam Project, with the voltage of 220/24mgw. Virtually all of the major towns and villages in the FCT have been connected to the National Grid. Abuja enjoys the ultra-modern Digital Exchange Telephone system. Among other communication facilities enjoyed in Abuja are International-Direct Dialing (IDD) and cellular phone (CATA, 2000). Abuja as the seat of the Federal Government is the Nerve Centre of the country, peaceful and safe for both residents and visitors alike.

1.6.0 The Tourism Master Plan of The F.C.T and Implementation Programmes:

The tourism master plan represents CATA'S (i.e. Center for the advancement of Tourism in Africa) modest effort in charting out a fundamental step toward an effective and coherent growth of the tourism industry in Nigeria's Federal capital Territory, Abuja. CATA was commissioned by the Federal capital Development Authority (F.C.D.A) Abuja to prepare a comprehensive Tourism Master plan of the capital Territory. The plan is a product of an extensive and intensive field work which involves physical visits, extensive and analytical assessment of all the major tourist attractions and potentials of the entire territory, covering all its six council areas. It also takes into consideration the provisions of Abuja Master Plan, the tourism Development strategy of the country, other basic essential factors such as physical and human resources, political and economic circumstances.

1.6.1 The Tourism Master Plan of the F.C.T.

1.6.1.1 Goal and Objectives of the Plan:-

The broad goal of the Abuja tourism development master plan is to establish a basis for the short, medium and long term development plan for the tourism sector. The objectives include: developing the physical tourism potentials and upgrading the existing attractions in the F.C.T; carrying out a strategic marketing and promotion programmes for the tourism sector and organizing tourism events fair and participating in other fairs across the country.

1.6.2 The proposals of the Tourism Development Master Plan:

The master plan proposals for the development of the sector are anchored around three issues. These are the development potentials which include;

(a) The Natural Elements

These involve the natural features or bounties of Abuja such as Hills and Rock outcrops, the geomorphology and topography, climate and hydrograph of areas. For the purpose of the master plan; the following natural potentials of the areas are considered for the development of tourism sector of the F.C.T; Aso or Asokoro Rock, Strabag Hill (or the National Center), The Zuma Rock, The Twin Mountains of Abuja City Gate, Gurara Falls, Jabi Dam Resort, Lower Usuma Dam, The Republic Garden/Abuja Garden, Abuja Plant Nursery, Julie Useni Park, Abuja Zoo, FCT Game Reserve and The National Arboretum.

(b) The Cultural Elements

The cultural elements refer to historical and traditional artifacts of areas. For the purpose of the master plan the following existing tourist cultural potentials of the F.C.T were adopted or development of a robust tourism destination in Abuja. These include; handcrafts, music, traditional buildings or settlements, signature architectures, cuisines, religious places, palaces, theatre and performing arts, festivals, events and fairs, museums and monuments, traditional games and sports, fashion and textiles as well as traditional medicine (curatorial services).

(c) The supporting facilities

Tourism largely depends on the numerous existing supporting or complementary facilities to thrive. For the purpose of the master plan the following existing tourist attractions and facilities have been integrated into the master plan for the development of tourism in the F.C.T; Hotels, Restaurants, Conference Facilities, Transport Facilities,

Sports and Recreational Facilities, Shopping Facilities, Tourism Information Posts, Tour Operators and Travel Agencies.

In other to achieve the set out goals and objectives of tourism development in the F.C.T, the plan made three broad proposals for the development of the tourism potentials. These proposals include:

1.6.2.1 Physical development and Improvement Proposals:

These are proposals deals with the development of new physical infrastructures of tourism such as resorts, parks and gardens, leisure areas, hotels and motels, conferences, shopping areas, Art and Craft markets, International Markets and other assorted destinations for tourists attractions; or upgrading and improvement of the existing tourism attractions or activity areas. The proposed physical development proposals are categorized into three; the cultural resources which consist of 5 attractions, the natural resources consist of 10 attractions, while the hospitality facilities consist of 6 attractions. Table 1.6.2a identified these resources and their locations.

Table 1.6.2a: Proposed Physical Development Product

S/No	New Products	Location
1.	National Art Theatre	Central Area
2.	Centre for Traditional Culture and Tourism	Central Area
3.	Abuja National Tourist Camp/Village	Wuse District
4.	Imax/Omnimx Film Theatre Complex	Central Area
5.	National Ware Museum and National Museum of Colonial History	Central Area
6.	International Youths Tourist Centre	Bwari Area
7.	National Sports Complex	Central Area
8.	Abuja International Market	Garki District
9.	Abuja Handicrafts Market and Production Centre	Wuse District
10.	Abuja National Park and Zoological Garden	Garki District
11.	Yaba Beach International Resort	Yaba
12.	Four (4) Numbers of Amusement Park in the F.C.T	Wuse,Garki, Utako and Wuye
13.	Abuja National Holiday Village	Bwari Area
14.	Jabi International Tourist Resort	Gwarinpa District
15.	Lower Usuma Dam Picnic Resort and Cultural Village	Gwari Area
16.	Gurara Falls International Tourist Resort	Gurara Falls,
17.	Zuma Rock Picnic center	Suleja, Niger State

18.	Aso Rock Picnic Resort	Central Area-FCT
19.	Strabarg Hill Picnic Resort	Katampe District
20.	Tourist Motels and Recreational Parks in each of the Area Councils	Area Councils
21.	Twin mountains of Abuja City gate Recreational park	Abuja City Gate.

Source: Abuja Tourism Master Plan, 2000



Figure 1.6.2a: Proposed Physical Development Potentials
Sources: Abuja Tourism Master Plan, 2000 modified by Author, 2011

While providing more physical tourism infrastructures, the plan made proposals for improvement or upgrading of the existing attractions in the F.C.T, these include upgrading of the Abuja International Airport to the International Courier Standard as provided by the ICAO guidelines, upgrading of the Julie Useni Park, F.C.T game reserve, Ladi Kwali Pottery Center, Writers Villege, National Arboretum, Art and Craft Center and Abuja International Trade Fair to 5-star tourist facilities as provided by UNWTO and adopted by NTDC in Nigeria. Table 1.6.2b indicates the products identified for improvement.

Table 1.6.2b Proposed Physical Products for improvement/upgrading

S/No	Existing Product	Location
1.	Upgrading Abuja International Airport complex	FCT
2.	Upgrading of Julie Useni park	Garki District
3.	Upgrading FCT game reserve	Yaba
4.	Upgrading Ladi Kwali Pottery Center	Kwali
5.	Upgrading Writers Village	Bwari Area Council
6.	Upgrading National Arboretium	Asokoro
7.	Upgrading art and craft centre	Wuse
8.	Upgrading Abuja international trade fair	Along airport road

Source: Abuja Tourism Master Plan, 2000

1.6.2.2 Marketing and Promotion proposals:-

The tourism master plan observed that, despite the existence of some fairly good tourism facilities and attractions in the FCT, yet they were not adequately being patronized. The explanation for this was lack of strategic marketing and promotion programmes for the creation of tourism theme or image of the F.C.T as a destination for both local and International Tourism. Therefore this saw the significance of the marketing and promotion component of the master plan as instrumental to the actualization of the tourism mission and vision of the FCT. Several marketing and promotion proposals were made to create image and market the attractions and potentials of the F.C.T for both patronage and investment in the development of tourism activities in the territory. These include; production and airing of film documentary on NTA showing various tourism potentials of the F.C.T twice in a month for a period of atleast12-months, Production and distribution of coloured posters (17'' x 27'' size) depicting some well known tourist attractions of Abuja in the capital city across the states of the federation including, F.C.T, Production of post card (for Airmail letters) depicting various tourist destinations in Abuja, for use in the country and at the embassies of Nigeria across the world, Mounting of large Imax/Omnimax screen electronic advertisement board along some important inter-sections of the F.C.T showing continuously for 24hrs, the various potentials and attractions of areas in the

F.C.T, Participation in local trade fairs in the country e.g. Enugu, Lagos, Kaduna, and Kano, Participation in external specialized fairs such as SMTC, ITB, BIT & WTM

Table 1.6.2.2 shows the various proposals made by the plan for the effective marketing and promoting the Abuja tourism development project, these include:-

Table 1.6.2.2 Proposed Marketing and Promotion Strategies

S/No	Programmes/Strategies	Implementing Agency
1.	Production and airing of film documentary (46-50mins) depicting tourism potentials of Abuja on NTA twice in a month for a period of at least 12 months.	ATDB
2.	Production and distribution of coloured posters (17'' x 27'' size) depicting some well known tourist attractions of Abuja in the capital city across the states of the federation including F.C.T	NTDC
3.	Production of post card (for Airmail letters) depicting various tourist destinations in Abuja, for use in the country and at the embassies of Nigeria across the world.	ATDB & NIPOST
4.	Mounting of large Imax/Omnimax screen electronic advertisement board along some important inter-sections of the F.C.T showing continuously for 24hrs, the various potentials and attractions of areas in the F.C.T.	ATDB
5.	Participation in local trade fairs in the country e.g. Enugu, Lagos, Kaduna, and Kano.	ATDB
6.	Participation in external specialized fairs such as SMTC, ITB, BIT & WTM.	ATDB/NTDC

Source: Abuja Tourism Master Plan, 2000

1.6.2.3 Proposed event products development

Event products could be in the form of cultural festivities, shows and fairs, conferences or seminars, as well as stage performance. These products have been considered as motivator of tourism development; this is in view of the fact that, over 65% of the world tourists were driven by events products or programmes of destinations (WTO, 2009). It was in view of this fact, the Abuja tourism development master plan made proposals for some important events to be carried out for the effective development of the tourism sector of the F.C.T. These events are the Abuja International Show which is to be celebrated as an International Exhibition and display of rich cultural activities and artifacts of Nigeria, the re-branding of Abuja Yam Festival which is one of the richest cultural festivities of the indigenes of the F.C.T, the annual Yaba-Ashara Fishing Festival is proposed to be up-graded to an International status as Arugun-gun fishing festival in Kebbi State, upgrading of the popular asofest to a 5-star festival status as that of Kwa Zulu-Natal

festival celebrated in south Africa, and organizing lectures and seminars on topical issues relating to tourism development in Nigeria with specifics on development of the F.C.T potentials. Table 1.6.2.3, identified the events proposed by the plan and the implementation agencies.

Table 1.6.2.3: Proposed events products

S/No	Event Products	Implementing Agency
1.	Abuja International Show	ATDB
2.	Yam Festival	AA & CB and NTDC
3.	Yaba-Ashara Fishing Festival	AA & CB and NTDC
4.	Upgrading Asofest	ATDB and NTDC
5.	Lectures and seminars	ATDB

Source: Abuja Tourism Master Plan, 2000

1.6.3 Implementation framework:-

The implementation framework accommodates three phases of 4, 3, and 3 years plan programmes corresponding with the respective phases one, two and three of the plan. Programmes in each of the phases were geared towards achieving some specific goals, even though a common feature of all the phases is to consolidate the gains of the previous phase. In this respect the main thrust of the phase one program are first to consolidate the gains from the existing projects, and secondly to embark on the initiation and execution of such project that will largely supplement the services already being provided through the existing programs. This approach to implementation runs through the entire plan period, 2000 to 2010.

With most of the major infrastructural facilities in place, including roads, water electricity, communication and security services, government would have fulfilled its basic responsibility and a solid foundation would have been laid upon which effective tourism would thrive. Another essential factor is publicity, in order to adequately inform

tourists about existing facilities, publicity became one of the crucial components of the implementation process.

1.6.3.1 Institutional Arrangements

Institutional arrangements are necessary ingredient for successful implementation of the plan programmes. These arrangements are the engine or the automotive power, or the pivot upon which growth revolves. Such necessary institutional arrangements in the case of FCT tourism development; the required institutions at both FCT and the Area Council levels comprise of:

i. FCT Level institutions

For effective administration of tourism in the FCT, an autonomous Tourism Development Board at this level was proposed. The current arrangement in which a Tourism Development Advisory Committee exists is a good start, but in order to fully exploit the huge potentials of tourism in the FCT, the plan made the proposal for the establishment an FCT Tourism Development Board, which should be autonomous enough to take major decisions and execute projects on its own. Decree 81 of 1991 establishing the NTDC provides that every state (and in this case the FCT) should establish a Tourism Board. These organs shall identify, preserve, protect and develop tourism resources within the state (or FCT). They shall also coordinate activities of tourism agencies in the state.

Tourism plays a very crucial role in the economy of the FCT (and especially in the city of ABUJA), as it is reckoned that tourism activities (holding, restauranteering, inter and intra state (FCT) travel and entertainment constitute the second largest occupation after construction in Abuja. It is also reckoned that as construction activities progressively decline in Abuja, tourism will rank as the number one occupation, probably from the year

2010. Therefore, the plan sought the need for establishment of the FCT (Abuja) Tourism Development Board to manage and regulate this important aspect of FCT's economy.

ii. Area Council Level institution

The Decree 81 also provides for the establishment of local government (or in the FCT case; the Area Councils) Tourism Committees. These committees according to the Decree 'shall be established to locate, and identify potential tourist attractions in their areas of jurisdiction'. In view of the above provision, the plan made proposal for the establishment of an Area Council Tourism Committees in all the area councils of the FCT. The committee should be manned adequately with tourism officers trained and technically equipped to facilitate the exploitation of enormous tourism potentials in all the council areas.

1.6.3.2 Inter-Ministerial and Inter-Regional Cooperation

Considering the unique position of Abuja as the country's administrative capital, and the nation's main gateway, the city is of strategic significance not only to the FCT Ministry or the FCDA, but also to the entire national government of Nigeria. The plan sought the cooperation with the apex Federal Government Tourism Development organ the Nigerian Tourism Development Corporation (NTDC), to absolutely and adequately market Abuja as the centerpiece of Nigerian tourism. It also observed that there should be cooperation between the NTDC and other relevant government organs whose activities directly or indirectly are related to or impact on tourism. These organs include the National Council for Arts and Culture, the National Commission for Museums and Monuments, the Wildlife Park Services, the Federal Environmental Protection Agency, Abuja Council for Arts and Culture and the Abuja Environmental Protection Board.

Effective management of FCT tourism activities requires cooperation with some neighboring and satellite states particularly those with attractive resorts, notably Niger, Kogi and Plateau. Three major attractions Zuma Rock, Gurara falls and Ladi Kwali Pottery center, which are usually associated with Abuja were all located in Niger state. Lord Luggard first Northern Nigeria Protectorate Office Building is located in Lokoja (Kogi state*)* and these relics were exciting tourists attractions. Plateau, the state for Peace and tourism, which until the creation of Nasarawa state was the north-eastern neighbour of the FCT, is lavishly endowed with a wide variety of tourist attractions including the Jos Zoo and Moseum, Jos Wildlife Park, Riyom Rocks and Assop Falls. These attractions in the neighbouring states will constitute the basis for the week-end or long hour tour packages.

Therefore, the effective implementation of the master plan also required at the FCT level, not only interdepartmental cooperation, as is reflected in the composition of the FCT Tourism Advisory Committee, but also in the relationship between FCT and the Area councils, as well as between the area councils themselves and other neighbouring states.

1.6.3.3 Training and Manpower

The availability of right caliber of personnel in terms of technical professional and management ability has been identified as a crucial factor for the effective implementation of the Master plan. It was in view of that, the plan made recommendation for continues training of competent personnel throughout the industry in the FCT, and particularly at the public sector level where they were found grossly inadequate. Though there are sufficient numbers of qualified and experienced professionals working in the major hotels in the city, but the other areas of the tourism industry and particularly in the

public sector tourism or related fields, and most especially at the area council level requires adequate trained and professional staff.

The plan considers this strategy very crucial and critical for the industry to render sufficiently and efficiently its role as the number two most important industry in the FCT. In order to ensure that there is adequate manpower to sustain the tourism industry, the Federal government has evolved a new manpower development program tagged National Hotel and Tourism Occupation Training Scheme'. Government has also recommended that the training of all levels of manpower in the industry shall be a joint effort with the private sector training institutions.

The erstwhile effort of the FCT Tourism Development Advisory Committee to organize a seminar to enlighten the public on the potentials of Tourism in the FCT is appropriate in the light of the current situation however the committee should as an extension of its effort, attempt to encourage the private Sector training institutions to institute practical training programs for the tourism personnel especially thorough in-house training courses in relevant subject areas. This because, an efficient Tourism industry is vital for the city's survival and growth and the desired level of efficiency is achieved only through capable staff, which is a product of training and sometimes retraining.

1.7.0 Plan Implementation Programmes

The plan was to be implemented in specific phases spread over a period of 10 years. The phasing of the plan was done in considerations of

a. Potential or capacity of the project to contribute positively and immediately towards the availability of the much needed tourist facilities in Abuja.

b. The cost-effective nature of the project and

c. The level of technology required to execute the project avoiding complicated technologies.

1.7.1 Plan Implementation Phases

In-view of the above broad considerations, the following projects and programmes were en-marked for three phases of the ten (10) year plan up of the year 2010.

1.7.1.1 Phase one

The main objectives in this phase are to develop new facilities as well as to improve existing ones such that the tourist or visitor will be able not only to stay conveniently in Abuja but also be able to enjoy the time in properly improved leisure facilities. This phase was to take up from January 2001 – December, 2004 i.e for a period of 4 years.

The following projects were to be carried out in this phase within the specified period of 4 years; table 1.9.1.1 identified projects and programmes to be carried out in phase 1 of the plan implementation.

Table 1.7.1.1: Projects and programmes in Phase 1:

Physical Products	Marketing Programmes	Events Products
- The Abuja tourist village - Abuja national park/zoo - Tourist motels and recreation parks in al rural areas of the F.C.T	- Abuja leisure tours company - Monitoring of bill boards, sign boards, stickers, fliers e.t.d. across the strategic location or areas of the F.C.T - Abuja handicrafts market and production centre	- Abuja international show - Yam festival - Fishing festival - Seminars and conferences

Source: Abuja Tourism Master Plan 2000 – 2010.

1.7.1.2 Phase two

The main thrust of the phase two periods were the completion of the spillover projects from phase one which suppose to result to the consolidation of the gains of the previous period programmes. However, in addition to that, some specific projects were assigned to this phase for initiation and possible completion. These include:

a. The National Arts theatre
b. The Royal Kingdom of Mini – Nigeria
c. Abuja National Tourist Camp
d. The Imax/Omnimx film theatre complex.

The phase spans for a period of 2 years i.e from January, 2005 to December 2007, in which the projects are expected to be fully executed or implemented.

1.7.1.3 Phase three

Phase three was the terminal period of the plan. It was the critical phase as it is to witness the completion and effective functioning of all the planned projects in the entire period of 2000 to 2010. However, the phase were to take care of the completion of some spill over projects from the preceding phases i.e one and two, consolidating the gains of the programmes of both phases. Though, the phase has its own specific target projects, which includes;

a. Development of the National Hall of Fame or National Monument;
b. The relocation of the National war Museum and National Museum of Colonial History
c. Development of International Youths Tourist Center

Table 1.7.1a shows the summary of project implementation phases indicating the time frame for each.

Table 1.7.1a: Project implementation phases

S/NO	PHASE ONE PROJECTS JAN, 2001 – DEC-2004	PHASE TWO PROJECTS JAN, 2005-DEC-2007	PHASE THREE PROJECTS JAN-2008 – DEC. 2010
1.	Abuja amusement park	1. Completion of spill over project from phase one	1. Completion of projects spills over from phase one and two
2.	National Tourist Village	2. National arts theatre	2. National war museum
3.	Jabi dam picnic resort	3. Royal kingdom of mini-Nigeria	3. National museum of colonial history
4.	Lower Usuma dam Picnic Resort	4. National Tourist Camp	4. National hall of fame
5.	Abuja National sport stadium complex	5. IMAX/OMNMAX film Theatre	5. International Youth Tourism Center
6.	Abuja National Park/Abuja Zoo		
7.	Gurara fall international tourist resort		
8.	Tourist motels and Recreation Parks (10)		
9.	Abuja leisure Tours Co.		
10.	Production of marketing and promotion materials		
11.	Abuja Handcrafts market and production centre		
12.	Abuja international show		
13.	The Yam Festival (The event)		
14.	Yaba/Ashara Fishing		
15.	FCT Tourism Endowment Fund		
16.	Abuja International Trade Fair Complex		
17.	Aso Rock Picnic Resort		
18.	Strabag Hill Picnic Resort		
19.	Zuma Rock Picnic Resort		
20.	Yaba Beach Holiday Resort		
	TOTAL COST		

Source: Abuja Tourism Master Plan 2000 – 2010.

1.7.2 Project implementation costing

The plan carried out costing for only projects that would be implemented in the phase 1 of the implementation programme; this was in view of the uncertainty about the future cost implications of projects in phases 2 and 4 of the plan implementation. The proposed projects in phase 1 are categorized into; projects that will be implemented through public and private partnership which includes 5 of the projects and were

estimated to cost about ₦191,069,950, and projects that would be implemented by the private sector only and these include 10 major projects which were estimated to cost about ₦5,742,515,050. Table 1.7.2 shows the breakdown of costs of implementing each component of the projects in the phase 1 of the plan implementation.

Table 1.7.2: Project implementation cost

S/No	Proposed projects	Mode of Funding	Cost (₦)
	A. Public – Private Project		
1.	Marketing and promotion programes	**PR & PB**	5,069,950.00
2.	Tourist motels and recreation parks (10 units)	**PR**	50,000,000
3.	Yaba/Ashara fishing festival	**PB**	2,000,000
4.	Yaba Beach International Tourist Resort	**PB**	40,000,000
5.	Kwali Pottery Center (Reactivation)	**PB**	94,000,000
	Sub total		**191,069,950**
	B. Private Sector Project		
1.	Abuja leisure Tours company	**PR & PB**	12,560,000
2.	Abuja amusement park	**PR**	69,300,000
3.	Abuja National Holiday Village	**PR & PB**	999,000,000
4.	Jabi Dam, International Tourist Resort	**PR**	500,000,000
5.	Abuja Handicrafts market and Production Centre	**PB**	11,275,000
6.	Zuma Rock picnic center	**PR**	3,000,000
7.	Lower Usman Dam picnic Resort (and cultural village)	**PR & PB**	10,000,000
8.	Gurara Falls International Tourist Resort	**PR & PB**	60,000,000
9.	Aso Rock Picnic Resort	**PR**	2,500,000
10.	Strabag Hill Picnic Resort	**PR**	2,000,000
	Sub-total		**5,742,515,050**
	Overall project implementation costs (A + B)		**5,933,585,000**

Source: Abuja Tourism Master Plan 2000 – 2010.

PR – Private Sector Funding only, PB – Public (Govt.) Funding only, PR & PB –Public and Private Sector.

1.7.3 Sources of fund for plan implementation

Even though tourism industry especially in Abuja presents a huge potential for Nigerian entrepreneurs to make money, yet tourism remains an un-exploited or even largely unexplored field. The reasons for this are probably not farfetched. Firstly tourism project development has a long gestation programme which could take many years to materialize. Most Nigerian entrepreneurs would rather invest their money in fast moving goods in the market to reap quick returns. Secondly, and as a corollary to the first reason is that, tourism investment loan are very hard to source as most Nigerian banks, due largely to the nature of their guidelines (which permits only short term loans) do not have funds for general tourism development. Where development banks do have funds for tourism, it is regrettably limited to 5-star hotel development only. In view of this situation, the master plan resort to the need: -

1. For organizing funds through some other means to support tourism projects development.
2. For setting up a specialized bank to offer loans; for tourism development, much in the same fashion as the Agric. and Cooperative Bank which offers loans specifically for agricultural development, or the Nigerian industrial Development Bank which offers loans to support industrial development

a) **The FCT Tourism Endowment Fund: -** In view of the above situation, the Nigerian Tourism Policy document (launched in 1990), recommended that the Federal Government and State Governments (and this would also include the FCT) should source funds for tourism development through the launching and establishment of their respective tourism development (Endowment) funds. Accordingly, the Master plan recommended that as part of its fund sourcing effort, an Endowment Fund of a reasonable

size, probably ₦500M – ₦1billion naira be launched and established for FCT tourism development purposes.

This fund will be utilized mainly to support sane specific tourism projects which may not otherwise receive especially the support of the private sector but which are none the less of significant social importance to the FCT.

b) **Partnership Approach: -** Even though some projects are specifcaI1y targeted for funding by private or public sector, it should be realized that these division'; are not water tight. There are situations where joint ventures between FCDA/Area Council and the private sector or even with some relevant federal parastatals notably the Nigerian Tourism Development Corporation (NTDC) - could, and indeed he arranged.

CHAPTER TWO

LITERATURE REVIEW

2.0 CONCEPTUAL DEFINITION OF TOURISM

The term tourism is capable of diverse definitions. One of such was give by Erick Cohen (1992:2), that; tourism is a voluntary temporary movement of people traveling in the expectation of pleasure from the novelty and change experience on the relatively long and non-recurrent round trip. According to Hunziker and Kraft (1994:4) tourism is defined as the sum of the phenomena and relationship arising from the travel and stay of non-residents in so far as they do not lead to permanent residence and are not connected to any earning activity.

Another notable definition of tourism came from Cooper and Boniface (2006:2). Here tourism was defined on a conceptual perspective as: the short term movement of people from their usual place of residence (origin) to other places (destination) for the purpose of leisure and recreational activities without any intention of securing a permanent resident or job at the destination. The technical definition of tourism only seems to have a disparity from the conceptual approach given above in the area of business travels. In 1997, the European commission on tourism and travels adopted a definition that included among others; persons traveling for pleasure, for family reasons or in a representative capacity of any kind and persons traveling for business reasons.

Mentosh and Gupta (2008) defined tourism as; the science, art and business of attracting and transporting visitors, accommodating them and graciously catering for their needs and wants. They further considered tourism as; the sum of the phenomenon and

relationships arising from the interaction of tourist, business, host government and host communities in the process of attracting and hosting these tourist and other visitors.

Tourism therefore is a form of temporary migration for leisure purposes with an intention of returning back to the originating point. It is also imperative to give a precise definition of a tourist as one who travels for a period of 24 hours or more in a country other than that in which he usually resides. This was held to include persons traveling for pleasure, domestic reasons or health. This definition conspicuously ignored domestic tourist who probably engage in leisure activities within a particular country. The weakness in the above definitions of a 'tourists' in failing to identify with domestic tourists was left unaddressed since 1963 United Nations Conference on International Travel and Tourism held in Rome. Tourism remains a curious minded service discipline with emphasis on traveling for purpose of changing a routine. A lot of activity hitherto takes place which involves exchange of money for services, exchange of culture between tourist from different background, origin, social interaction, acquisition of knowledge, fun and the overriding multiplier effect which sprays across the receiving point.

2.1.0 TYPES OF TOURISM

There are different types of tourism as the various purposes of tourist interest exists the most important ones include:

2.1.1 Cultural Tourism

Cultural tourism (or culture tourism) is the type of tourism concerned with a country or regions culture, specifically the lifestyle of the people in those geographical areas, the history of those peoples, their art, architecture, religions(s) and other elements

that helped shape their way of life. Cultural tourism includes tourism in urban areas particularly historic or large cities and their cultural facilities such as museums and theatres.

Cultural tourism has been defined as the movement of persons to cultural attractions away from their normal place of residence with the intention to gather new information and experiences to satisfy their cultural needs.

2.1.2 Eco-Tourism

Eco-tourism is referred to as responsible travel to fragile, pristine, and usually protected areas that strive to be low impact and (often) small scale (as an alternative to mass tourism). Its purpose is to educate the traveler; provide funds for ecological conservation; directly benefit the economic development and political empowerment of local communities and foster respect for different cultures and for human rights. Responsible ecotourism includes programs that minimize the negative aspects of conventional tourism on the environment and enhance the cultural integrity of local people. Therefore, in addition to evaluating environmental and cultural factors, an integral part of ecotourism is the promotion of recycling, energy efficiency, water conservation, and creation of economic opportunities for local communities.

2.1.3 Medical Tourism:

Medical tourism (also called medical travel, health tourism or global health care) is a term initially coined by travel agencies and the mass media to describe the rapidly – growing practice of traveling across international borders to obtain health care. It also referred pejoratively to the practice of health care providers travelling internationally to deliver health care services typically sought by travelers include elective procedures as

well as complex specialized surgeries such as joint replacement (knee/hip), cardiac surgery, dental surgery and cosmetic surgeries. However, virtually every type of health care, including psychiatry, alternative treatments, convalescent care and even burial services are available. Over 50 countries have identified medical tourism as national industry. However, accreditation and other measures of quality vary widely across the globe and some destinations may become hazardous or even dangerous for medical tourists.

2.1.4 Sports Tourism

Sport tourism refers to travel which involves either viewing or participating in a sporting event, staying apart from their usual environment. Sport tourism is the fastest growing sector in the global travel industry and equates to $600 Billion a year. Sports tourism is classified into:

2.1.4.1 Hard sport Tourism

Refers to the quantity of people participating at competitive sport events. Normally these kinds of events are the motivation that attracts visitors visits the events. Olympic Games, FIFA World Cup, FI Grand Prix and regional events such as NASCAR sprint cup series could be described as Hard Sports Tourism.

2.1.4.2 Soft sport tourism

This refers to the travel made by tourist purposely for participating on recreational sporting, or signing up for a leisure interests. Hiking, skiing and canoeing are best described as soft sport tourism.

2.1.4.3 Sports Events Tourism

Sport event tourism refers to the visitors who visit the city with the purpose of watching the events. An example of this Olympics whereby each host city receives an immense amount of tourism.

2.1.5 Music Tourism

Music tourism is the act of visiting a city or town, in order to see a gig or festival. With the presence of the tourist, money is spent and the local economy benefits. This sort of tourism is particularly important to small villages such as Glastonbury, as well as large cities like Glasgow. Music tourism is one of the newest typology of tourism. Music tourism can be categorized under pleasure tourism, as it involves travel of people to watch a music concert. Rock music and hip-hop music are the two main genre of music which creates music tourism.

2.1.6 Culinary Tourism

Culinary tourism is defined as the pursuit of unique and memorable eating and drinking experiences. Culinary or food tourism is experiencing the food of the country, region or area, and is now considered a vital component of the tourism experience. Dining out is common among tourists and food is believed to rank alongside climate, accommodation and scenery in importance to tourists. Culinary tourism is not limited to gourmet food. This is perhaps best illustrated by the notion that culinary tourism is about what is “unique and memorable, not what is necessarily pretentious and exclusive”.

2.1.7 Wine Tourism:

Wine tourism refers to tourism whose purpose is or includes the tasting, consumption or purchase of wine, often at or near the source. Wine tourism can consists

of visits to wineries, vineyards and restaurants known to offer unique vintages, as well as organized wine tours, wine festivals or other special events. Many wine regions around the world have found it financially beneficial to promote such tourism; accordingly, hospitality industries in wine regions have spent significant amounts of money over the years to promote such tourism. This includes; the old world producers (such as Spain, Portugal, France and Italy), and New world wine regions (such as Australia, Argentina, Chile, United States and South Africa), here wine tourism plays important roles in advertising their products.

2.1.8 Heritage Tourism

Heritage tourism or Diaspora tourism is a branch of tourism oriented towards the historical heritage of the location where tourism is occurring. The National Trust for Historical Preservation in the United States defines heritage tourism as "travelling to experience the places and activities that authentically represent the stories.

2.2.0 TOURISM PLANNING

Tourism is one of many activities in a community or region that requires planning and coordination. This is because it has becomes a potentially attractive replacement for businesses that have shot down or moved away. Many communities, region and nations have pursued tourism development either without planning or without considering larger planning or community economic development process. Planning is the process of identifying objectives and defining and evaluating methods of achieving them. By comprehensive planning, it means planning which considers all the tourism resources,

organizations, markets and programmes within a given region. It also considers economic, environmental, social and institutional aspects of tourism development.

2.2.1 Perspectives of Tourism Planning:

Tourism planning has evolved from two related but distinct sets of planning philosophies and methods.

i. Spatial perspective of Tourism Planning:

Under the spatial perspective, tourism is seen as one of the activities in an area that must be considered as part of physical, environmental, social and economic planning. Therefore, it is commonly addressed as a component of a regional land use plan, transportation plan, recreation plan, economic development plan or a comprehensive plan. The degree to which tourism is addressed in such plans depends upon the relative importance of tourism to the community or region and how sensitive the planning authority is to tourism activities.

ii. Business perspective of tourism planning:-

Tourism here is viewed as a business in which a community or region chooses to engage. Individual tourism businesses conduct a variety of planning activities including feasibility, marketing, product development, promotion, forecasting and strategic planning. If tourism is a significant component of an area's economy or development plans, regional or community – wide marketing plans are needed to coordinate the development and marketing activities of different tourism interests in the community or region.

A comprehensive approach seeks to integrate the spatial plan vision with the strategic marketing or business plan visions. This ensures a balance between serving the

needs and wants of the tourists versus the needs and wants of local residents. A formal tourism plan provides a vehicle for the various interests within a community to coordinate their activities and work, toward common goals.

2.2.2 The Need for Tourism Master Planning

Tourism master plan defines a strategic plan that integrates all aspects of tourism, including human resources, environmental, social and cultural resources as well as their accompanied impacts in tourism development programmes. The need for tourism master planning has been necessitated by the following;

(a) The need to have a common vision, direction and commitment for tourism.

(b) Tourism socio-cultural and environmental impacts and the need for a long-term perspective in planning for assessing those impacts.

(c) Destination survival in an increasingly competitive market and the need to respond to change in the travel market.

(d) Provide investment funds to private sector with certain stability.

2.2.3 Levels of Tourism Master Planning:-

Tourism planning activities are carried across three levels including national level, local level and area or district level;

a. National level planning:-

Tourism planning at this level involves; development and administration of National tourism policies. It includes physical planning of major tourism locations, regions for tourism development, transportation lines, creating national standards in areas such as health, safety and employment.

b. Local Level Planning:-

Tourism planning at the local level involves;

(i) Site planning and decision of building and landscaping

(ii) Establishing and enforcing environmental regulations

(iii) Providing services for visitors and residents

(iv) Education training and other human resource (HR) services

(v) Marketing and promotion of local destination

(vi) Financing tourism development and tax issues.

c. Destination level planning:-

Destination level planning refers to planning for a geographical region that possesses sufficient facilities, attractions, infrastructure and workforce to attract for visitors.

2.2.4 Tourism Master Planning Process

Like any planning, tourism planning is goal-oriented, striving to achieve certain objectives by matching available resources and programs with the needs and wants of people. Comprehensive planning requires a systematic approach, usually involving a series of steps. The process is best viewed as an interactive and on-going one, with each step subject to modification and retirement at any stage of the planning process. The planning process consists of six stages which can be seen schematically below:

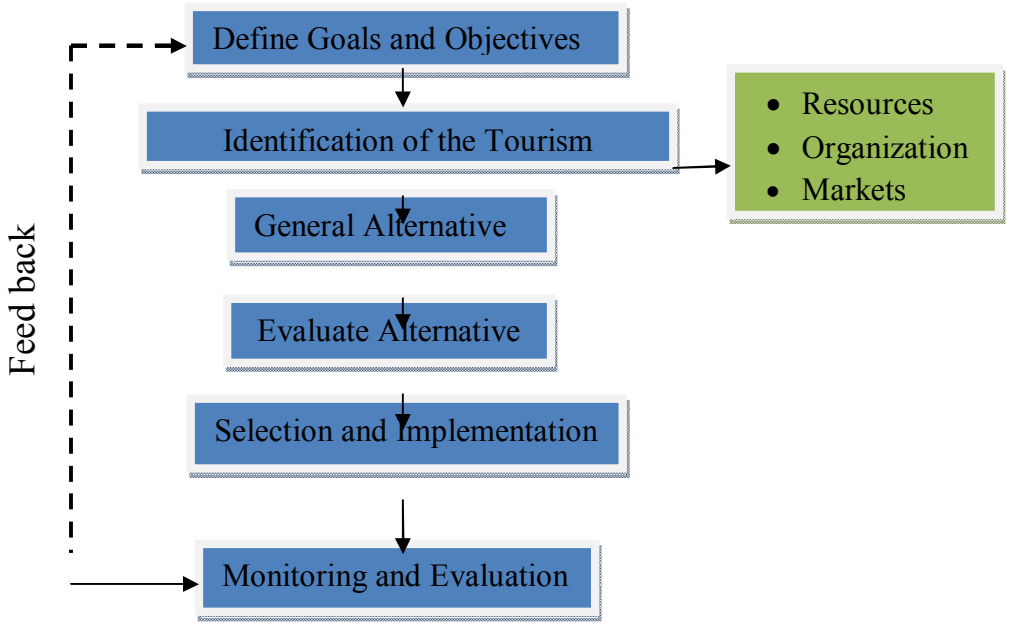


Figure 2.2.4 Tourism Planning process.
Source: Cooper and Boniface, 2006

1. Definition of goals and objectives:

The first stage in tourism planning process is the definition of the set out goals and objectives of tourism programmes. The stage involves developing a clear statement of Tourism development which should drive from general community goals and objectives. The goals may involve establishing organizational structures and collection of information which would influence a better tourism system in the community.

2. Identification of Tourism System:-

This stage involves the definition of scope and characteristics of the plan and clarification on what exactly the plan should encompass. The clarification of the plan is achieved by establishing the various tourism resources such as: Natural, cultural, human and capital resources available for development; the tourism organizations which involves the tourism management organizations and services. The tourism market make up the third components of tourism system, the market look into the need and aspirations of tourists with respect to the existing and preferred services. This is achieved through visitors' survey, market survey, market segments and environmental analysis.

3. Generation of alternatives:-

At this stage, numerous alternatives are brought up for the development of tourism master plan; therefore, there is the need to be thorough in thinking and making of suggestions in other to come up with the best alternatives that could be thought of. Any error made at this stage by generating wrong alternatives for the preparation of the development master plan, will result to the preparation of poor plan that will be difficult to implement. Several factors are to be considered while generating alternatives for the preparation of a tourism development plan; these include: market segments, the tourism products, Places or location, promotion and price.

4. Evaluation of alternatives:-

The alternatives generated at the third stage will be subjected to a screening exercise i.e. evaluation carried to ascertain the degree to which each alternative or option will be able to meet the set up goals and objectives of the plan. In tourism planning, there are two major evaluation methods; these are:

a. **Feasibility analysis:** This involves the screening of alternatives and eliminating those that are not feasible due to economic, environmental, political, legal or other factors required for effective development.

b. **Impact assessment:** here, alternative options are evaluated based on their predictive impacts whether positive or negative. Those with higher positive impacts are selected for implementation, while those with higher negative impacts are ignored. Several factors are used as criteria for impact assessment; these include; economic factors, Environmental factors and social factors.

5. **Selection and Implementation**

6. **Monitoring and Evaluation**

These stages involve decision making, plan implementation and monitoring; they are critical to the success of any tourism plan. A set of specific action should be prescribed with clearly defined responsibilities, and timetables. Monitoring the progress of the plan implementation and the evaluation of its success towards meeting its goals and objectives on a regular basis. Plans generally need to be adjusted over time due to the changing goals, changing market conditions, and unanticipated impacts. It is a good idea to build monitoring and evaluation systems into the tourism planning efforts or programmes.

2.3.0. Requirements for implementation of tourism master plans:-

Master plan for tourism is a tool for guiding the development of the sector; therefore implementing the previsions of the plan requires critical considerations right from the planning process stage. In actualizing the implementation process of the tourism master plan, the following requirements most have been provided or put in place:-

2.3.1 Availability of a suitable legislative and administrative structure :-

This is a critical requirement for a successful implementation of any development plan and tourism alike. Availability of a suitable legislative and administration structures is considered to be the major requirement for enabling the effectiveness of a tourism development master plan. The legislative structure involves the laws, acts, edict and policies in operation for the enforcement of the tourism mandates; while the administrative structures includes, the organizational framework which is fundamental in actualizing the goals and objectives of the plan. It is considered that, without suitable legislative and administrative structures, effective implementation of the plan will become almost impossible or may not yield any achievable result.

2.3.2. Availability of suitable sources of finance:-

Implementation of all development programmes and projects requires suitable sources of finance for the actualization of its mandates. Tourism development projects are capital intensive; therefore requires available sources of funds for the implementation of its development plans. Tourism development is a privately oriented projects and programmes, therefore requires reliable sources of funds largely from the private sector of the region's economy for effective implementation of the planned goals and objectives.

2.3.3. Good packaging of the product:

The product here refers to the tourism development master plan. Effective implementation of any tourism master plan depends largely on its packaging; i.e. how was the plan were prepared?, the choice of tourism elements for development, the assessment and evaluation carried out for selecting the best elements for tourism development. The packaging includes the followings:

i. Identification of the right elements of tourism for development.

ii. The choice of methodology in assessment/evaluation for selection.

iii. The assessment of demand for the tourism product.

iv. The image making possibilities and re-branding of the tourism products.

2.3.4 Strategic Marketing and Promotion:-

Tourism development is like any other commercial venture which depends largely on marketing and promotion strategies. The success of implementing tourism projects and programmes is a factor of strategic marketing and promotion. When the product is well packaged, marketing and promotion will create an image for the product and call on investors who will participate in making available sources of finance for the implementation programmes, as well as show casing destinations for tourists' attraction. Marketing and promotion is instrumental to any successful tourism master plan implementation programmes.

2.3.5 Availability of adequate publicity:-

The success of every tourism activity development programmes is tied to adequate publicity network and strategy. Tourism activities require intensive publicity so as to create awareness to both investors and tourists across the world. Tourism activities and destinations require continuous re-branding and massive publicity to compete in the world tourism market. It is the publicity that create market for tourism activities, products and destinations of any nation; absence of which results to poor performance of the sector and a diminishing patronage and subsequently destination decline. There is a strong correlation between elements of adequate publicity and performance of the tourism sector, these elements include;

available strategic publicity programmes, adequate advertisements and use of modern communication technology-I.C.T.

2.4.0 Tourism Master Plan Implementation: Experience from Ghana

Since the late 1980s tourism has received considerable attention in the economic development strategy of Ghana. The number of tourist arrivals and amount of tourists' expenditure have steadily increased, while both public and private investment activity in various tourism sub-sectors have expanded. The government established a Ministry of Tourism in 1993 to underscore its commitment to tourism development, and with assistance from the United Nations Development Programme (UNDP) and the World Tourism Organisation (WTO), has prepared a 15-Year Tourism Development Plan for the period 1996 to 2010. Like most African countries, at- tempts to develop a viable tourism industry in Ghana can be traced to: the early part of the post independence period. This paper examines the tourism development experience in Ghana. It begins with a review of the current status of the industry, followed by an overview of the history of tourism planning, and an assessment of future development plans. The review concludes by discussing some critical factors that constitute challenges which explained the level of success or failure observed; this will draw lessons for future plan implementation for tourism development programmes and projects.

2.4.1 History of Tourism Development

The first major step in the formal development of tourism in Ghana was an evaluation of the country's tourism resources in 1970, 13 years after independence in 1957 (Obuarn Committee, 1972). The objective was to catalogue and classify the potential tourism resources for a five- year development plan covering the period 1972-1976. As a result of *a* this study, the government issued a White Paper on Tourism, which identified investment areas for foreign

participation, including various concessions and incentives for investors. Between 1972 and 1978, a number of important studies were carried out on various aspects of Ghana's tourist industry. Due to financial limitations as well as local technical constraints, most of these studies were funded and conducted by foreign agencies and personnel. Some of these studies included : An assessment by the United Nations Development Programme (UNDP, 1973) of tourism planning and development, and a review of human , resource requirements for the , tourism sector (Singh, 1978) Identification by the United States Agency for International Development (USAID) requirements for a comprehensive tourism development strategy (Stewart, 1973). A project by the United States International Executive Service Corps on the effective resource utilisation for tourism development (Egan, 1975).To supplement these studies, a number of domestically sponsored projects were carried out, focusing primarily on tourism impact assessment. These dealt with foreign exchange earnings (Ghosh and Kotey, 1973), tourism multiplier effects (Ayittey, 1975) and sociocultural impacts *(Addoatal.,1975).*

Based on the studies identified above as well as others, there was a general consensus that Ghana had the potential to develop a viable tourism industry; however, there was the need to formulate a more comprehensive national tourism development plan to guide long-term sustainable development. It is important to identify a number of important factors and considerations that led to this decision, particularly because comprehensive national and regional tourism development planning is critical to successful tourism development in individual African countries. First, tourism was a new and technically unfamiliar industry for local planners and developers. Second, local technical expertise in tourism was almost non-existent. Third, domestic capital to support the pre-requisite general and tourism specific infrastructure was marginal. Finally, the scope for domestic and sub-regional (African) international tourism was limited by very low disposable

incomes in Ghana and the West African sub-region). As a result, it was argued that Ghana's tourism industry would most likely be dependent on foreign markets, mostly Western Europe and North America. This, it was further argued, would make the country susceptible to adverse economic and social impacts, which needed to be carefully assessed.

2.4.2 The First 15-Year Tourism Development Plan (1975-1990)

These considerations resulted in the 15-Year Tourism Development Plan that was intendedto guide tourism planning for the period 1975 to 1990 with financial and technical assistance from the Danish Government (Hoff and Overgaard Planning Consult- ants, 1974). Based on a projected average annual growth rate of 12.5 percent, international tourist arrivals were to increase from only 64,000 in 1975 to 357,000 a year by the end of the plan in 1990. Average length of stay was to increase from 4 to 9.4 days, while the number of hotels with minimum international standards was to expand from only 900 in 1975tomorethan13,000 in 1990. With respect to economic benefits, 36,000 new direct and indirect jobs were to be created, while projected annual foreign exchange earnings were estimated at $58 million. Unfortunately, this plan was never implemented due to the nature of the political economy at that time, and the subsequent decade of political instability (Teye, 1988), and severe economic deterioration that proved to be incompatible with attracting both investment capital and the projected number of international visitors.

2.4.3 The Future of Tourism in Ghana:

2.4.3.1 The Current Plan

While tourism currently appears to be expanding its contribution to the economy of Ghana, a close analysis of some the key attributes of the industry indicates a number of interesting characteristics. First Ghanaians resident overseas are the single ; largest category of arrivals at 88,585 or 27.2 percent of total arrivals in 1997 (Ghana Tourist Board, 1999). While they constitute an important market for the country , they stay with friend and relatives, and can be regarded as voluntary visitors. Second the combined total of arrivals from the top six markets in Western Europe and North America was 89,357 or 27.5 percent in 1997 (GhanaTourist Board, 1999). These markets include such important international travel generating countries as the United Kingdom, United States, France, Germany, The Netherlands and Canada. Finally, most international visitors are on business, most likely pursuing opportunities in the liberalised economic environment, as a result of the Economic Recovery Programme of 1986 and the subsequent Structural Adjustment Programme. To transform the country into a major leisure destination, a 15-year Tourism Development Plan for the period 1996 to 2010 was prepared with financial support from the UNDP and technical assistance from the WTO (UNDP/WTO, 1995). The current plan has a number of interesting and ambitious objectives, which require a brief review. First, it projects total annual international tourist arrivals to increase from only 286,000 in 1995 to as much as 1,062,000 in year 2010 (Table 2.4.3a). The leisure or holiday segment is targeted to increase from a mere 13.3 percent in 1995 to 50.2 percent in 2010. In real terms, this means 534,000 leisure tourists arriving each year .In comparison, arrivals in the business category would relatively decline from 48.6 to 28.4 percent, but in real terms, it would actually increase from 139,000to 302,000 annually. Second the two main products components to be

developed are eco-tourism, based on the country's diverse natural resource attractions, and heritage/ethnic tourism, based on cultural attractions related to the slave trade. This particular component is geared toward attracting Africans in the Diaspora particular from the United States and the Caribbean.

Table 2.4.3a: International Market Targets for Ghana 1995-2010

International Market Targets For Ghana 1995-2010						
Type of Tourist Arrivals	1995	%	2000	2005	2010	%
Business	139,000	48.6	177,000	237,000	302,000	28.4
VFR	109,000	38.1	139,000	177,000	226,000	21.3
Holiday	38,000	13.3	83,000	224,000	534,000	50.3
Total Arrivals	286,000	100.0	399,000	638,000	1,.62,000	100.0

Source : WTO/UNDP, 1996.

Third, the scale of the plan can also be seen from hotel accommodation requirements in thecategory of two star and above. Table 4 indicates that their provision will cover all regions of the country and are projected to increase from 3,420 beds in 1995 to 11,350 beds in 2010. Fourth, from spatial and operational perspectives, the tourism plan is linked in a hierarchical structure at three different levels. At the first level is the general national economic development plan up to year 2020, and therefore known as the Vision 2020, from which the National Tourism Development Plan is derived. The second level involves ten regional tourism development plans, each derived from the national tourism plan, and at the third level are district tourism plans.

Table 2.4.3b: Projected Need for Accommodation Beds – 1995-2010 (2 Star and Above)

Projected Need For Accommodation Beds – 1995 – 2010 2 Star and Above						
Region	1995	%	2000	2005	2010	%
Greater Accra	2,000	58.5	3,000	3,500	4,100	36.1
Central	200	5.8	600	1,200	1,800	15.9
Western	350	10.2	450	800	900	7.9
Eastern	150	4.4	300	500	700	6.2
Volta	100	2.9	250	400	600	5.3
Ashanti	350	10.2	600	1,000	1,400	12.3
Brong Ahafo	50	1.5	100	300	500	4.4
Northern	100	2.9	250	400	500	4.4
Upper East	70	2.1	100	200	450	4.0
Upper West	50	1.5	100	200	400	3.5
Total	3,420	100.0	5,750	8,500	11,350	100.0

Source : WTO/UNDP, 1996.

2.4.4 Challenges for the Implementation of the Tourism Master Plan

In order for the tourism plan to be successfully implemented, a number challenges have to be met. The first challenge is the human resource capacity needed to implement an ambitious national tourism development plan in a coordinated manner, with a multiplicity of public and private sector entities at the national, regional and local levels. The second challenge lies in the financing of the plan with respect to general infrastructure, tourism facilities, attractions, marketing and delivery of quality tourism services. Four main avenues have been recommended for financing the plan, namely:

a. government funding,

b. establishment of a Tourism Development Fund,

c. obtaining international donor assistance, and

d. attracting private sector investment.

The third challenge is with regard to air transportation access into Ghana from overseas markets. The projected annual arrivals figure which is in excess of one million visitors obviously depends on increased access from the main overseas tourist-generating countries into Ghana. Currently,

services provided by international air transportation is dominated by European carriers. Ghana Airways has only 5 aircraft and is up for sale through the divestiture/privatisation program, and therefore its future role in the tourism development plan is uncertain. Presently, airfares to Ghana are rather high, while capacity and frequency of schedules are low. The last challenge hinges on gaining community support and active participation in tourism development by increasing the low level of tourism awareness among Ghanaians. In this regard, it is important to give substantial attention to the promotion of domestic tourism, as opposed to an overwhelming focus on international tourism promotion.

CHAPTER THREE

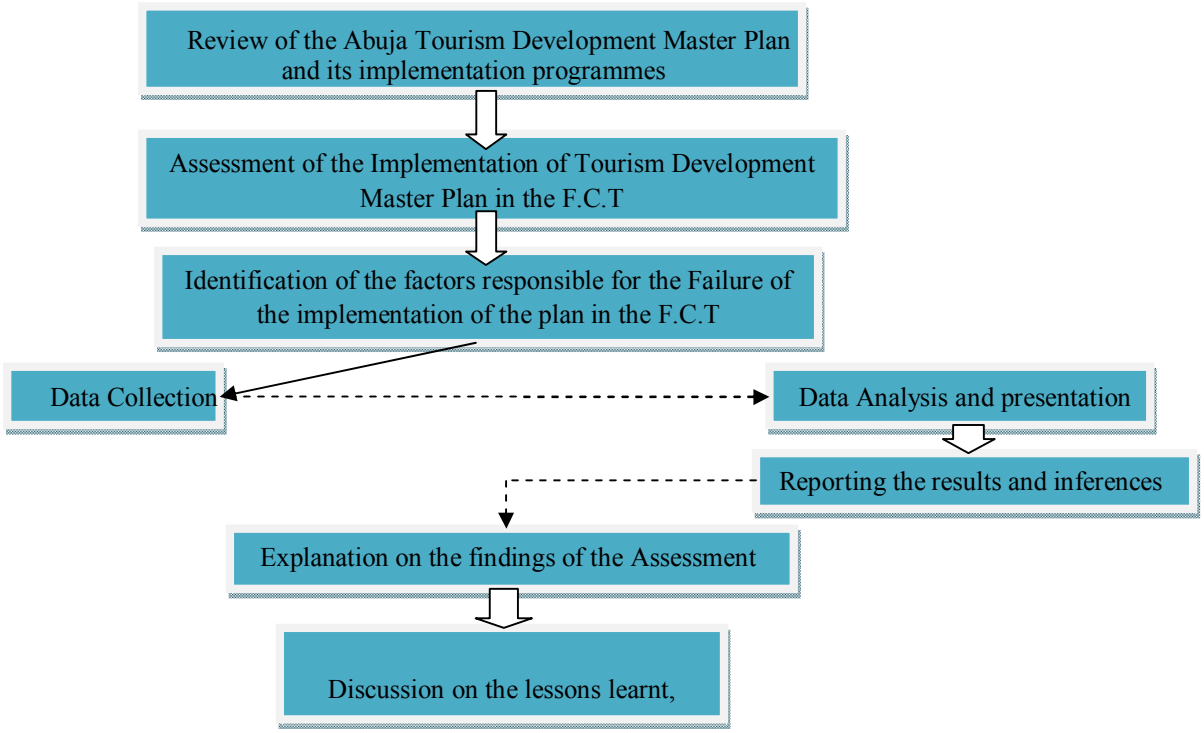
METHODOLOGY

3.0 CONCEPTUAL FRAMEWORK

3.1 The Argument Raised by the Study

The performance of tourism sector is influenced by the strategies adopted for the implementation of the tourism development programmes. These involve the strategic development planning, management and monitoring. The strategic development planning could be in form of a comprehensive master plan as in the case of Abuja; the plan when adequately prepared and effectively implemented, would induce development into the tourism industry, thereby influencing high performance of the sector. The adequacy of the tourism master plan is defined by its viable and rich potentials and attractions which could enable investments and create market by attracting tourists and visitors. Lack of effective implementation of the plan largely results to poor tourism development. Therefore; this study investigates the implementation of Abuja Tourism master plan between 2000 and 2010 to establish its shortcomings and identify the factors responsible for the failure of the implementation.

3.2. The Investigation Framework



Source: Author, 2011

Figure 3.2: The Investigation Framework

3.2.1 Review of the Abuja Tourism Development Master Plan and its development components:

Reviewing the Abuja tourism Master plan was the first step taken in the investigation process for this study. The essence is to have an overview of the ambitions of the tourism planners in actualizing the broad tourism mandate of the Federal Capital Territory. The plan implementation programmes were also reviewed to establish the extent of the plan actualization as well as the development of the tourism industry. The review helped the research by providing the base line information through which comparison and judgments were made, as well as identifying areas of shortcoming and improvements.

3.2.2 Assessment of the Implementation of the Tourism Development Master Plan programmes in the F.C.T:-

Through a comprehensive review of the tourism development master plan, various implementation programmes and projects for tourism sector development in the F.C.T where identified. The assessment would help in establishing constraints or factors hindering the effective actualization of the broad tourism mandated of the F.C.T and also illuminates the study on the explanations behind the failure of the F.C.T in developing tourism "Hub' of Africa in Nigeria. Various shortcomings to the effective implementation of the plan were identified and used in analyzing the outcome of the implementation programmes towards attainment of the broader tourism mandate of the F.C.T.

3.2.3 Identification of the factors responsible for the failure of the Plan Programmes Implementation in the F.C.T:

The study at this stage would look into the factors responsible for the failure of the effective implementation of the plan as well as the weak tourism development in the F.C.T. The factors would indicate the overall outcome of the Abuja tourism development implementation programmes and projects at the end of the planned period. The analysis of these factors was carried out to establish the extent at which they contributed to the weak tourism development and investment in the F.C.T.

3.2.4 Data Collection:

The study employed three methods of collecting data useful for the attainment of the study objectives; these include: field survey which was conducted to establish the viability of the elements conceived in the master plan in actualizing the F.C.T tourism mandate. Structured questionnaires were administered using cluster sampling technique, also an opinion survey where conducted to sieve out people's or user perceptions and opinions on the various components of the Abuja tourism sector development. This provided basic input data for the assessment of the implementation programmes of the tourism developments and the plan implementation outcome.

3.2.5 Data analysis and presentation of result/findings:

The various data or information collected from the field survey, structured questionnaires, user perception or professionals opinion survey as well as those acquired through the review of the master plan, were analysed using descriptive statistical methods; while the components of the master plan where analysed using Hansenn Kerg's matrix model developed in 2004. The Kerg's matrix model includes technical criteria which provide scientific and objective judgment. The opinion survey which gives direct people or user views with regards to the issue under study, though it is subjective in nature but also provides realizable insight for justification and analysis. The analysed data were presented in tables, charts, diagrams, pictures, maps and ideographs for constructive reasoning.

3.2. 6 Reporting the results and inferences:

At this stage, the result and inferences drawn from the data were elaborated and explained, this helps the research in making use of the information that where technically

presented to a more elaborative form for clear understanding. The results and inferences have provided the insight for understanding the issues under investigation.

3.2.7 Explanation on the findings of the assessment:

The various reasons for the failure of an effective implementation programme of the tourism master plan which results to lack of patronage, low profile and poor attraction of tourists to Abuja were fully explained at this stage. The explanation here set out the levels of divergence from reality i.e the true situations observed from the assessments and the assumptions made in the tourism master plan. Therefore, the plan could not attract investment from reliable investors; hence implementation was largely not carried out.

3.2.8 Discussion on the lessons learnt and conclusion:

From the explanations made in the above stage, lessons learnt were deduced and discussed. The essence is to make recommendations for reviving the tourism sector as well as challenges for future tourism master planning and what planners need to consider while embarking on tourism development planning projects as well as the tourism plan implementation strategies. The conclusion made remarks on the need to fully adopt those lessons learnt from the Abuja case in all tourism planning and implementation programmes in the country.

3.3 METHOD OF DATA COLLECTION:

3.3.1 Data Type and Sources:

The data used in the study were basically primary data such as; oral interviews, users and professionals opinion or perception survey, and secondary data which included; proposed projects and programmes, proposed and existing plan implementation

programmes, tourism investment inflows, marketing and promotion strategies. The various sources of these information or data were also identified for the study, this have been listed in the table 3.3.1 below.

Table 3.3.1 Data Type and Sources:

S/No.	Types of Data	Sources of Data
1.	Proposed projects and programmes	**Abuja tourism development master plan.**
2.	Plan implementation programmes	**Abuja Tourism Development Master Plan.** **FCT Tourism Development Department.** **Abuja Art and Culture Bureau.** **National Tourism Development Corporation.** **Field survey.**
3.	Tourism investment inflows	**FCT Tourism Development Department.** **Abuja Art and Culture Bureau.** **National Tourism Development Corporation.**
4.	Marketing and promotion strategies	**Abuja Tourism Development Master Plan.** **FCT Tourism Development Department.** **Abuja Art and Culture Bureau.** **National Tourism Development Corporation.**
5.	Levels of success or failure of the implementation programmes	**Abuja Tourism Development Master Plan.** **FCT Tourism Development Department.** **Abuja Art and Culture Bureau.** **National Tourism Development Corporation.** **Field survey (oral interview/opinion survey, FGD).**

Source: Author (2011).

3.3.2 Tools for data collection

The following Tools were used in gathering data or information from different sources i.e primary and secondary sources. The table below shows the various tools used in collection of data from various tourism related issues of the Federal Capital Territory.

Table 3.3.2 Tools for data collection:

Data type	Tools for data collection
Primary Data	**Interview, Visual survey/observation, FGD, check list, Audio– Video, photographs, users and professionals opinion or perception survey and structured questionnaires**.
Secondary Data	**Photographs, F.C.T Regional development plan, F.C.C Master Plan, Nigerian Tourism Development Master Plan, Abuja Tourism Development Master Plan, Nigerian tourism development policy, Imageries, text books, journals, Statistical Annals and internet.**

Source: Author (2011)

3.3.3 Sampling Techniques

Purposive sampling method was adopted for this study so as to ensure a wide coverage of all agencies responsible for the implementation of the projects and programmes of the master plan in the FCT for the actualization of the objectives of the study. All constituents of each identified element are assumed to be a true representation of the whole territory. Therefore the study has adopted 100% coverage of the identified agencies for the attainment of the research goals and objectives. Hence all activities of the identified agencies constitute a sample for the whole FCT. While, for the opinion survey or user perception survey a sample of 100 people were selected using cluster sampling as basis for generalization.

3.4.0 ANALYTICAL FRAMEWORK OF THE STUDY

The analytical framework of the study involved the following: -

(a) The framework for outcome assessment;

(b) The framework for opinion/user perception survey.

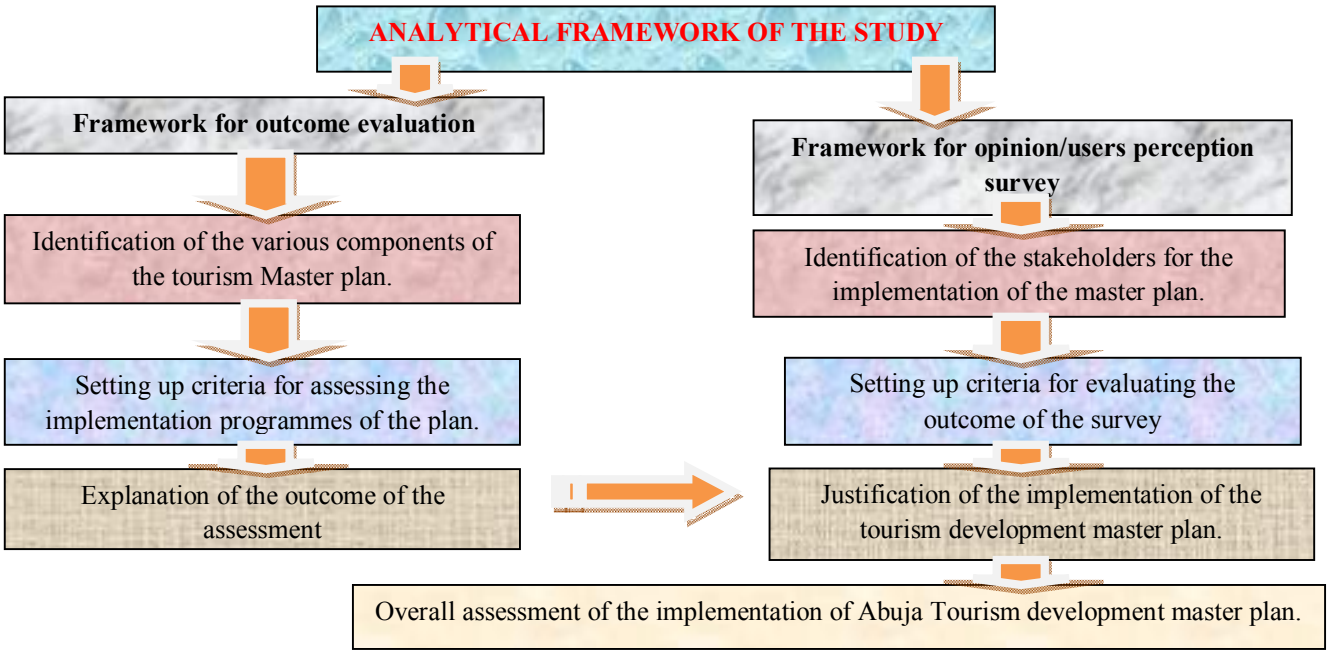


Figure 3.3: Analytical framework of the study.
Source: Author, 2011

3.4.1 Analytical Criteria for Assessing the Implementation Outcome

For the course of carrying out the assessment of the implementation of the Abuja tourism Master Plan, a model developed by Hansenn Kerg, in 2004 was adopted. The purpose for adopting the Kergs scores index is for the assessment to ensure objectivity of results and provide scientific expressions for understanding and conclusion of findings in a more comprehensible way. The Kergs scores index is conducted in three basic ways or processes which includes; the scoring criteria, the interpretation of scores, and weighting the score. The followings are the details of the model;

3.4.1.1 The Scoring Criteria

In conducting assessment that would be free from ambiguity, subjectivity and biasness, Kergs developed scoring criteria which expressed levels of project or programme

implementation achievements in percentages (%) and to a defined score values ranging from 0% to 100% and a score values of 0 point to 3.0 points. The essence was to provide assessment based on scientific rulings that show high confidence of objectivity. Table: 3.4.1.1 the various implementation measures in percentage (%) and score index in points.

Table: 3.4.1.1 Outcome scoring criteria

S/No	Implementation in Percentage	Scores Points
1.	0 – 10%	0
2.	10 – 20%	0.5
3.	20 – 30%	1.0
4.	30 – 40%	1.5
5.	40 – 50%	2.0
6.	50 – 60%	2.5
7.	60% and above	3.0

Source: Kerg, 2004

The scores were assigned to individual projects or programmes of the plan implementation which ranges from the lowest score of zero (0) to maximum score of 3.0. The relationship is expressed mathematically as:

$$0 \leq \emptyset \geq 3.0$$

3.4.1.2 Interpretation of Scores:

This involves interpreting the individual scores based on levels of project or programme implementation. For the purpose of clarity in the assessment, the study considered the plan implementation levels into two major categories;

(a) **Partial implementation:** this refers to the situation where parts of the plan proposals have been implemented. A project or programme is said to be partially implemented when the implementation outcome were assessed to be between 10% - 50% completed.

(b) **Full implementation:** this refers to the condition of the projects and programmes that are considered to be averagely or fully completed as been proposed in the master plan. An

activity or project is said to be fully implemented when the implementation outcome have been assessed to be between 60% - 100% completed.

Table 3.4.1.2 shows the scores their interpretation and levels of implementation;

Table 3.4.1.2: Interpretation of Scoring

S/No	Scores	Interpretation	Levels of Implementation (%)	Remarks
1	0	No implementation of projects/programmes	0 – 10%	Partial
2	0.5	Null effect on the existing tourism development	10 – 20%	Partial
3	1.0	Low reflection of implementation on the existing tourism environment	20 – 30%	Partial
4	1.5	Medium level of achievement of implementation goals	30 – 40%	Partial
5	2.0	High level of achievement of implementation goals	40 – 50%	Partial
6	2.5	Full reflection of implementation goals	50 – 60%	Partial
7	3.0	Goals of implementation achieved	60% and above	full

Source: Kerg (2004) and modified by Author, 2011.

3.4.1.3 Overall Score Index:-

After scoring the individual project implementation, the overall weighting would be carried out to establish the overall outcome of the assessment of the implementation of various components of the Master plan. Kerg developed a scoring weighted index which explains the overall outcome of the assessment; this index was used for the purpose of this study.

Table 3.4.1.3: overall Score Index

S/No	Outcomes	Scores Index
1.	High level of achievement of implementation goals	3 points and above
2.	Moderate level of achievement of implementation goals	2 points
3.	Poor level of achievement of implementation goals	1 points
4.	Failure/No achievement of implementation goals	Less than 1 point

Source: Kerg (2004) and modified by Author, 2011.

The overall scores is acquired by summing up of all the points of the implementation projects or programmes divided by the score points; this is mathematically expressed as

$$K = \frac{\sum x}{n}_{t=1} \text{----------(1)}$$

Where:

K = constant value meaning the mean of the Kergs points

$\sum x$ *= Summation of all points of individuals projects scores*

n = total number of scores in Kergs index

The overall score point of 3 points and above is considered as a successful plan implementation programme, while a score of less than 1 point is considered to be a failed implementation programme.

CHAPTER FOUR

ASSESSMENT OF THE PLAN IMPLEMENTATION

4.0 INTRODUCTION

This chapter examines the level of implementation of the Abuja tourism master plan and the explanatory factors with particular reference to three issues: physical products development and upgrading; marketing and promotion; and events products. As established in chapter two, these are the key implementation components by which the development of the sector is to be achieved. The procedure of the analysis involved identification of the master plan proposals and establishing the levels of implementation using Hansenn Kerg's scoring index (model). This has been adequately discussed in chapter three. The first part of the chapter examined the level of plan implementation and the second, the factors explaining the implementation outcomes.

4.1.0 ASSESSMENT OF THE IMPLEMENTATION OUTCOMES.

4.1.1 Implementation of Physical Products

The Abuja tourism master plan made proposals for physical development of new products and upgrading or improvement of existing ones. The essence of this was to provide a spring board for tourism sector to grow in the F.C.T. The physical development and improvement proposals of the master plan were made in view of the need for the development of new tourism destinations and upgrading the abundant attractions of the F.C.T. The view was that if these attractions were developed and the upgrading of the existing ones carried out, adequate attractions for domestic and international tourism would have been achieved. The main target was to establish the extent of the implementation of these proposals as basis for determining shortcomings. From results obtained (see table 4.1.1a, 4.1.1b, figure 4.1.1a and 4.1.1b) out of 22 physical development projects proposed, 9 projects were partially implemented representing

40.9%; about 2 projects were fully implemented representing 9.1% while 11 projects were completely not implemented (50% of the total projects). The study also showed that, out of 8 physical upgrading projects proposed for execution within the plan period, 2 projects were partially implemented representing 25%; one was fully implemented (12.5%); and 5 projects were un-implemented (62.5% of the total upgrading projects).

The outcome of the physical development projects scoring indicates that, implementation of national sport complex and amusement parks has the best score of 3.0 points each respectively, national park and zoological garden and national monument has the moderate score of 2.0 points each respectively, while Zuma rock picnic center has the least score of 0.25 points. The outcome of the assessment of physical upgrading projects indicates that, implementation of Abuja International Airport has the best score of 3.0 points; the upgrading of Abuja International Trade Fair has the moderate score of 2.0 points, while upgrading of ladi kwali pottery centre has the worst score of 1.5 points. These findings show that the important physical development products that are required to provide the framework for effective take off of the tourism sector have not been implemented.

Table 4.1.1a Outcome of the Assessment of Physical Products:

S/No	Projects/Programmes	Implemented		Un-Implemented	Total
		Partially	Fully		
1.	National Art Theatre			**0**	**0**
2.	Centre for Traditional Culture and Tourism			**0**	**0**
3.	Abuja National Tourist Camp/Village			**0**	**0**
4.	Imax/Omnimx Film Theatre Complex			**0**	**0**
5.	National War Museum and National Museum of Colonial History			**0**	**0**
6.	International Youths Tourist Centre			**0**	**0**
7.	National Sports Complex		**3.0**		**3.0**
8.	Abuja International Market			**0**	**0**
9.	Abuja Handicrafts Market and Production Centre	**0.5**			**0.5**
10.	Abuja National Park and Zoological Garden	**2.0**			**2.0**
11.	Yaba Beach International Resort			**0**	**0**
12.	Four (4) Numbers of Amusement Park in the F.C.T		**3.0**		**3.0**
13.	Abuja National Holiday Village	**0.1**			**0.1**
14.	Jabi International Tourist Resort			**0**	**0**
15.	Lower Usuma Dam Picnic Resort and Cultural Village	**0.1**			**0.1**
16.	Gurara Falls International Tourist Resort	**0.5**			**0.5**
17.	Zuma Rock Picnic center	**0.25**			**0.25**
18.	Aso Rock Picnic Resort			**0**	**0**
19.	Strabarg Hill Picnic Resort	**1.5**			**1.5**
20.	Tourist Motels and Recreational Parks in each of the Area Councils			**0**	**0**
21.	Twin mountains of Abuja City gate Recreational park	**1.5**			**1.5**
22.	National monument (cultural centre)	**2.0**			**2.0**
Total					**14.45**

Source: Field Survey, 2011

Note: 0-0.5=No implementation, 1.0-2.0=partial implementation, 2.5-3.0=full implementation

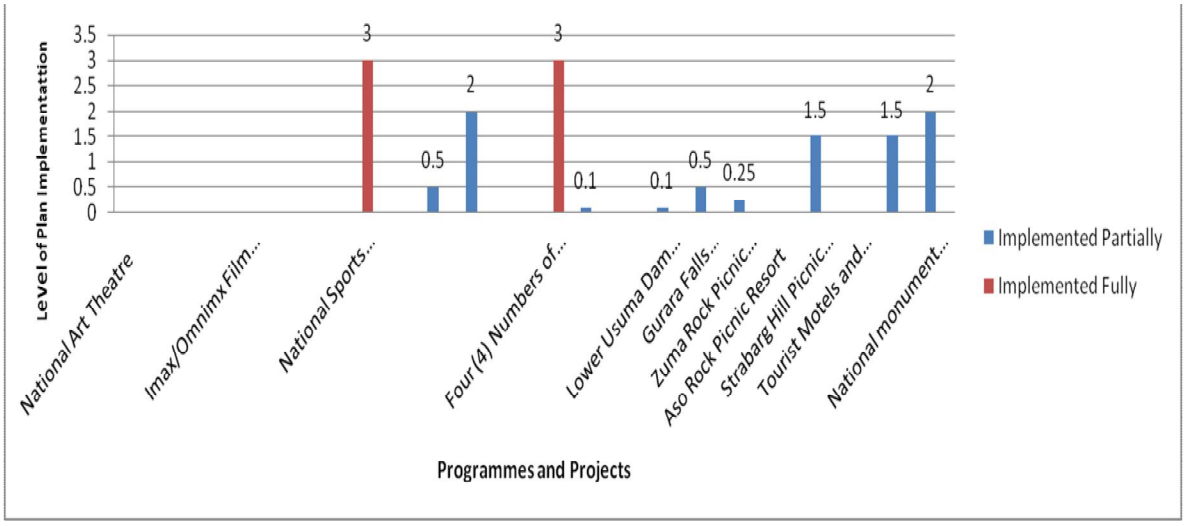


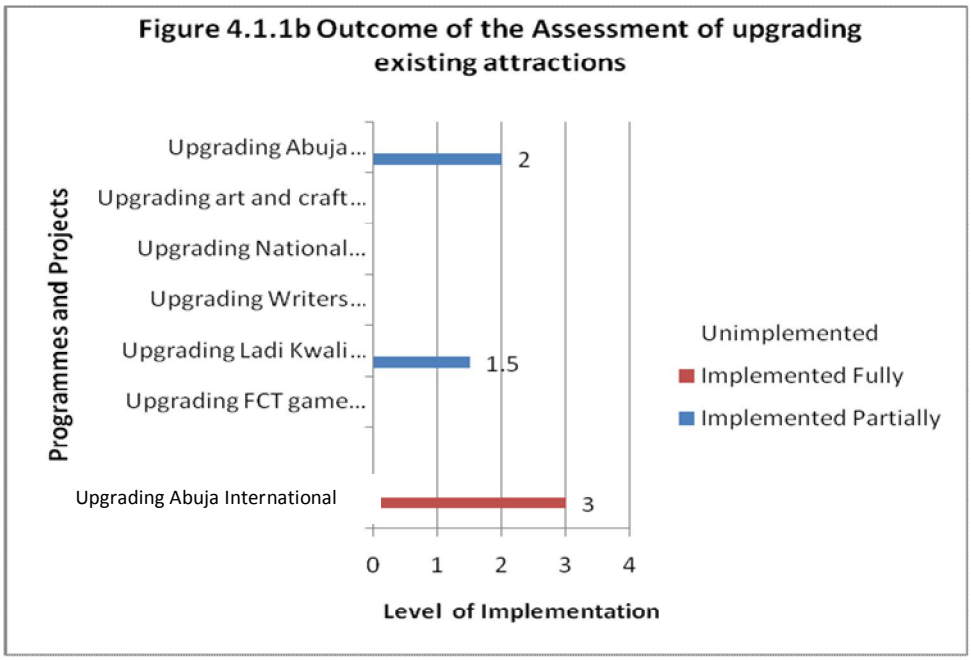
Fig. 4.1.1a: Outcome of the assessment of physical products

Table 4.1.1b Outcome of the Assessment of upgrading existing attractions:

S/No	Projects/Programmes	Implemented		Un-Implemented	Total
		Partially	Fully		
1	Upgrading Abuja International Airport complex		**3.0**		**3.0**
2	Upgrading of Julie Useni park			**0**	
3	Upgrading FCT game reserve			**0**	
4	Upgrading Ladi Kwali Pottery Center	**1.5**			**1.5**
5	Upgrading Writers Village			**0**	
6	Upgrading National Arboretium			0	
7	Upgrading art and craft centre			**0**	
8	Upgrading Abuja international trade fair	**2.0**			**2.0**
Total					**6.5**

Source: Field Survey, 2011

Note: 0-0.5=No implementation, 1.0-2.0=partial implementation, 2.5-3.0=full implementation



4.1.2 Assessment of the Implementation of the Marketing and promotion components:

Marketing has been identified in the Abuja tourism master plan as a critical need. It is primary to advertise both attractions and potentials of the territory for investment and tourist patronage. This is in view of the observation made by CATA (1999) that even though some fairly good tourism facilities exist in Abuja, these facilities were not adequately being patronized; the reason being the lack of adequate publicity and strategic marketing. It was also noted that, even though numerous tour operators existed in the F.C.T, most of the tourism facilities were not provided with the desired marketing services that will adequately promote their investment and patronage. The argument was that, haven developed the tourism attractions; strategic marketing would link the attractions with investors and tourists. Therefore, marketing is to enable the creation of awareness on the existence of tourism attractions with positive influence on patronage. As established in the literature, good marketing of tourism attractions implies high investment possibilities, while poor or inadequate marketing could mean poor investment possibilities. The main components of the F.C.T proposals were the production of posters, billboards and documentaries for publicity, and showcasing of the F.C.T tourism brand at fairs.

Generally, findings from the study have established that proposals on marketing have been poorly implemented. The specific details are shown in table 4.1.2 and figure 4.1.2. It indicates generally that out of 6 marketing and promotion programmes proposed, 2 were partially implemented. The partial implementation was with the Production and distribution of coloured posters (17'' x 27 size) depicting well known tourist sites in places within and outside the F.C.T that have been done in only parts of the F.C.C. Participation in trade fairs with partial implementation was at only the Enugu and Lagos international trade fairs which has not been consistent over the years. There has been no participation in other major fairs like Kaduna and

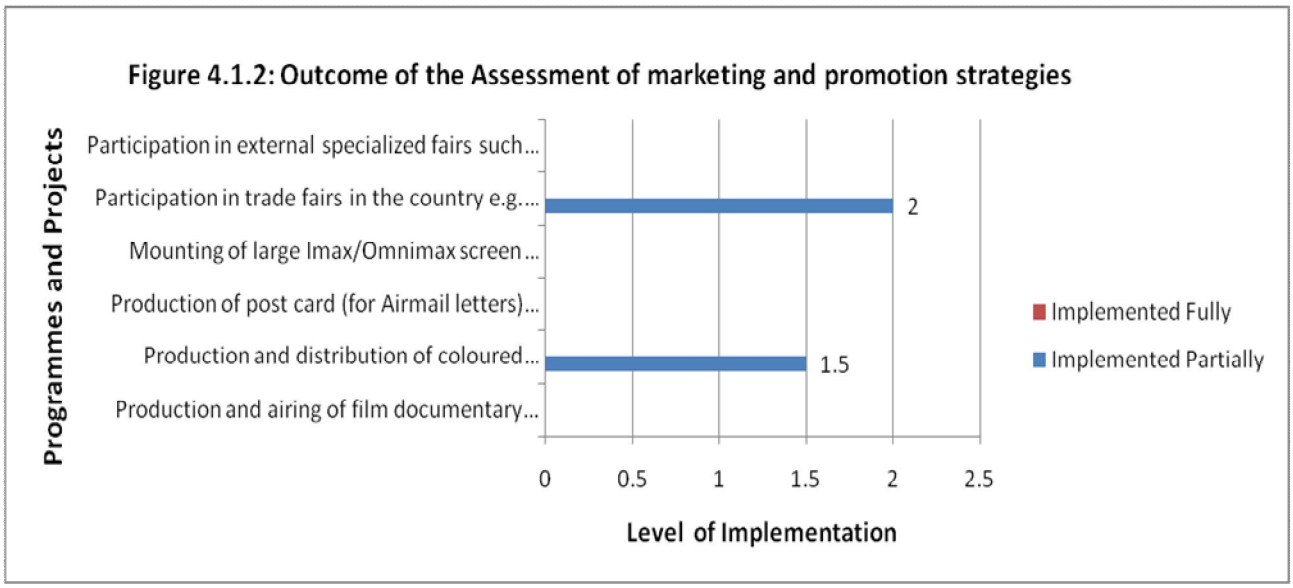
Kano. Six proposals have totally not been implemented. These are the Production and airing of film documentaries on the F.C.T tourism potentials, Production of post cards, erection of electronic advertisement screens nationally and Participation in fairs outside Nigeria. The assessment went further to score the level of implementation of the programmes to determine the scale of success. The outcome indicates that Participation in trade fairs in the country e.g. Enugu, Lagos, Kaduna, Kano were scored at 2.0 points, while Production and distribution of coloured posters (17'' x 27 size) was scored 1.5 points. This has shown the failure in the implementation of the marketing and promotion programme of the plan.

Table 4.1.2: Outcome of the Assessment of marketing and promotion strategies:

S/No	Projects/Programmes	Implemented		Un-Implemented	Total
		Partially	Fully		
1	Production and airing of film documentary (46.50mins) depicting tourism potentials of Abuja on NTA twice monthly for a period of at least 12 months			**0**	**0**
2	Production and distribution of coloured posters (17'' x 27 size) depicting some well known tourist attractions of Abuja in the capital city across the states of the federation including F.C.T	**1.5**			
3	Production of post card (for Airmail letters) depicting for tourist destination in Abuja, use in the community and at the embassies of Nigeria across the world.			**0**	**0**
4	Mounting of large Imax/Omnimax screen electronic advertisement board along some important inter-sections of the F.C.T showing continuously for 24hrs, the various potentials and attractions of areas in the F.C.T.			**0**	**0**
5	Participation in trade fairs in the country e.g. Enugu, Lagos, Kaduna, Kano	**2.0**			
6	Participation in external specialized fairs such as SMTC, ITB, BIT & WTM			**0**	**0**
Total					**3.5**

Source: Field Survey, 2011

Note: 0-0.5=No implementation, 1.0-2.0=partial implementation, 2.5-3.0=full implementation



4.1.3 Assessment of the implementation of Event product proposals:

The assessment carried out was to establish the success level with the implementation of the event products proposals. The findings as indicated in table 4.1.3 and figure 4.1.3, shows that the 5 event products proposed, only 2 were partially implemented. These were the Yam and the Yaba-Ashara Fishing Festival which were to be rebranded and upgraded to a 5-7 star cultural festival status to be organized twice in a year. Since completion of the plan, only rebranding has been done. The Abuja International Show, the Upgrading of the Asofest and organizing of Lectures and seminars have never been executed.

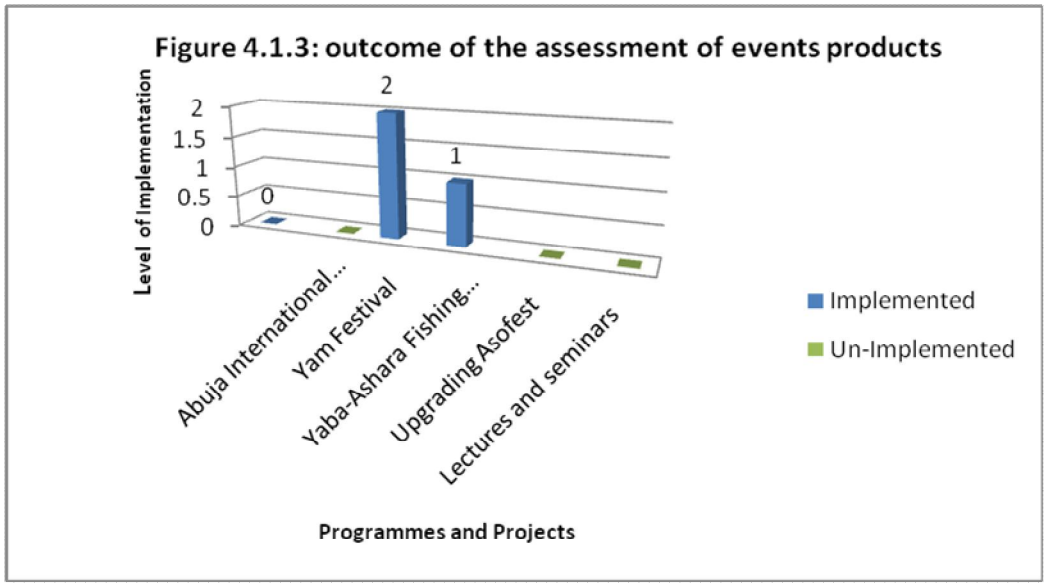
The scoring of implementation is shown in table 4.1.3 and figure 4.1.3. a moderate score for the Yam Festival at 2.0 points was established and a low score of 1.0 points for the Yaba/Ashara Fishing Festival. The total score index is calculated as 3.5 points as against a possible score of 18 points suggesting poor implementation of the event products.

Table 4.1.3: Outcome of the Assessment of events products:

S/No	Projects/Programmes	Implemented		Un-Implemented	Total
		partially	fully		
1	Abuja International Show			**0**	**0**
2	Yam Festival	**2.0**			**2.0**
3	Yaba-Ashara Fishing Festival	**1.0**			**1.0**
4	Upgrading Asofest			**0**	**0**
5	Lectures and seminars			**0**	**0**
Total					**3.0**

Source: Field Survey, 2011

Note: 0-0.5=No implementation, 1.0-2.0=partial implementation, 2.5-3.0=full implementation



4.2.0 Overall Assessment of Plan Implementation:

The sectoral assessment carried out in section 4.1.0 was further examined. First was to enable comparative assessment of the implementation levels of the sectors; and second to enable appreciation of implementation at the aggregate plan level. In the study, the aggregate scores of the plan components obtained indicates that, Physical development and Upgrading projects has the highest aggregate score of 90 points, marketing and promotion has the moderate score of 18 points, while event products has the least score of 15 points. Outcome of the overall assessment shows that, the implementation of Physical development and Upgrading projects did

better than the other components obtaining the best aggregate score of 20.95 points, while implementation of events product did poorly, obtaining the worst score of 3.0 (see table 4.2.0 and figure 4.2.0).

Inference form the study established that, the total implementation scores indicates poor implementation of the master plan. This has been established by the results of the overall assessment scores outcome of the plan implementation which shows an overall score points of less than 1.0 (0.62), this indicates failure of the implementation of the master plan. This implies that the critical components of the tourism master plan have not been implemented as established in the assessment of the various components of the plan. Therefore, it has become necessary for the study to further provide explanation on the factors that are responsible for the failure of the plan implementation towards actualizing the F.C.T tourism development mandates. Table 4.2.0 shows the detail of the overall assessment scoring.

Table 4.2.0: Scores of the overall assessment of the plan implementation

S/No	Variables	Maximum scores	∑x	$\frac{n}{t=1}$
1.	Physical development and Upgrading	90	20.95	0.23
3.	Marketing & promotion	18	3.5	0.19
4.	Events Product	15	3.0	0.2
Total				**0.62**

Source: Field Survey, 2011

Note: 0-1=Failure, 1=Poor, 2=Moderate, 3=High,

Figure 4.2.0: Scores of the overall assessment of the plan implementation

$$\mathbf{K} = \frac{\sum x}{\underset{t=1}{n}} \Rightarrow \mathbf{0.62} \text{---------- } (2)$$

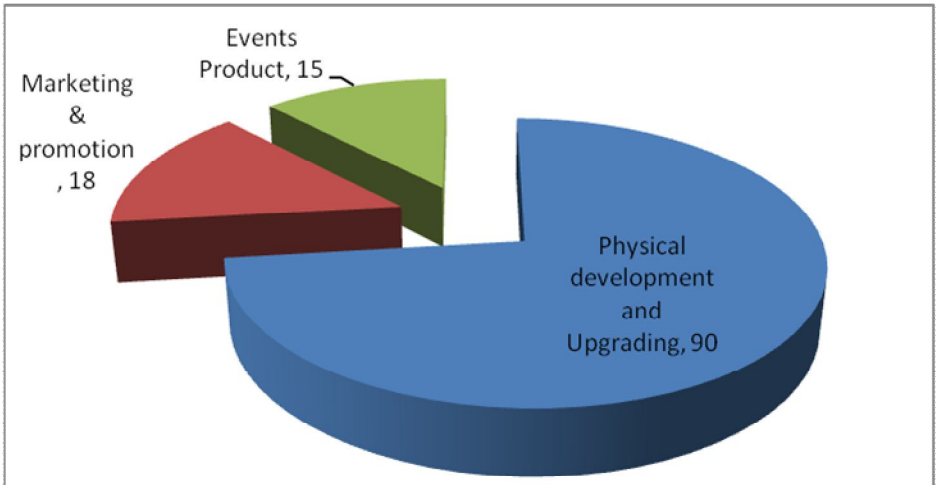


figure 4.2.0 Scores of the overall assessment of the plan implementation

4.3.0 FACTORS EXPLAINING LEVEL OF PLAN IMPLEMENTATION

4.3.1. POOR IDENTIFICATION OF TOURISM POTENTIALS

The viability of selected tourism potentials or resources is dependent on how credible the selection process is. In tourism development, potentials or resources are referred to as those natural or manmade features that have the ability to attract patronage of people. Zimmerman (2006) observed that "resources are not but they become" meaning that there are other conditions that qualifies an element to become a resource. These include; ability to acquire it, make use of it and drive satisfaction from it.

The results obtained from the study have shown that poor implementation is partly accounted for wrong choices made of potentials for implementation. The proof of this comes by comparison of chosen potentials in the plan and the perceptions of the public determined based on an opinion survey. Table 4.3.1 shows the various user perceptions indicating that 30% of the domestic tourists preferred parks, resorts and recreational areas in the F.C.T other than Architectural monuments emphasized by the plan. About 53% of International tourists also indicated preferences for conference centers as against the plan choices. Only 28% of the sampled population indicated preference on Architectural elements and Monuments, yet 36% of

the plan proposals have been dedicated to developing the industry using Architectural elements and City Monuments, poorly justified potentials has meant that little economic justification or rationale existed to support private sector investment. The irrational selection of potentials explains the non-implementation of the marketing and promotion programmes of the plan.

Table 4.3.1.1: User Perception on Tourism Potentials in Abuja

S/No	Users / stakeholders	Tourism Potentials in the F.C.T						Total
		Architectural elements & monuments	Hotels	Catering services	Conference centers	Parks, Recreation & Resorts	Cultural elements	
1.	Domestic tourism	20%	22%	12%	11%	30%	5%	100
2.	International tourists	12%	25%	2%	53%	6%	4%	100
3.	Day visitors	28%	20%	15%	21%	13%	3%	100
4.	CATA	36%	12%	11%	20%	6%	15%	100

Sources: Field Survey, 2011.

4.3.2. POOR INVESTMENT ENVIRONMENT

4.3.2.1. Private Sector Involvement

In practice, tourism development, investment and management is a privately driven venture with the role of government limited to the formulation of policies, monitoring and creation of enabling environment for attracting investors. In the contrary, Tourism implementation programmes of the F.C.T, have been conceived as a public sector driven programme or project, where both the funding, implementation and monitoring have been largely placed on government to carry out. This could be seen from the Master plan proposals and the lack of harmony among the government bodies and the private tour operating companies in the F.C.T. The master plan largely placed emphasis on the role of government agencies and departments in facilitating the various tasks towards implementing the plan. Table 4.5.2.1 shows the various projects and programmes that were ear marked for implementation by the agencies, over 70% of the project tasks implementation was made the responsibility of the government to carry out but has not been implemented. Government were suppose to create enabling

environment for the private sector participation such as economic incentives (tax holiday, free registration and accessibility to serviced land) and an improved National economic base of the Country, but such environment does not exist in the F.C.T. However, this means poor participation of private sector in tourism industry of the F.C.T, and further explains the non-implementation of the three basic components of the master plan.

Table 4.3.2.1: Projects and Programmes to be carried out by Public Agencies.

S/No	Projects/programmes	Tiers of govt.	Phase I	Phase II	Phase III	Remarks
1	Development of Abuja Tourist village	Ministry of A & C and FCTA	√			Not implemented
2.	Abuja National Park/Zoo	FCTA & NTDC	√			Not implemented
3	Tourist Motels & and Recreation Parks in all the Area Councils	FCTA & Area Councils	√			Not implemented
4	Establishment of Abuja Leisure Tours Company	FCTA, NTDC & ATDB	√			Not implemented
5	Abuja Handcrafts Market and Production Centre	ATDB & A &CB	√			Not implemented
6	Developing National Arts Theatre	Ministry of C & T		√		Not implemented
7	Abuja National Tourist Camp	Ministry of T & C &T.B		√		Not implemented
8	Omnimx Film Theatre Complex	FCTA & ATDB		√		Not implemented
9	Establishing National Monument	ATDB			√	Not implemented
10	National War & Colonial History Museum	A.A&C.B & ATDB			√	Not implemented
11	International Youths Tourist Centre	ATDB			√	Not implemented

Sources: Abuja Tourism Master Plan (2000) and Field Survey, 2011

4.3.2.2. Inadequate Funding

Tourism activities development is a capital intensive investment. Its programmes and projects require large pool of funds for implementation. Adequate funding strategies for such capital intensive programmes involve effective public private partnership. The private sector has large pool of funds which could be directed towards tourism projects and programmes implementation. At the F.C.T level, the study has established the lack of effective private sector involvement in the tourism sector. Problems of funding were found to be one of the major reason

for the unsuccessful implementation of the tourism master plan. Table 4.3.2.2 shows the various outlays of funds proposed for the implementation of the master plan. In phase one of the implementation period ₦3.3 billion were proposed which was to be generated by both the public and private sector, only ₦132.2 million (0.97%) was realized; ₦4.8 billion were proposed for phase two but only ₦254.94 million (5.31%) was realized; while ₦6.08 billion were proposed for phase three but only ₦527.34 million (8.77%) was realized. The total funds proposed for the implementation of the master plan was not made available, as only 5.77% was realized throughout the implementation period of the plan.

The analysis above indicates that, inadequate funding was responsible for the non-implementation of the basic plan projects and programmes; the funds needed for the implementation has not been available at various stages of implementation. This was in view of the established poor participation of private sector in the implementation of the plan as indicated in table 4.3.2.2.

Table 4.3.2.2: Funds allocated between 2000-2010 for Tourism development in the F.C.T:

S/NO	Agency	Phase I (2001–2004)		Phase II (2005-2007)		Phase III (2008 – 2010)	
		Spent (#)	Budgeted (#)	Spent (#)	Budgeted (#)	Spent (#)	Budged (#)
1.	Public sector	12.2m	1.5b	14.6m	2.2b	120.5m	2.56b
2.	Private Sector	120m	1.8b	240.34m	2.6b	406.84	3.52b
	total	132.2m	3.3b	254.94m	4.8b	527.34m	6.08b

Source: Abuja Tourism Master Plan, (2000), NTDC (2011) and FCT, Tourism Development Department. (2011)

4.3.3 TECHNICAL SHORTCOMINGS

The successful growth of the tourism sector is dependent on some key technical requirements being met including staffing. The Industry has been identified as a labour intensive sector in view of the tasks involved in setting up and operating the industry. Sensitive operational

issues relate to evaluation and timely assessment of the behavior of the sector UNWTO (2009). The quality and adequacy of manpower available for the regulation, monitoring and development of the tourism industry is therefore a major determinant of successful implementation.

In the context of Abuja tourism sector, it has been established that, the organizations responsible for the implementation of the master plan are poorly staffed (table 4.3.3). The analysis shows that, the manpower proposals of the tourism master plan were largely inadequate. 28 senior cadre were proposed but only 9 (32%) was provided; 43 middle cadre were proposed but only 13 (30%) was provided and 62 junior cadre were proposed but only 21(34%) was provided. The implication of these findings further explains the non-implementation of the basic master plan projects and programmes due to poor staffing.

Table 4.3.3. Manpower for Tourism Development in the F.C.T.

S/No	Bodies	Senior cadre		Middle cadre		Junior cadre	
		Available	required	Available	Required	Available	Required
1.	NTDC	4	8	6	10	8	16
2.	Abuja Tourism Development Department	2	6	3	15	7	18
3.	Abuja Art and Culture Bureau	3	8	4	12	6	16
4.	Tourism Area Councils	-	4	-	6	-	12
	Total	9	28	13	43	21	62

Sources: Abuja Tourism Development department, 2011 & Field Survey, 2011.

4.3.4 SHORTCOMINGS ASSOCIATED WITH PLANNING

4.3.4.1 Inadequate situational analysis

The first Tourism Planning stage is the situational analysis. At this stage the existing Tourism environment of an area is explored to identify Strengths, Weaknesses, Opportunities and Threat to the sector. It is a critical stage as it sets out the constraints and other variables that need to be addressed for effective development. It enables the planners to probe into existing

tourism attractions and potentials as well as existing market strengths, available investors and tourists.

For the F.C.T tourism master plan, the situational analysis has not been given adequate consideration that is, adequate analysis of the tourism industry in the F.C.T was missing regarding opportunities with the emphasis instead placed on what potentials were available. Therefore, this important stage was not adequately considered; hence fall short in articulating the information required for effective master planning. This explains the reasons behind inappropriate assumptions made in the master plan which have been found to be misguiding, poor identification and selection of elements of tourism, and poor implementation strategies been adopted.

4.3.4.2 Poor Demand and Supply Analysis

Demand and supply analysis is an important component in the Tourism Planning process for effective performance of the Tourism Industry. The demand and supply analysis enable planners and investors to probe into the existing and intended tourist market, also provide guide for the planners and developers to adequately plan for strategic development guide for effective investment decisions. Demand analysis include, analysis of tourists arrivals, characteristics, travel patterns and trends (season, changes etc). While the supply analysis include; analysis of existing and future attractions, accommodation facilities, Transportation network, Infrastructure, Manpower, Business and Legal environment.

In the case of Abuja Tourism Master Planning Process; the demand side was ignored, while the supply side was insufficiently carried out. The reason was that, the absence of available data on Tourism market, investors and tourists both domestic and international, analysis therefore becomes difficult for the consultants. Despite the shortcomings for the plan to provide

the platform for tourism to propel, the analysis should have been sufficiently carried out. This explains why the plan could not directly identify the existing demand and tourist markets as well as the future demand and supply of Tourism services and activities which are instrumental to the growth and development of the industry.

4.3.5 SHORTCOMINGS WITH IMPLEMENTATION STRATEGIES

Plan implementation strategy is key to the successful performance of every development programme. The implementation stage is critical to the attainment of the set out goals and objectives of the plan. In other words, it determines the success or failure of a plan. Tourism development programmes require strategic implementation measures which include, phasing and costing of projects and programmes, implementation organs, sourcing funds and monitoring strategy for effective implementation programmes.

The study has established that poorly articulated strategies existed for implementation of the tourism master plan. Table 4.3.5a and figure 4.3.5a examined the various views and opinions of stakeholders who directly or indirectly influenced the implementation of the plan. Stakeholders opinions were sorted out and their views and opinions indicated that, implementation of tourism development programmes in the F.C.T is poor. The explanations for this were identified with two fundamental issues. Firstly, the phasing of 4:3:3 adopted was absolutely wrong with respect to the timing that would be sufficient for construction of new physical projects and upgrading the existing ones to occur, and for facilitating strategic marketing and events and fairs staging. Effective implementation of such basic plan components requires medium and long term planning. While the master plan placed the more capital intensive projects under short term implementation, most of the stakeholders have also not been involved and mobilized in the implementation programme. Table 4.3.4b indicates that, tour

operators, the residents of the Area councils, the villages and the financiers i.e. Banks and other financial institutions were not involved or mobilized in the plan implementation process.

Table 4.3.5a: Stakeholders Perception on the implementation of the Tourism Master Plan

Respondents	Responses				Total
	High	Moderate	Low	Poor	
Nigerian Tourism Development Corporation (NTDC)			√		
Abuja Tourism Development Board (ATDB)				√	
Abuja Council for Arts and Culture (ACAC)			√		
National Commission for Museums and Movements, Abuja				√	
Federal Capital Development Authority (FCDA)				√	
Parks and Recreation Department (AMMC)			√		
Private Tour Operators		√			
Hoteliers		√			
UNESCO (Head Office, Abuja)			√		
World-Wild Life Foundation, Abuja	√			√	
ASOFEST					
Center for Advancement of Tourism in Africa, Abuja Project Office			√		
Total scores	1	1	4	6	12
Percentages	**8.3**	**8.3**	**33.3**	**50**	**100**

Sources: Field Survey, 2011

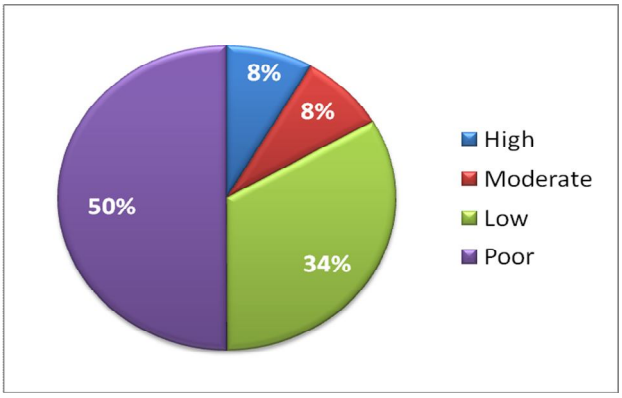


Figure 4.3.5: Stakeholders Perception on the implementation of the Tourism Master Plan

Table 4.3.5b: Stakeholders Involvement in the plan implementation Process

S/NO.	Respondents	Involved	Partially involved	Not involved
1.	Residents of Area Councils	*	*	√
2.	Villages	*	*	√
3.	F.C.C. Residents	*	√	*
4.	Tour operators	*	√	*
5.	Financial institutions (Banks, Insurance Companies)	*	*	√

Sources: Field Survey, 2011.

4.3.6. INSTITUTIONAL CONSTRAINTS OF POLICY AND LAW

4.3.6.1. Non Existence of Tourism Development Policy

The provision of adequate and functional policies, laws and administrative structures is key to the effective implementation of development programmes including programmes for tourism development.

At the F.C.T, such policy was established from the study to be nonexistent, and its absence has constituted a major hindrance to the effective implementation of the plan. In its absence, the National Tourism Development Policy of 1990 (reviewed in 2004) appears to be the only guiding instrument for tourism development in the F.C.T and without reference to the tourism needs of the F.C.T this policy in effect has been of limited value. Associated with this shortcoming, is that several institutions exist that have conflicting mandates for tourism development in the F.C.T. The Nigerian Tourism Development Corporation (NTDC), for instance has national status and responsibilities but has activities with so much significance for the F.C.T. The Abuja Tourism Development Board (now Tourism Development Department), the Abuja Art and Culture Bureau (AA & CB), and the Area Councils tourism Committees (ACTC) are specific to and have overlapping mandates with the NTDC. At the F.C.T level, all the four agencies also have roles that are duplicated and often conflicting. Role conflicts mean that resources spent are counterproductive and programmes have cross purposes. Beyond dysfunctional mandates and lack of a uniform policy, the agencies have generally been redundant. Although with national mandate, only the NTDC has been active with the monitoring and evaluation of standards, licensing and inspection of hotels, restaurants, tour and travel agencies, tour guides and other tourism enterprises. Useful as the agencies activities are, their direct influence on the implementation of the plan has been peripheral and at times not useful.

The implication of the administrative conflicts in the industry in terms of overlapping or duplicating functions and responsibilities between the agencies (Department, the NTDC, the Art and Culture Bureau, as well as the Area Councils) with respect for instance, to who is responsible for setting out standards, regulating and monitoring the industry, collection of revenues as well as promotion of tourism in the FCT is that plan implementation has been slowed down. Table 4.3.6.1 shows the agencies and areas of conflicts and duplication of functions. These further explain the non-implementation of the three basic components of the plan. That is, without clear policies stating the agencies responsible for the development of tourism (infrastructures and upgrading of the existing ones, marketing and promotion of various events and fairs for investment and patronage) prospects for sustainable development of the sector have gradually diminished.

Table 4.3.6.1: Conflicting roles of Tourism Development Agencies in the FCT

S/No	Agencies/Bodies	Responsibilities / Functions				
		Planning & monitoring	License/ permit	Collection of revenue	Collection of data	Marketing/ promotion
1	Nigerian Tourism Development Corporation	√	√	√	√	√
2	FCT-Tourism Development Department	√	√	√	√	√
3	Abuja Art and Culture Bureau	√	√	√	√	√
4	Area Councils Tourism Committees	√	√	√	*	*

Source: Abuja Tourism Master Plan (2000), NTDC (2010), AA&CB (2010),

4.3.6.2. Absence of Legal Framework

Tourism planning, development and management are activities that require adequately defined laws and legal provisions. They are instruments needed for effective implementation, performance and operations. Tourism legislations include the basic tourism law. This law or edict typically sets forth the policy for developing tourism and establishes the functions, structures or organizations and sources of finance of the tourism boards and agencies. In the case of the FCT, the legal framework does not exist, and its absence partly explains the non provision

of a Development Policy. The absence of tourism legislation potentially has negative effects on the implementation programmes in the areas of:

(a) The general procedures and standards for administering the industry in the FCT.

(b) Outsourcing of funds from the private sector and tourist interest groups and organizations e.g. UNWTO, UNESCO, British Council e.t.c

(c) Planning and management of activities and prospective destinations in the FCT.

(d) Protecting tourists from being taken advantage of by unscrupulous or mismanaged tourism enterprise through tourist consumer protection legislations.

4.3.6.3. Weak Administrative Framework

The FCT Tourism Development Department has been one of the Administrative organs responsible for tourism development in the FCT. It is structured into three (3) operational divisions: travel, hospitality and event, tourist sites/data management and Marketing, recruitment and promotion units. Each of the divisions consists of sections performing different functions as shown in figure 4.3.6.3.The administrative structure as it exists in figure 4.3.6.3 is what in theory is required to facilitate implementation of the plan. In the absence of a policy however, this has not been attainable. This results to the problem of poor commitment of government in the development of the sector and the negligence on the part of other administrative organs in responding to their various responsibilities.

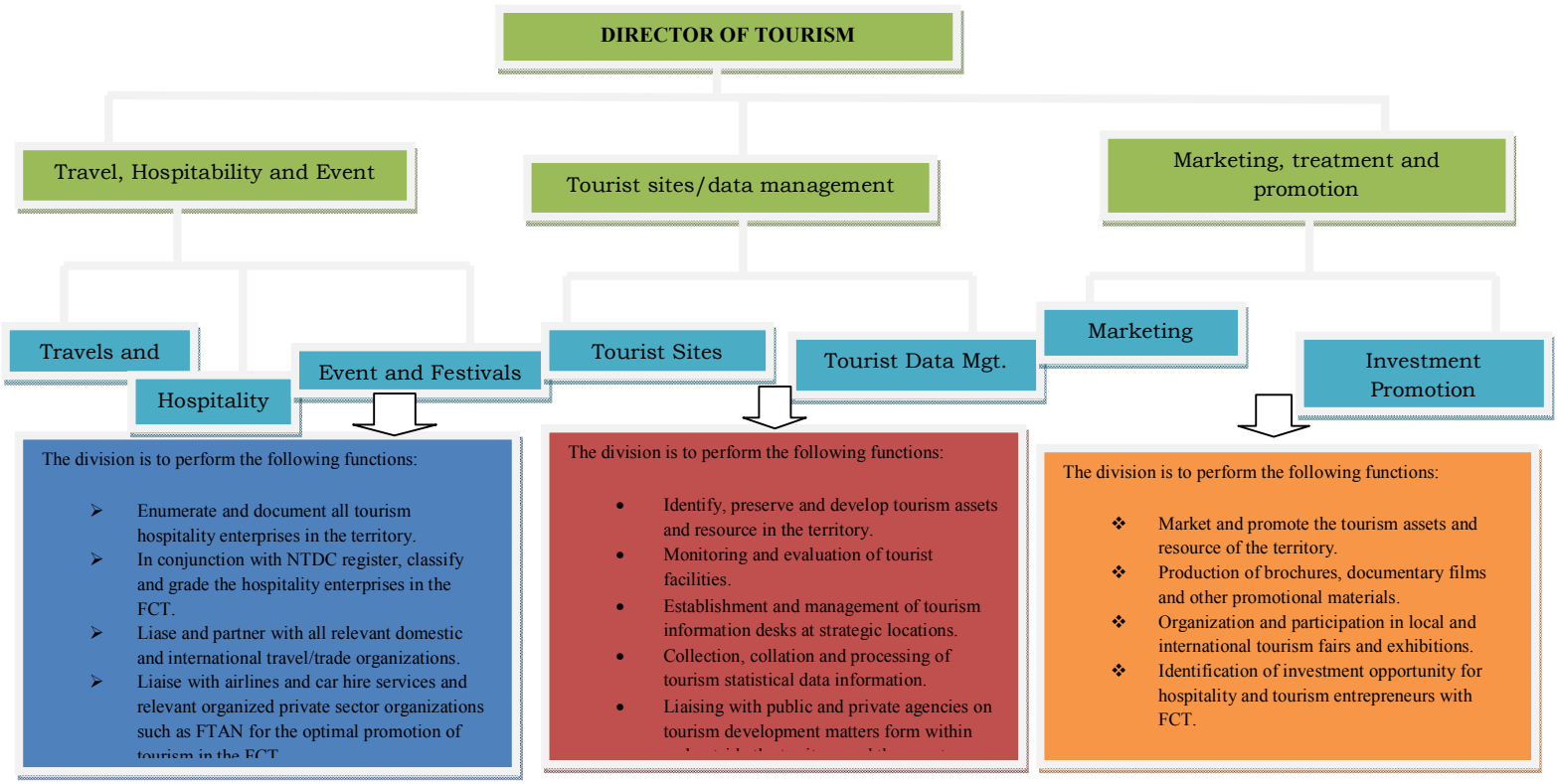


Figure 4.3.5.3: Administrative Structure of FCT Tourism Development department.

Source: FCT Tourism Department (2011).

4.3.7 INADEQUATE PUBLICITY AND POOR ADVERTISEMENT

Publicity involves the use of appropriate strategy for information dissemination. While sound advertisement is key to successful publicity programme, absence of which results to poor publicity and that influence marketing and promotion of tourism projects and programmes. As essential activities, publicity and advertisement programming is to be integrated into an strategy right from the planning stage. Expectedly, the Abuja tourism development master plan has acknowledge the importance of publicity and advertisement to the attainment of the tourism mandates of the F.C.T, but the strategy has been established from the study to be weak. As observed, one major limitation relates to the fact that the publicity programmes has been limited to only Abuja and the F.C.T environs rather than the entire nation and even the global

community. The second shortcoming is that the plan also placed the responsibility of facilitating the publicity programmes largely on the government agencies i.e. NTDC, ATDB and NACB while ignoring the roles of the private sector. Table 4.3.7a shows the result of an interview conducted on the known tourism destinations in Nigeria. The analysis indicates that, residents and visitors were un-aware of any interesting tourism destination in the FCT. The popular interesting destinations known to them rather are: Yankari game reserve which shows higher response with 26%; Obudu Cattle Ranch with 21%; and the Arugungun Fishing Festival with 18%. Third shortcoming is that the tourism master plan has not adequately explored the modern medium of advertisement; this was tied to the non-implementation of the basic components of the master plan. It is quite obvious that, when a master plan is found to be non viable for investment, its implementation becomes almost impossible. Table 4.3.7b indicates that advertisement strategies adopted were inadequate, therefore could not offer the required publicity to both the local communities in the country and the international community on the prospects of tourism in the F.C.T in terms of investment and leisure. The major medium adopted were TV Jingles, Sign Boards, Bill Boards for advertizing cultural festivital, heritage and monuments and transportation facilities, while internet facilities was used only in advertizing eco-tourism attractions; radio, newspaper and postage stamps was not used.

Table 4.3.7a Known Tourism Destinations in Nigeria:

S/No.	Destinations	Areas Located	Respondents	Percentages (%)
1.	Tinapa	Calabar	13	13
2.	Obudu Ranch	Cross river	21	21
3.	Yankari Game Reserve	Bauchi	26	26
4.	Arugun-gun Fishing/Festival	Kebbi	18	18
5.	Assopfalls & Rayfield Resort	Plateau states	6	6
6.	Makama Meseum	Kano state	4	4
7.	Trappco Ranch & Resort	Kaduna	8	8
8.	Awhum Cave & Water Falls	Enugu	2	2
9.	Ijele Igbariam Masquerade Dance	Anambra	1	1
10.	Obalufon Royal Dance	Ogun state	1	1
	Total		100	100

Sources: Field Survey, 2011.

Table 4.3.7b. Medium of advertizing Tourism activities in the F.C.T

S/No	Tourism Activities	Medium Of Advertisements							
		TV	Radio	Newspaper	Magazine	Internet	Postage Stamps	Sign Boards	Bill Boards
1.	Cultural activities: festivities Arts: craft, traditional cuisine.	√	*	*	*	*	*	*	√
2.	Recreational activities: parks: gardens sports, etc	*	*	*	*	*	*	√	√
3.	Conference activities:	√	*	*	*	*	*		
4.	Hospitality activities: Hotels, motels, clubs and bars, theatre	√	*	√	*	*	*	√	
5.	Transportation activities: roads public transport system, Airports etc	√	*	*	*	*	*	*	*
6.	Eco-Tourism: Zoo, forest reserve, Rocks and cavees, Hills etc	*	*	*	*	√	*	√	√
7.	Heritage and monuments	√	*	*	*	√	*	√	√

Sources: Field Survey, 2011.

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

5.0 INTRODUCTION

The study has established failure of implementation of the Abuja tourism development master plan. The study went further and identified factors responsible for the outcome of the assessment; these includes the institutional framework, lack of enabling laws and policies etc. Therefore, from the assessment and analysis of the outcome, the following recommendations which are made to complement efforts towards improving on the limitations or shortcomings identified with the implementation programmes of the tourism master plan as well as the performance of the sector; so as to achieve the goal of developing the hub of tourism of Africa in Abuja, as well as to the professional tourism planners on the crucial strategic issues and factors for consideration in tourism planning and development.

5.1.0 RECOMMENDATIONS

Based on the outcomes of the assessment; the study made the following recommendations with the purpose of improving on the implementation of both the tourism master plan and the tourism activities towards delivering the mandates of the Abuja tourism development visions and goals. Thereby, help in improving on the general performance of the tourism sector.

5.1.1 Review of the Tourism Master Plan of the F.C.T:

In view of the outcome of the assessment, the tourism master plan should be reviewed. The review should focus on the priority areas which include;

(a) Revisiting the basis of assumptions on which the framework of the Master Plan were built upon.

(b) Review the basic tourism components of the master plan to reconsider vital or suitable potentials resources that will generate tourism attractions and investments.

(c) Re-evaluate or assess the various tourism elements in the Federal Capital Territory for an effective identification of all endowed natural and cultural attributes of the environment for selection in the development of the tourism development strategy.

(d) The plan should review the identified and selected cultural resources, to consider those that are associated with events that have made some significant contribution to and are identified with or that outstandingly represent the broad local content and history of the population. Therefore, the review process should be pro-poor in approach i.e. considering the peoples interests in terms of their culture and heritage to be promoted in the tourism project or programmes.

(e) The review should also consider the main theme of the Abuja tourism mandates as provided in the National Tourism Development Master plan, which identified Abuja as the tourism pearl or Hub of Africa, not a convenience conference center for Africa as what is fully reflected in the existing master plan. This is to be actualized through strategic packaging, marketing and promotion of the rich endowments of the region as unique to other regions in the country and Africa at large.

(f) The plan should re-explore the city built form; there lies significant architectural and landscape elements that have the viable aesthetics which could attract tourism interests.

(g) The review should develop an appropriate tourism circuit that will consider (c), (d), and (f) above.

5.1.2 Provide improved funding:

The study observed that, lack of adequate funding, is one of the major explanatory factor in explaining the non-implementation of the basic components of the master plan; therefore, the study recommend for an improved funding system for effective implementation of the tourism master plan. A system of exploring the various models of Public-Private Partnership (PPP) should be designed and implemented. Public sector should be more proactive towards making loud able commitment in the provision of basic infrastructures for tourism; such as Roads, Electricity, Pipe Born Water, Improved Safety and Security; while the development of basic attractions such as Parks and Gardens, Recreation Parks, Hotels and Motels, Restaurants and Cafes, Cultural and Conference Centres, Marketing and Promotion of events product. The situation where government and private sector come together will be where the former will provide enabling environment for the later to come for investment. Once enablement is provided, both corporate organizations and individual members of the host communities will be attracted

5.1.3 Strengthening of the existing institutional framework:

The study had identified the various shortcomings of the existing institutional framework of tourism in the F.C.T, which include lack of coordination, monitoring and management of the tourism development in the Territory. Issues such as conflicting roles among operators in the tourism development process, resulting from absence of tourism policy, lack of a defined legal framework and weak administrative framework. The study recommends that Abuja tourism development policy should be gazette, and laws related to tourism development should also be enacted. Also, synergy should be created among the various agencies of tourism in the FCT for effective implementation of development programmes and projects, as well as re-strengthen

them towards actualizing the FCT tourism master plan. The proposed institutional framework involved two processes:

(a) The direct process: This involves the direct flow of actions for the delivery of mandates. The flow involves, policy pragrammes formulated by the Federal Ministry of Culture and Tourism, will pass directly to the apex tourism agency in the country i.e. NTDC, then to the state development Boards (ATDB), then the board been the major establishment for the coordination, implementation, monitoring and management of tourism activities in the territory, will now enforce it through the various related agencies in the territory generating development to the tourism sector.

(b) Indirect process: in this process, the directives or policy and programmes comes indirectly i.e. from Federal Ministry of Culture and Tourism to the F.C.T.A instead ministry to NTDC, then to ATDB to the various agencies and individual organizations with interest in tourism activity development in the F.C.T to generate development for the sector. Figure 6.1.4, makes proposal for a harmonized institutional framework for tourism sector of the FCT.

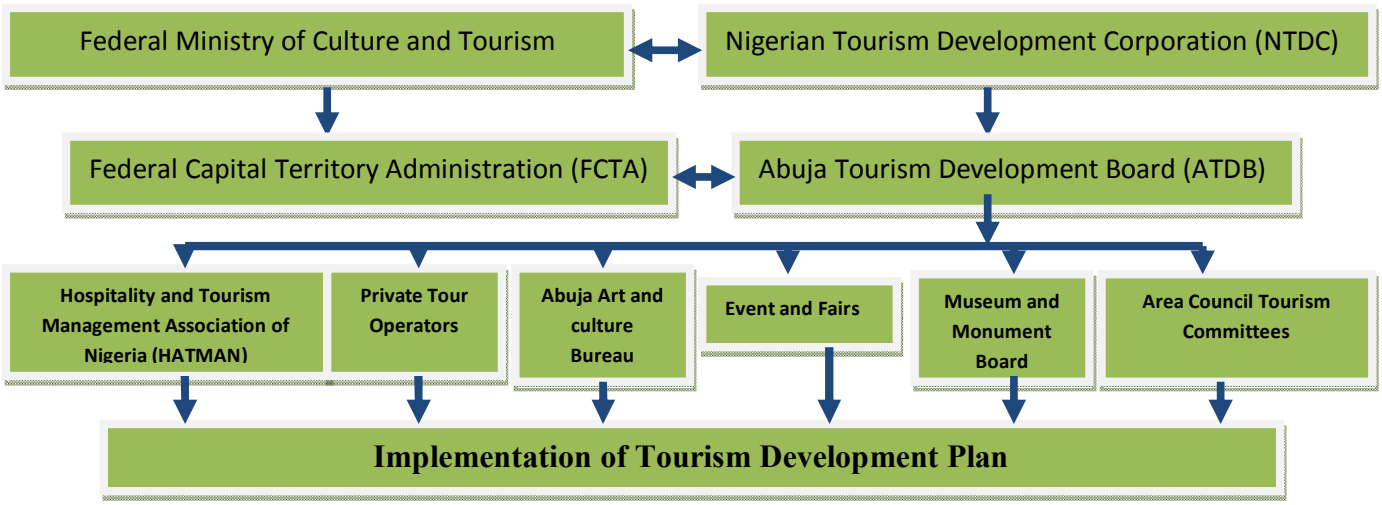


Figure 5.1.3: proposed institutional framework for Abuja tourism development

5.1.4 Strengthen the technical component of the Tourism Development Board:

The plan can only be actualize through a strategic implementation framework. As it exists, the tourism development department is not in a capacity to implement the goals and objectives of the tourism master plan as well as facilitating the tourism mandate of the F.C.T. This is because, there is no adequate technical manpower available in the existing organization structure of the department, therefore, it is recommended that, the sole implementing agency of the Abuja strategic tourism plan and development to be re-strengthen to reflect the ideals for effective tourism development in the territory. This includes the provisioning of adequate staffing, office equipments, communication gadgets, vehicles for monitoring, improved salaries, wages and welfare packages for the staff and conducive office space for operations. This will help in repositioning the tourism industry in the territory as obtain in other developed tourism destinations of the world as well as to compete with them.

5.1.5 Establish the Abuja Tourism Development Board (ATDB):

The study established that the tourism board is instrumental to the actualization of the F.C.T tourism mandate; therefore, the national assembly should be solicitated to passed the Abuja tourism development policy and law, this is to enable the establishment of the board, which serves as state apex for coordinating and monitoring of tourism development. The tourism policy and law will enable the board to operate effectively along with other agencies in Abuja with a defined functions and responsibilities towards attainment of the set out tourism goals and objectives.

5.1.6 Create Adequate Publicity:

Comprehensive publicity is an important component of marketing and promotion of tourism attractions to the world communities. According to world (1999); "information is increasingly being recognized as a planning and management tools to public and private enterprises engaged in tourism development". The tourism board should embark on publicity and awareness drive such as TV Jingles, Newspaper Advertisement and participation in tourism events and fairs. Therefore, the study recommend that the Abuja tourism programmes should be made available on the internet and also an effective web site for the board should be created to enable contributions in form of suggestions and opinions to be expressed in meeting the designed goals of the tourism development of the F.C.T.

5.1.7 Develop Political will for tourism:

Government commitments towards actualization of development programmes and projects such as tourism cannot be over emphasized. The study identified a wide gap between the tourism development and political will on the part of government; this explains the poor turnout of the implementation of the tourism development programmes. Therefore, to bridge the gap, the

study recommends that government should commit effectively towards actualization of the Abuja tourism mandate. This should take the form of provision of supporting infrastructures such as; water, electricity, roads and public transport systems, etc, economic incentives such as tax holiday, free investment portfolio from the C.B.N, insurance companies, development and commercial banks, investment houses and other financial institutions in the country; policy regulations such as visa holiday, immigration lifts, trade tariffs and improved security system. These amongst others will not only contribute to the development of tourism destinations in Abuja, but also portray the image of the whole country as a tourists friendly Nation.

5.2.0 CONCLUSION

It has become clear from the assessment that Abuja is rich in tourism attractions and potentials but the implementation of the programmes have been unsuccessful, constrained by the identified factors. This hindered the effective development of the tourism sector of the F.C.T as established by the study. The outcome established that the basic components of the tourism master plan were not adequately implemented, while others are yet to be carried out. These were attributed to the identified factors that resulted to the outcome. Recommendations were made for transforming the Abuja tourism sector to a more viable sector and also for future tourism planning process and programmes for the actualization of the National Tourism Development Master Plan and the National Tourism Development Policy with regards to Abuja and the country at large.

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