APPRAISAL OF THE IMPLEMENTATION OF TINAPA TOURIST RESORT PROJECT

BY

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MSC/ENV-DESIGN/3858/2009-2010

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

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A THESIS SUBMITTED TO THE POSTGRADUATESCHOOL, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE (MSc.) IN URBAN AND REGIONAL PLANNING

DEPARTMENT OF URBAN AND REGIONAL PLANNING
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AHMADU BELLO UNIVERSITY, ZARIA

OCTOBER, 2015

DECLARATION

I hereby declare that this thesis entitled: **'APPRAISAL OF THE IMPLEMENTATION OF TINAPA TOURIST RESORT PROJECT',** has been undertaken by me in the Department of Urban and Regional Planning under the supervision of Mr S D Ojibo. The information contained in the literature has been duly acknowledged in the text and references provided. No part of this literature has been presented for another degree at any university.

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ESSIEN, MANDU OFFIONG SIGNATURE DATE

CERTIFICATION

This thesis entitled: '**APPRAISAL OF THE IMPLEMENTATION OF TINAPA TOURIST RESORT PROJECT',** meets the guidelines governing the award of the Degree of Master of Urban and Regional Planning and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

I humbly dedicate this work to the Almighty God, Jehovah- the all-wise God; The source and provider of perfect knowledge.

ACKNOWLEDGMENTS

This work will not be complete without duly acknowledging all who in one way or the other have affected and contributed to the success of my Master's Program. First of all I am most grateful to Jehovah God, the provider and sustainer of life. Without Him, nothing I have done would I have done.

I say THANK YOU to my family for their patience and understanding.

I am grateful to my office- my wonderful Director and my boss for their loving and kind consideration.

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I will not and cannot afford to forget my Christian family in Zaria. They were and are still my best friends. I shall not forget them in a hurry. James K was more than a brother. He was a friend INDEED.

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ABSTRACT

The Tinapa Business Resort is one of the reputable tourist destinations and attractions in the country (Nigeria), and the world at large. Each year, thousands of tourists other visitors embark on trips to Tinapa. This study undertakes an evaluation of the Tinapa Resort with a view to have an insight into the achievement of the objectives for which the resort was established.The study analyzes the performance of the Tinapa Tourist Resort. It is an evaluation study which x-rays the functionality, efficiency and profitability of the Tinapa Tourist and Business Resort since inception. The study provides insight into the activities of the Resort as it highlights the volume of tourist visit, patronage of the various facility and activity areas and income generation. The quality of facilities are also brought to the fore.

The approach and methodology employed for the study has included data collected from published information and documentation on Tinapa, information from ministries and parastatals in connection with Tinapa and the tourism industry, journals, books and magazines. Much of the materials for this study were obtained from field survey, administering of questionnaires, photographing, personal observation and interviews.

The findings of this research have revealed that the Tinapa Business and Tourist resort has been developed to the required standard and has met over 80% of its objectives. The facilities which were proposed are in place, the level of patronage is impressive and the return on investment is tremendous.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Tourist resorts are essential components of the tourism industry. They are places that thousands of people visit on daily basis for leisure activities, recreation and tourism purposes. The Oxford Advanced Learner's Dictionary defines a resort as "a place where a lot of people go on holiday or vacation." They could be seaside, mountain, spa, ski resorts and others. They constitute one of the major supporting structures for activities that promote tourism. According to Krippendorf (1987) any place having unique features can be developed and promoted as a resort. He further explains that resorts are generally appreciated based on the needs they provide and benefits to tourists. They are usually located away from crowded destinations, thus offering peace and isolation to tourists in natural surroundings. They have various facilities to offer to visiting tourists. Many countries of the world have invested much and have gone ahead of others in the development of resorts which have successfully attracted large volumes of tourists. Tourist resorts abound in the world at different places mostly enhanced by man-made improvements. In many cases, natural tourist resorts or attraction sites are developed to standards much more appreciated by visiting tourists. Sometimes, private individuals engage in large-scale tourist resort developmental projects, in partnership with the government at different levels, or vice versa. This coalition is referred to as private-public-partnership or public-private–partnership (PPP). According to Meine (2006) the issue of funding has given rise to the PPP arrangement. This provides various options for financing tourist resorts and their supporting structures and facilities. In any case, the focus is investment on tourist resorts considering the economic, social and aesthetic contributions of the development of tourist resorts.

Much more important to development and investment in tourist resorts is the implementation of such resort projects at various stages of development. Implementation

plays a significant role in establishing whether such tourist resort projects have accomplished their set goals and objectives in the area of facilities which attract patronage. Tourists and visitors to resorts and recreational facilities prefer destinations that are affordable, satisfy their needs for tourism and recreation, secure and easily accessible. This study employs these determinants to measure the level of patronage of the Tinapa Tourist Resort by tourist. Tinapa is a world-class Integrated Business and Leisure Resort located in Calabar, South Eastern Nigeria, situated by the Calabar River and contiguous with the Calabar Free Trade Zone, Nigeria's first Free Trade Zone. The resort is promoted by the Cross River State Government of Nigeria under a (PPP) arrangement. The idea for the Tinapa project came up from the selfless vision of an economic-oriented government as a dividend of governance to its citizens. The Cross River State Government thus took time to seek ways of developing the state's economy. Consequently, a decision was made to harness the enormous tourism potentials of the state to launch it into an action plan as one of the fast moving economies of the world. This forms the basis of this study: Appraisal of the Implementation of Tinapa Tourist Resort Project.

1.2 STATEMENT OF RESEARCH PROBLEM

The development of tourist resorts and its supporting facilities has become one of the areas of interest of various world economies. This is consequent upon the fact that tourist resorts and destinations constitute big business and is a major income earner. Long term investments in tourist resorts are known to have brought large financial returns to many countries. For instance Kenya depends largely on tourism for its external earnings by exploiting the great biodiversity of wildlife in the Nairobi National Park, (MOFINEWS 2008). This is the case with the Monkey Bay in Malawi, the Sun City Resort in South Africa and Burj al Arab in Dubai. In Nigeria, tourist resorts also abound which include the Yankari

Game Reserve (Bauchi State), Obudu Mountain and Ranch Resort (Cross River), to mention a few.

The Tinapa Tourist Resort Project started in 2007 and was scheduled to be developed in four phases. The mix of components brought together in the phased development of the project creates an ideal environment for trade and business tourists to flourish and lays the foundation on which to build a successful leisure tourism industry.

According to the Island of Hawaii Resort Survey (2009), if a tourist resort is to succeed, proper implementation must be undertaken. Implementation of resort projects is crucial to their competitiveness and survival. Implementation takes into consideration not only the economic and financial interests of the developers, whether government, or private partnership, but also the interests of visiting tourists, host destinations, etc, suggesting therefore the need for cooperation and commitment of all the stakeholders in the exercise. (Myra, 1998).It is against this backdrop that this study seeks to appraise the implementation of Tinapa tourist resort project.

1.3 RESEARCH QUESTIONS

1. What is the level of patronage of the Tinapa Tourist Resort?
2. What are the parameters for measuring the level of patronage of Tinapa Resort?
3. What are the explanations for the patronage of the Tinapa Resort?

1.4 AIM OF THE STUDY

To appraise the implementation of Tinapa Tourist Resort Project through analysis of the level of patronage with a view to identifying determinants of patronage and make appropriate recommendations.

1.5 OBJECTIVES OF THE STUDY

1. To review the scope and significance of the tourism industry as it relates to planning and development.
2. To appraise the implementation of the Tinapa Tourist Resort Project.
3. To make recommendations for improvement to enhance further patronage.

1.6 SCOPE OF THE STUDY

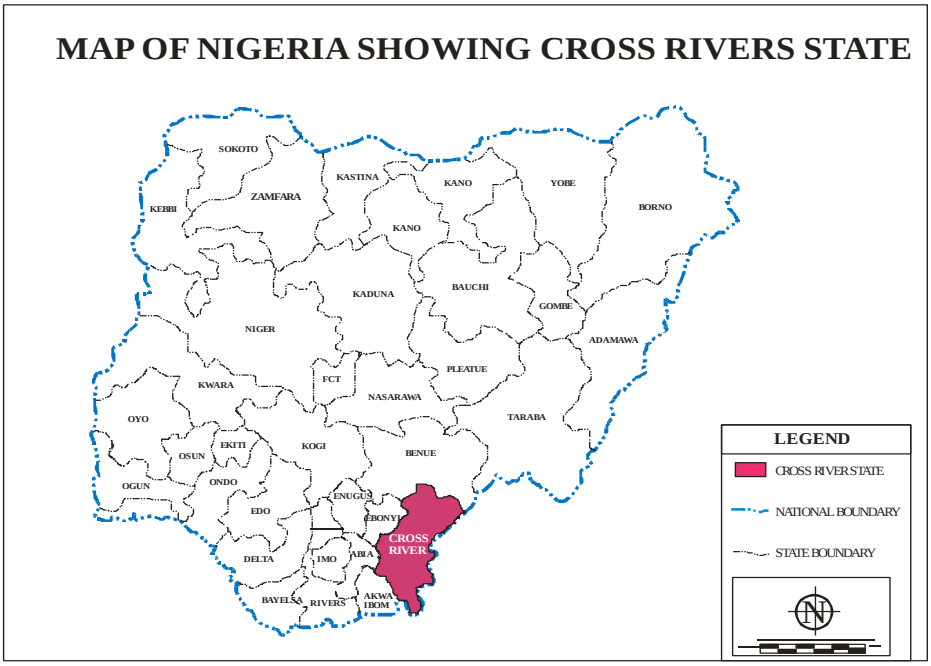
The major focus of this study is to appraise the implementation of the Tinapa Resort project with a view to ascertaining the level of patronage and determinants of patronage. The scope of this study encompasses Tinapa's supporting facilities and structures. These facilities, amenities and structures are what actually constitute Tinapa as a tourist resort. They include the Skydive Arena/Slide Area Water Pack, acclaimed to be the largest in Africa; Sea-world Games Arcade, renown to be the largest in Nigeria; the Tinapa Amber Hotel, one of the nicest in the country; the Studio Tinapa (called Nollywood); the Fisherman Lake; Tinapa Arts Exhibition Center; the Wave Pool and Lazy River; and the Emporia (four sets of large shops/stores) for selling different types of materials and wares/provisions to support tourists activity at the Tinapa Resort. The following table gives an outline of the facility and activity areas in Tinapa. The map shows the location of the Site.

Table 1.1: Key Facilities and Activity Function at Tinapa

S/NO.	FACILITIES	ACTIVITY FUNCTION
1	The Skydive Arena/Slide Area Water Park	For recreational swimming and water diving
2.	Sea-world Games Arcade	For relaxation/ entertainment
3.	Tinapa Amber / Lakeside Hotel	Luxury Accommodation
4.	Studio Tinapa (Nollywood)	For film shooting/recording and production.
5.	The Fisherman Lake	For recreational fishing.
6.	The Wave Pool and Lazy River	Canoeing, boat racing etc.
7.	The Emporia	Sales of assorted materials.
8.	The Tinapa Arts Exhibition Center	Displays of traditional arts materials from the tourist destination.

Source: MOFINEWS, March 2009, Volume 8, No.

Map 4.1: Cross River and Neighbouring States Accessible to the Tinapa Resort



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Source: Cross River State Tourism Development Board

CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter provides a review of explanations on meaning and concept of tourism, history of tourism, resort development, types and nature of resorts. Here, planning the development of tourist resorts, determinants of performance of resorts, the tourism industry, evaluation of resorts, significance of tourism, historical antecedents of tourism, the background to the Tinapa Tourist Resort project and its blueprint are examined.

2.2 THE CONCEPT OF TOURISM

Tourism is one of the industries with the strongest effect on the economy, because it helps in developing other sectors. "Tourism is a composite of activities, facilities, services and industries that deliver a travel experience, that is, transportation, accommodation, eating and drinking establishments, entertainment, recreation, historical and cultural experiences, destination attractions, shopping and other services available to travelers away from home. The significance of tourism, as defined by Ghosh (1998), is, among others, one of the major items of international trade. According to a study of an American model, the success of any tourism business could be determined by Tourism planning, Tourism development and research in Tourism marketing.

Many of the world's countries regard tourism as an important and integral aspect of their development strategies. In the literature on tourism, most studies give emphasis to the economic benefits derived from tourism. These benefits are usually encapsulated in contributions to foreign exchange earnings, government revenues, regional development stimuli and creation of employment and income. However,

according to Lickorish (1991), tourism is more than an economic activity. It is in essence, a massive interaction of people demanding a wide range of services, facilities and inputs which generate opportunities and challenges to host countries. Okpoko et al (2002) see tourism as a complex and pervasive phenomenon which touches all aspects of man and society- cultural, social, economic, historical, political or physical environments. Because of its complex nature, tourism can best be treated in a multidisciplinary way, since various disciplines have been identified to have leading roles to play in the study of tourism as well as in its definitions. Okpoko explains the disciplines to include the fields of geography, economics, management, sociology, anthropology archaeology etc. Lickorish posits that Tourism is arguably the world's largest industry and as a result the practice of tourism is becoming increasingly sophisticated. Its development is concerned with a wide range of services- transport, accommodation, attractions, the infrastructure. The private sector is concerned with profit while the public sector is concerned with national benefits. Tourism is also regarded as a complex trade covering all movements of people outside their own community for all purposes except migration or regular daily work. It is a major economic activity which is highly competitive, a major employer and a global phenomenon.

The Nigerian National Tourism Policy explains that the policy thrust is "to develop sustainable tourism by capitalizing on heritage diversity as the basis for promoting domestic and international tourism. This is aimed at competitive sustainable tourism development within the confines of the World Tourism market and open up Nigeria as a major tourist destination in Africa through the Development of International Tourism and promotion of domestic tourism" (National Tourism Policy for Nigeria). In a similar direction, the World Tourism Organization: Approved Global Code of Ethics for Tourism states the aim of the formation of the body as follows: "to promote responsible, sustainable and universally acceptable tourism in the framework of the right of all persons to use their free time for leisure pursuits or travel with respect for the choices of safety of all peoples.

2.2.1 History of Tourism

Tourism can be recognized as long as people have travelled; the narrative of Marco Polo in the 13th century; the "grand tour" of the British aristocracy to Europe in the 18th century; and the journeys of David Livingstone through Africa in the 19th century are all examples of early tourism. Thomas Cook is popularly regarded as the founder of inclusive tours with his use of a chartered train in 1841 to transport tourists from Loughborough to Leicester. Before the 1950s, tourism in Europe was mainly a domestic activity with some international travel between countries, mainly within continental Europe. In the period of recovery following World War II, a combination of circumstances provided an impetus to international travel. Among the important contributing factors were the growing number of people in employment, the increase in real disposable incomes and available leisure time, and changing social attitudes towards leisure and work. These factors combined to stimulate the latent demand for foreign travel and holidays. The emergence of specialist tour operators who organized inclusive holidays by purchasing transport, accommodation, and related services and selling these at a single price, brought foreign holidays within the price-range of a new and growing group of consumers. The "package" or "inclusive" tour democratized travel in Europe; foreign holidays were no longer the preserve of the affluent and socially elite classes.

Further information on world tourism activities indicate that it was in 1946 that the First International Congress of National Tourism Bodies, met in London and decided to create a new international non-governmental organization to replace the International Union of Official Tourist Propaganda Organizations (IUOTPO), established in 1934. Way down to 2008, the UNWTO and other UN agencies presented the Global Sustainable Tourism Criteria at the World Conservation Congress, Barcelona (Spain). The 84th Session of the UNWTO Executive Council established the Tourism Resilience Committee (TRC) to respond to the economic downturn in Madrid (Spain). UNWTO launched the awareness campaign to Protect Children from Exploitation in Travel and Tourism. In 2009, in response to the global

economic crisis, the UNWTO Roadmap for Recovery was developed, demonstrating how tourism can contribute to economic recovery and the long term transformation to the Green Economy**.** The 18th Session of the UNWTO General Assembly, Astana (Kazakhstan), endorses the Roadmap for Recovery as a way to mainstream tourism into economic stimulus packages and appoints Taleb Rifai (Jordan) as UNWTO Secretary-General for the period 2010-2013**.** During the four year period, the UNWTO and the World Travel and Tourism Council host a side event at the COP-15 negotiations demonstrating the commitment of the tourism industry to the climate imperative, Copenhagen (Denmark). In 2010 the First T.20 Ministers' Meeting underscored tourism contribution to global economic recovery and the long-term 'green' transformation**.**

2.2.2 Historical Antecedents of Tourism

Tourism in Greece: Tourism as an activity is as old as man himself**.** However, the examination of the history of tourism helps us to appreciate modern tourism and the environment where it is currently developed and promoted, and to understand its challenges in the new millennium. The early historical record of tourism can be traced to the ancient Greek World. The early Greeks advanced travel and tourism first of all through the development of a coin currency which replaced the need to travel with goods meant to be bartered at the last destination in exchange for other goods and services. Along the travel routes the merchants stop to admire wonderful natural scenarios, man-made structures and other sights. Such attractions included mountain heights, snow-capped islands, mighty forest reserves, water bodies etc; excavations like bridges, tunnels, city gates/ walls and so on.

In the second instance, the Greek language promoted tourism as Greece became a citadel of learning. This development made it easier for people to communicate as they travel. Most of the Greek cities were located along coastal areas, thus travel was mostly by sea. The Greeks being a pleasure loving people, were always engaged in one activity or the other. This prompted travels to other parts of the Grecian Empire, like Athens where there were the

Greek arenas for cinemas. There were also the Greek theatres where local competitions: fights, wrestling and boxing took place. Wrestling with wild animals were also a very common part of recreation and tourism activity in Greece. This feature became an important attraction to foreigners and with time yielded much revenue for the Greek Empire.

According to Ikechukwu and Pat Okpoko (2002), the main tourism attractions of the Greek World Empire included the Olympic Games, gymnastics and other festivals during which period considerable tourism traffic were recorded. Plato and Xenophon (4th Century B.C Philosophers) reacted differently to the phenomenon and motives behind tourism. Plato formulated laws restricting foreign visits in Greece to people above the age of forty concluding that such persons would be traveling on a public mission. But Xenophon recognized the contribution of foreign visitors to the prosperity of Athens and recommended that a part of public fund be used for the building of hotels to accommodate the needs of tourists.

The Renaissance Period

Millenniums ago, man invented the wheels to travel to distances outside his destination. In due course the wheels were attached to carts and chariots which were pulled by animals like horses and camels. Kings and merchants traveled on comfortable chariots which enabled them to visit places of interest. Gautam (or Prince Siddhartha) of India and Alexander the Great of Greece were one of these men. But this travel was limited to a few, mostly the rich. The 18th century revolution in transportation resulted in cheaper transport fares in all modes of transportation (road, air, and sea), thus affording more and more people the opportunity to travel. The rise of universities in later middle ages including Bologna, Paris and Oxford introduced another dimension to the history of tourism. Students traveled to these new centers of learning as educational tourists. The Renaissance marked the next phase in the history of tourism. This period began after the middle ages and witnessed the revival of art and literature. The growth of urban cities, invention of printing and the growth of political

thought all contributed to tourism movements and activities. The religious revolution in America and Europe resulted in the establishment of reformed and protestant churches. These also became centers of attraction for tourists.

The rise of the Roman Empire also ushered in a dynamic era in the history of tourism. According to Chamber's Encyclopedia (1969), during her peak period the Roman Empire had long peace, excellent land and sea communications which enabled foreign tourists to move in and out of the empire. The volume of traffic recorded during this period was not to be seen again until the 19thC. Roman tourists also traveled overseas. Among the places tourists visited were Greece for the study of art and legend, Asia and Islands of Rhodes as well as Egypt to see the great pyramids. The inscriptions of Roman tourists on the pyramids have been recorded by scholars. The main attractions in Rome for tourist were Baiae, Sicily, Anxur, and Naples.

2.2.3 History of Tourism in Nigeria

According to Da Silva (1985), the first tourists from Europe (the Portuguese) arrived Lagos in 1472. For the management of resources, especially cultural aspects, and for the promotion of tourism in Nigeria, the Colonial Antiquities Commission was established in 1953. The commission was to identify and preserve national movements and antiquities. In 1959 an Ad-Hoc committee on tourism was set up under Ministry of Commerce and Industry. 1962 saw the formation of the Nigeria Tourist Association. In 1976 the Military Government established the Nigerian Tourist Board by Decree No 54 of 1976. Following the inadequacies of the Nigeria Tourist Board and the State Tourism Committees, Decree No 81 of 1992 was promulgated which established the Nigerian Tourism Development Corporation which function was and still is to oversee tourism development in Nigeria. Section 7 No 1 of the Decree also established State Tourism Board in each State and Section 10, No 1 established same for Local Government Areas.

Seth and Bhat (2005) explain that Nigeria possesses great tourism potentials, much of which have been tapped and developed. Tourist resorts abound in the country, which promote cultural tourism, agritourism, ecotourism and socio-economic benefits. Not to be overlooked are the enormous financial returns which have accrued to the country from tourism. This has improved the Gross Domestic Product of the country by over thirty percent. The various festivals and tourist activities held in the country have enhanced the cultural and tourism potentials that the country is endowed with. Such festivals include the Oshun Oshogbo festival carried in recognition of the Oshun god and performed right at the shrine. This has, over the years attracted tourists and visitors both within and outside the country.

The Nok Terra Cotta head in Kaduna has been a major source of tourist attraction which has contributed immensely to the promotion of the Nok culture and in extension, tourism in the country. The great waterfalls and springs in the country are also wonder tourist sites. Examples include the Agbokim and Qua falls in Cross River. Local crafts and pot making also attract foreign tourists and some have had collections of these items in their own countries as exhibits of their tourist escapades. The ancient city gates in most northern states of the country have offered good side attractions. Examples include the Kofar Gayau City Gate/Wall in Zaria and Kofar Kaura in Katsina city. The Lugard Bridge in Kaduna, the Mary Sessor's Tomb in Akwa Ibom are great attractions too.

2.2.4 The Nigeria Tourism Policy

The first effort to develop tourism in Nigeria can be traced to the report submitted by the Advisory Committee on the Promotion of the Tourism Industry in Nigeria. The ad hoc committee in 1959, inciuded a group of American travel agents to tour the country to comment on and advise on the possibilities of developing the tourism sector. Much of the recommendations emphasized the need to concentrate development in selected tourist sites and destinations to improve infrastructural facilities and tourist services at those locations. The poor quality of infrastructure was noted and the absence of a federal agency to promote

and coordinate development. It was recommended that a Nigerian Tourist Association be established. In 1962 this body was founded to be funded by subventions from the public and private sector. Unfortunately, due to a poorly organized private sector and underfunding by the federal government, the Nigerian Tourist Association became ineffective and was replaced by the Nigeria Tourist Board. The Nigeria Tourist Board was established by the Military Government by Decree 54 of 1976. The Board was charged with the responsibility of promoting the development of tourism in Nigeria through coordinated researches, planning and publicity. (Olokesusi, 1987 in Okpoko et al). The policy objectives for the Nigerian Tourist Board are outlined in the Nigeria Tourism Act of 1976 as follows:

1. The Board should be responsible for the determination of the overall policy and operational, financial and economic programmes;
2. To recommend a land-use policy for tourism in Nigeria;
3. To establish appropriate subsidiary organizations to achieve the Nigeria Tourism Policy Objectives;
4. To encourage people living in Nigeria to take their holidays therein and people abroad to visit the country; and
5. To encourage the provision and improvement of tourist amenities and facilities in Nigeria including the development of hotels and facilities.

Other functions of the Board include:

- To render financial assistance to the states in the field of tourism.
- To assist in the development of museums and historic sites, parks, game reserves, beaches, natural beauty spots, holiday resorts and souvenir industries.

For Nigeria as a country, with numerous tourism potentials has recognized the significance of tourism in the development of the economy. Thus, efforts are made by the federal and state governments to promote the tourism trade. The policy thrust of the Nigeria

Tourism Industry later resulted in the formulation of the Nigeria Tourism Development Corporation (NTDC), which currently oversees all tourism activities in the country.

2.2.5 Some Tourist Attractions in the World

The South Korean theme parks, Everland and Lotte World rank among the world's 50 most-visited tourist attractions—beating out the Great Pyramids (4 million), the Taj Mahal (3 million), and Stonehenge (1 million). Where people choose to spend their vacation time says a lot about what they value, and despite—or perhaps because of—the lingering global economic crisis, people are traveling more than ever. International tourist arrivals were up to 6.6 percent in 2010, according to the World Tourism Organization. China ousted Spain as the third most-visited country with 55.7 million foreign arrivals, while France and the U.S. held tight to their first and second place rankings. Theme parks are just as appealing in these countries as they are in South Korea. Disneyland, Paris, drew the same number of visitors (10.5 million) as Sacré-Coeur, and two of the world's 10 most-visited tourist attractions are Disney parks.

America also dominates the list. Some credit goes to the weak U.S. dollar, which drew 8.7 percent more foreign tourists in 2010 than the previous year—and likely persuaded many Americans to explore within the vast borders. China and India are even bigger than the U.S, but their lack of dependable visitor statistics and limited domestic tourism markets help account for their few attractions on our list. Attendance at Beijing's Forbidden City surged from 7 million visitors in 2007 to 12.83 million visitors in 2010. To tally up the world's most-visited attractions, the most recent data supplied by the attractions themselves or from government agencies, industry reports, and reputable media outlets were gathered. Whenever available 2010 data were used; however, in the case of theme parks and a few other attractions, the most recent attendance numbers were from 2009. Attractions that do not sell tickets gave estimates as best they could. The Times Square Alliance was able to estimate that 80 percent of the 49 million tourists who visited New York in 2010 passed through

Times Square. But Berlin's East Side Gallery and London's Trafalgar Square were excluded because their tourism bureaus couldn't provide estimates that distinguished between visitors and locals. "Tourist attractions" are defined as cultural and historical sites, natural landmarks, and officially designated spaces. So Boston's shop-filled Faneuil Hall Marketplace made the cut, but not Minnesota's Mall of America—with 40 million annual visitors it would otherwise have been number one. Short walkways and waterfront promenades also fit the definition of tourist attractions; that disqualified the Blue Ridge Parkway. New attractions like the Wizarding World of Harry Potter lifted attendance at Universal's Islands of Adventure Park in Orlando by more than 1.7 million visitors.

2.3 SIGNIFICANCE OF TOURISM

Tourism today is fast becoming the world's largest industry. Many countries of the world are competitively investing in tourism. It is made up of various segment which cut across all strata of persons. Thus, whether an individual is actively involved in tourist activity or not, he or she may still play a role in the advancing and all embracing tourism industry. This is due to the fact that the segments of the tourism industry include catering (food service), travel (air/ flight arrangements, vehicle bookings, ocean/sea journey reservations), accommodation (hotel, motels, resort complexes, holiday inns, farm houses, camp sites, caravans, suites, villas and guest apartments,), resorts (development of tourists sites, destinations and attractions, organizing of tourist events- cultural, man-made and ecotourism features), entertainment (sports, music, soap operas, etc). These businesses and outfits provide services to tourists and travellers whose tourist experience would not be complete and enjoyable without these services. Much of these services are provided by experts and business technocrats who may otherwise not be employed by other sectors. Here tourism comes to their rescue by providing employment. Most of those employed in this sector have

become skilful in providing services to tourists and have maintained a lifetime career in the tourism industry.

The significance of tourism in the operations of many economies of the world cannot be overemphasized. This is due to the fact that many countries of the world have gained much from the investment in tourism. Countries like Kenya, South Africa, Nigeria, to mention a few, have developed their tourism potentials to tremendous proportions. Kenya, for instance, has invested much in the development of wildlife tourism. Over the decades, this has captured the interest of tourists and has drawn thousands of visitors to Kenya. This has also resulted in much income generation for the country. South Africa in the list, has developed its ecosystem potentials and has created the best Eco-Tourism the world has witnessed. This has significantly elevated the tourism landscape of the country and has attracted millions to its numerous tourist sites and destinations.

Nigeria, as a country too, has streamlined its tourism industry to accommodate various aspects of tourism: from wildlife tourism (eg. The Yankari Game Reserve in Bauchi State), to Agri-Tourism (eg. The Obudu Cattle Ranch and Range Resort), to Business Tourism and Resort Complexes (eg. The Tinapa Tourist and Business Resort). These resources have been well tapped to lift the face of tourism in Nigeria. The development of tourism in Nigeria has resulted in tremendous growth for the national economy. For instance, the Gross Domestic Product for the country increases yearly by 6%. This accrues from the tourism base of the country.

There is no gain saying that many countries of the world have benefitted from the tourism industry and the significance of tourism is continuously brought to the fore when issues of culture are discussed. Cultural values and activities of different parts of the world are pruned and enhanced by tourism. The yam festivals of some cultures in Nigeria (eg. in Abia State), for instance offer great attraction to tourists and on the other hand promote the cultures of the host communities. A cultural festival like the Calabar Carnival, for over a

decade has attracted tourists within and outside the country. On record, over a million tourists and visitors take part in the carnival every year and the number keeps increasing as more awareness is being created. This has given a facelift to the Calabar City, increase the financial and economic base of the state and contribute to the Gross Domestic Product (GDP) of the nation as a whole. The recently introduced Abuja carnival has also been a major attraction to the Federal Capital City of Nigeria. It has attracted hundreds of thousands of tourists and visitors to the city. At these festivals the cultures of virtually all parts of the country are featured and promoted. In both cases, other parts of the world, (mostly African countries, eg. Ghana, Togo, Kenya etc) are invited to participate in the carnivals and showcase and promote their equally rich cultural heritage.

Tourism destinations and attractions also provide relief from the hectic pace of life experienced by many modern cities. There is virtually no human activity that does not incorporate a little of tourist activity. A drive along a river port evokes a feeling of adventure with nature providing attraction and interesting sceneries. These natural sites are often developed to make man's quest for adventure more appealing. It brings to the fore the significance of tourism.

The development of host communities is also an important significance of tourism. Infrastructural facilities are raised to standards that will meet the appeal of the visiting tourists. The host communities thus benefit from good road networks where these were not previously available, electricity, water supply and employment opportunities, raising the per capita income. Socio-economic benefits also come in the way of mixing with the foreign tourists, appreciating their culture and sometimes adopting their positive traits and patterns of life.

2.4 TOURIST RESORTS

Resorts are basically places where people go for vacation and recreation activities. They are popular holiday locations which have been improved for tourist satisfaction. Tourist resorts are important and very essential components of tourism. They are one of the supporting structures of the tourism industry. Tourist resorts abound in the world which provide various tourist experience. This study has outlined many tourist attractions in the course of the analysis. In many countries, there are laws that regulate the establishment of resorts. For instance, within the USA, the Environmental Protection Agency (EPA) provides national environmental policies on tourism development while the state EPAs provide local directives. This is to protect human health and safeguard the environment. To be effective, environmental legislation must be enforceable, rigorous and given the same serious consideration as the financial aspects of the proposed tourist development. The United Nations World Tourism Organization (UNWTO) produced a tourism and environmental publication in 1992 that illustrated an integrated approach to resort development. (Inskeep and Kallenberger, 1992) in Cooper et al (2008).

2.4.1 Types and Nature of Resorts

Resorts abound in the world offering various kinds of tourist experience. They also vary in nature, size and facilities. Some types of resort include the following:

Mountain/ Range Resorts: These are resorts which offer tourist activities for recreational mountain climbing, skiing and hiking. They are located at areas on the earth's planet that are extremely fragile, where even very small number of tourist visit and can have a very high environmental impact. Many mountain resorts are found in Arctic and Antarctic regions, polar and alpine regions of the world eg North America and Asian countries. An example of a mountain resort in Nigeria is the Obudu Mountain Resort in Cross River.

Beach Resorts: These are resorts located at coastal areas-oceans, beaches and other waterfronts. They provide water-based and sea-side tourist and recreation activities such as

swimming, water skating/skiing, boat regatta etc. An example of this in Nigeria include the Lagos Bar Beach, the Ibeno Beach in Akwa Ibom.

Ranch Resorts: These are resorts with a large grazing land, especially for cattle rearing. They offer spectacular sight for tourists view, attraction and enjoyment. They are often located at serene, well managed environment that provide a unique tourist experience. An example is the Obudu Cattle and Ranch Resort in Cross River.

Spa Resorts: These are tourist destinations which incorporate medical activities into the tourist experience. They are sites where people go to relax to improve their health, which also offer health facilities and services to tourists needing health attention, sometimes by drinking water that has healing components from spring, (eg Spa resorts in Turkey).

Ski Resorts: These are tourist attractions which have been improved and specially designed to accommodate tourist/ recreation activities. They are mostly located along snowcapped and water areas. Special, long, narrow runner of wood, metal or plastics are fastened to boots to ease movement on snow and water, and this offers great tourist experience..

Culture Resorts: There are also cultural resorts which possess attractive cultures and festivals that draw tourists and visitors. They are located at cultural and historical sites which are improved and designed to offer unique experience to visiting tourists. Example in Nigeria is the Osun Oshogbo Shrine, the Osun Groove and the accompanying festival.

Other resorts are well designed with facilities and structures which carter to the various needs of tourists. As mentioned earlier such needs include food service, accommodation, transportation, etc.

2.4.2. Planning Tourist Resorts

Planning of resorts require purposeful integrated planning of specific areas as tourist destinations .This includes the planning and provision of transportation, accommodation, visitor activities and all services required for visitors to have satisfaction. In developed countries, resort planning is undertaken by private developers, but was previously seen as a

useful state activity to stimulate tourism. This is still the case in many less developed countries. Resort planning is often seen as an opportunity to avoid or mitigate adverse effects in advance, through planning and design, as well as an opportunity to plan a tourism development (from scratch) in consultation with a host community and stakeholders and anticipate or counter opposition to that development. Resort planning always incorporates an important design component - design of buildings, precincts, transport facilities, etc. Resorts are often planned (and developed) in multiple stages. They often involve a single or dominant developer or landowner. Resort planning occurs worldwide, and in many contexts. It usually involves a natural setting, except for resort based around a casino or other theme - but even these may be in a natural or semi-natural setting too. The approach is especially important in mountain and coastal areas. However, resort development does not necessarily involve nature-based tourism because, for example, a beach may be simply an attractive feature while the resort itself and its facilities may be the main attraction. In many countries it is the dominant tourism form in mountain settings because the resort is focused around skiing which is capital-intensive and site specific. Resort planning is the oldest form of 'modern' tourism planning, for example, long-established resort settlements in European and North American Alps, and some Mediterranean beach resorts. Sometimes the resort may grow into a significant town in its own right, e.g. Aspen, USA. These are often 'gateway' towns, and seen as very attractive for people to live in permanently, and earn a living from activities other than tourism.

Resort planning is typically a very capital-intensive form of development. The dominant investment is usually private but may involve some public funding. For example, if the resort is based around an existing settlement then streets and public open spaces, it may be retained by a local authority. There may also be local authority involvement in infrastructure which benefits an existing host community. The sharing of costs may be one consequence of joint public/private planning leading to resort development, typically through

a publicly-funded master plan for an area or region, followed by private investment in an identified location or activity area. Resorts are always site-specific, and usually rural. It is vital that planning involves the wider spatial context given the relationship of the resort to the surrounding area, which is often critical in terms of physical and social impacts. Planning tools need to take cumulative effects into account because of staged or multiple developments. Relatively uncontrolled resorts just outside regulated National Parks often cause significant problems of physical and perceived impacts, e.g. traffic congestion, density of accommodation development,,poor design, etc.

Resorts often grow around a seasonal attraction such as beach or snow. They are often planned to offer year-round attractions, in order to avoid the low season. However, a low season can be a way of both the host community and the physical environment recovering from a seasonal impact. Adverse social and environmental impacts from chain or mass resort development are well-documented all over the world, and such developments are probably the stereotype of "bad" (undesirable) tourism with no benefits for host community. Resort planning is often accused of not having a vision to drive it, except profit. However, resort planning can bring considerable economic benefits to nearby communities, and provide opportunities for public-private cooperation in planning. There is great potential for creative transport planning in and around resorts, such as avoiding overuse of private cars.

An economic balance between resort tourism and older land use/activity is an important aspect of acceptability to the host community and economy. For example, tourism and agriculture in populated alpine areas, tourism and fishing in beach resorts etc. Resorts can be very disruptive economically if tourism employment displaces existing older activities.

2.4.3. Determinants of Resort Performance and the Tourism Industry

Demand for Tourism: The major determinant of the performance of tourist resorts is the demand for tourism. According to Mathieson and Wall, (1982), tourist demand has been defined as the total number of persons who travel, or wish to travel, to use tourist facilities and services at places

away from work and residence. This implies a wide range of influences in addition to price, income, choice of resort facilities, as determinants of demand and includes not only those who actually participate in tourism, but those who wish to, but for some reason do not. This is the component of demand most commonly and easily measured, and the bulk of tourist statistics refer to effective demand.

In tourism, a useful measure of effective demand is travel propensity (the propensity or the likelihood of an individual to initiate a tourist activity), meaning the percentage of a population who actually engage in tourism. Net travel propensity is the percentage of the population who take at least one tourism trip in a given period of time, while gross travel propensity encompasses the total number of tourism trips taken as a percentage of the population. Thus, as holidays increase in importance, so gross travel propensity becomes more relevant. A division of the net travel propensity by the gross travel propensity gives the travel frequency, or the average number of trips taken by those participating in tourism during the period under consideration.

Income: The second attraction to the performance of tourist resorts and the tourism industry is income. Although income is a significant aspect of demand for tourism, it is an important determinant of the performance of resorts. Tourism can be said to be a luxury, an expensive activity that determines a certain threshold of income before an individual can choose to participate. Gross income is the total amount earned, but this gives little indication of the money available to spend on tourism. Disposable income represents the money that actually reaches the public's hands to dispose of as they want, but demands on such income includes essentials as housing, food, and clothing. The most useful measure of the ability to participate in tourism is discretionary income, that is the income left over when tax, housing and the basics of life have been accounted for. A low discretionary income significantly reduces and depresses travel propensity. A high income on the other hand enhances the ability to partake of tourism activities associated with the purchase of leisure-oriented goods.

Employment: The nature of one's employment can influence travel propensity and participation in tourism activities by determining holiday entitlement and also have effect on the type of holiday demanded. A more fundamental distinction is between those in employment and those unemployed. The impact of unemployment on tourism demand is obvious, but the nature of demand is

also changed with employment uncertainty, encouraging later booking of trips, more domestic holidays, shorter lengths of stay, and lower spending levels.

Life cycle: The propensity to travel, and indeed the type of tourism experience demanded, is closely related to an individual's age. While the conventional measurement is chronological age, the domestic age better discriminates between trips of tourist demand and levels of travel propensity. Domestic age refers to the stage in the life cycle reached by an individual and different stages are characterized by distinctive holiday demand and levels of travel propensity.

2.5 EVALUATING TOURIST RESORTS

Evaluation of tourist resort projects is crucial in the life cycle of a resort. This is especially essential after a resort has been seen to fruition and completion. Continuous evaluation seeks to ensure that the resort has actually achieved its intended purpose. This is examined in terms of the realization of the functions, activities, facilities provision, structures and most importantly the financial returns from the investment which is the major concern of resort investors and developers, be they private, public or public-private-partnership(PPP).

2.5.1 Definition and Types of Evaluation

As defined by the American Evaluation Association, evaluation involves assessing the strengths and weaknesses of projects, programs, policies, personnel, products and organizations to improve their effectiveness. It is the systematic collection and analysis of data needed to make decisions, a process which most well- run projects engage from the outset.

Evaluation is defined variously, depending on the subject matter, as applied methodology or the application of its results. In general, the definition of evaluation can be stated as "judgment on the value of a public intervention with reference to defined criteria of this judgment. The most frequently used criteria are: its conformity with the needs (of the sector, beneficiaries), relevance, efficiency, impact and sustainability of its effects. More general meaning of the term "evaluation", emphasizing its utilitarian character, is given by

Korporowicz, defining evaluation as a systematic survey of values or features of a given programme, activity or an object, taking into consideration the adopted criteria to enhance, improve or understand them better. The explanations of terms: control, audit, monitoring are presented below:

- **Audit** is the verification of compliance of the use of resources (mostly financial) with the binding legal regulations and specific standards e.g.
- The rules governing the use of assistance. Information obtained from the audit can be used in evaluation for estimating efficiency of an intervention and also as the comparative data for other similar enterprises.
- **Control**, like audit, can refer to the financial and legal aspects of a given project implementation. Moreover it can also apply to a study of organisational and managing structures. As opposed to audit, which as a rule has an overall and comprehensive character, control can have a fragmentary character and apply to one aspect of the institution's operation, e.g. the procedures of implementing innovations or the quality system.
- **Monitoring** - "regular gathering and examination of quantitative and qualitative data on projects and whole programme implementation with regard to financial and physical issues, the objective of which is to ensure the compliance of the project and programme implementation with the guidelines and objectives approved beforehand". Monitoring is usually conducted simultaneously with the implemented intervention and is designed for verifying this process, particularly the achievement of assumed outputs and results of the undertaken measures as well as inputs mobilized for their implementation.

Evaluation types can be classified applying various criteria. One of them is the time when evaluation is carried out with respect to the implementation of a programme (ex-ante evaluation, mid-term evaluation and ex-post evaluation). Another criterion is the "location" of those who conduct evaluation and their dependence on the programme executors. In case of

evaluation conducted by people directly or indirectly connected with the administration responsible for a project, we talk about the internal evaluation. Owing to this relation knowing the specificity of a given institution can be used during evaluation and because of that formulated recommendations can be more useful. On the other hand, however, the main accusation of this type of evaluation is its lack of appropriate objectivity at analysis and data interpretation as well as the lack of trained personnel, who beside their everyday duties related to work in an institution, could engage in evaluation tasks. As far as evaluation of the Structural Funds is concerned, we frequently deal with the external evaluation (mentioned in the framework regulation). Only the on-going evaluation can be conducted as the internal one.

The Council Regulation (EC) No 1260/1999 of 21 June 1999 laying down general provisions on the Structural Funds enumerates three types of evaluation in Chapter 3: ex-ante (Article 41), mid-term (Article 42) and ex-post (Article 43). Besides, there is also the so-called on-going evaluation, the conducting of which is not required in the framework regulation as well as so-called thematic evaluation. And the Act of 20 April 2004 on the National Development Plan (Articles 57-61, of 24 May 2004), indicates three types of evaluation: (1) ex-ante evaluation - conducted before the beginning of implementing a Programme; (2) mid-term evaluation; (3) ex-post evaluation - after the end of implementing a Programme.Brief descriptions of specific evaluation types in accordance with the terminology proposed by the Council (EC), is presented below:

- ***Ex-anteEvaluation*** - is performed before programme implementation and its objective is to assess whether the planned intervention is accurate with regard to needs (of a sector or beneficiaries) as well as coherent with reference to planned aims and how they will be implemented. It can also be the assessment of a context, the identification of potential difficulties as well as the diagnosis of target group needs and expectations.

In the working paper issued by the European Commission the ex-ante evaluation is defined as an interactive process providing judgement and recommendations by experts, separately from the planners, on policy or programme issues. The objective of the ex-ante evaluation is to improve and strengthen the final quality of a Plan or Programme under preparation. In this regard, this evaluation work has to facilitate a constructive dialogue between people responsible for a Plan or programme and the experts. The ex-ante evaluation also constitutes a key element enabling to understand the strategy and allocate financial resources, indicating clearly the rationale and the scope of choices made. In the framework regulation (Articles 40 and 41) six main elements of the programme, which should be covered by the ex-ante evaluation, are enumerated. These are: (1) the analysis of the so-far experiences; (2) the diagnosis of the socio-economic context of assistance; (3) the assessment of the legitimacy of choices made and priorities of measures accepted as well as the assessment of their internal and external coherence; (4) the assessment of the quantification of objectives: (5) the assessment of the anticipated socio-economic influence as well as resource allocation; (6) the assessment of the accepted programme implementation arrangements.

- ***Mid-term Evaluation*** is the evaluation performed towards the middle of the implementation of an intervention. This evaluation critically considers the first outputs and results, which enable assessing the quality of programme implementation. It is essential for the assessment of the assumptions made during the preparation stage, particularly objectives and agreed indicators as well as the current context of the implementation. This is especially crucial, as a change in socio-economic conditions can make the initial diagnosis that was the starting point for the implemented intervention, outdated. As a consequence, the results of this evaluation may contribute to certain modifications to the implementation of an intervention and to up-dating the adopted assumptions.

Within the mid-term evaluation, the following issues should be particularly taken into consideration: (1) the analysis of the results of previous evaluations, that can provide the crucial data with regard to the intervention being evaluated (2) the repeated (updated) assessment of the relevance of the adopted strategy; (3) the examination of factors that have occurred and that can have an impact on the implementation process and the efficiency in achieving the original objectives; (4) the confirmation whether the objectives have been defined accurately with regard to currently existing needs, both of the sector and beneficiaries; (5) the assessment whether indicators are relevant as well as whether their additional modification would be necessary; (6) the assessment of the so-far effectiveness and efficiency, particularly the results achieved so far and also the progress in attaining objectives; (7) the assessment of the management quality of the project implementation, (8) the assessment of how reliable collected data are referring to products and the intervention results, including the monitoring system; (9) providing useful information for making decision about the so-called performance reserve.

- ***Ex-post Evaluation*** - the evaluation of an intervention after it has been completed. According to the Article 43 of the framework regulation, it should be carried out not later than three years after the end of the implementation period. The ex-post evaluation aims at examining long-lasting effects of a programme and their sustainability. It is worth noticing that some results of a programme impact will be visible only in the longer prospect, thus the assessment of intervention sustainability has sometimes the estimated character, taking into consideration only present conditions. The overall assessment of the effectiveness and efficiency of an intervention as well as its accuracy and utility are not of minor importance. The reference to agreed objectives and the verification to what extent they have been achieved is particularly crucial here. This evaluation comprises the examination of the anticipated effects, as well as the identification of the effects brought [evoked] by an intervention that have not been expected, and this is of great importance as ex-post evaluation

not only recapitulates the implementation of an intervention, but also constitutes the source of useful information for planning future interventions.

- On-going Evaluation - has a supplementary character for all above-mentioned evaluation types and can be conducted independently. The on-going evaluation is carried out throughout the period of implementation of an intervention; however it cannot be taken for monitoring, as it consists of the in-depth assessment of the chosen problems that have appeared during other evaluations. The on-going evaluation focuses on the management process of implementation of an intervention, on the analysis of problems that occur during this process, and it proposes also specific solutions. Moreover, its aim is to analyze in detail contextual preconditions that can influence the success in a Programme implementation, or achieving the agreed objectives as well as comparing this project with other programmes of the same kind, and implemented at the same time.

2.6 BACKGROUND TO THE TINAPA RESORT

2.6.1 The Project Component: Tinapa Business Resort Limited (TBRL) is a public limited company incorporated in Nigeria which acts as the project sponsor and developer. TBRL entered contract with tenants and providers of key services. Though supported by the Cross River State Government, Tinapa is fully a private venture. The executive summary of the Investment Opportunity in Tinapa (February 2008) gives the estimate of the development of Tinapa at N56 billion (US $470million). As a centre piece in the Calabar region, Tinapa covers 65,000sq.m of warehousing and wholesale facilities, retail outlets developed to serve importers using the Calabar Port and exporters who plan to target the West African sub-regional market. MOFINEWS (Vol. 8), explains that Cross River is the first state in the Nigerian federation to seriously consider the option of an alternative revenue stream apart from statutory allocation from the Federation Account and waxes an economy not driven by oil. This thus informed the Cross River States dedication to the creation of a tourism industry

or circuit that could compete globally. The resort was thus edgy for full-scale tourist commercial utilization.

2.6.2 The Tinapa Blueprint/ Project Design

The Tinapa Blueprint or policy document was prepared in a phased arrangement. The following is a presentation of the blueprint for the Tinapa Tourist Resort:

Phase One: (1 – 3 Years: June 2000- September 2003)

1. A Shopping Complex comprising the following:

a. Four wholesale Emporiums of 10,000sqm each

b. 54 line shops

c. a fast food court with take-away outlets and a communal sitting area

d. an Administrative Centre

e. parking for approximately 4,000 cars and coaches

2. A cluster of 4 warehouses with a combined lettable area of 17,000sqm
3. A 242 – room, 3-Star Hotel (with 59 executive suites)
4. An entertainment strip which includes:

a. an 8 screen cinema complex of 1,915 seats

b. a casino of international standard

c. restaurants

d. a fisherman's village comprising of themed bars, a themed night club and an arts & crafts village with 20 stalls

e. a games arcade and a Ten-pin bowling alley

f. a children's play area

The entertainment strip also includes assets which were financed solely by the Cross River State Government as part of its equity investment in the Tinapa Project. These include:

. Leisure land / water world

. a film studio of international standard.

Phase Two: (1 – 2 Years: February 2003-December 2004)

1. A Hotel and Conference Complex that include:

a. 200 Rooms branded international 4 – Star Hotel

b. conference centre with a main ballroom seating up to 1000 delegates

c. 3 boutique stores of 50sqm each

d. business and fitness centre

2 Expansion of leisure and entertainment facilities to include:

a. water sports facilities

b. quad biking track

c. archery range

d. clay pigeon shooting area

3. Expansion of cultural and educational components:

a. 10 additional stalls with crafts making area

b. fisherman's wharf

c. restoration and upgrading of existing old Residency Museum in Calabar.

Phases Three and Four: (1 – 2 Years: January 2005-February 2007)

1. Accommodation Facilities to include:

a. 150 room, branded international 4 – Star Hotel

b. luxury beach lodge,

c. agritourism in the form of a tropical fish farm

d. ecotourism in the form of an exotic bird aviary

e. a rehabilitation centre to cover an area of approximately 20,000sqm.

The following ideographs show the professionals and developers of the Tinapa Project, the PPP nature of the project structure and the key drivers of Tinapa Resort project profitability performance.

Table 1.2: Construction Details of Tinapa

TINAPA PROJECT	% COM PLETION	DATE OF FINAL COMPLETION	CONTRACTOR
Shopping Complex/ Entertainment Strip	100	Completed(2008)	Julius Berger
Mechanical and Electrical Works	90	Completed 2010	Nairda
Warehouses: Civil Works Steel Works Wet Works	100 80 80	Completed(2008)	Julius Berger Global Structures CAT Construction
Hotel Building Work Furniture fixtures and fittings	100 100	Completed(2007)	ITB CCC&C
Fixtures and fittings Cinema Casino	70 90		
Infrastructure	100	Completed(2008)	Julius Berger
Leisure Land	100	Completed(2007)	Ponet
Lake Dredging	100	Completed(2008)	Van Oord
Independent Power Plant	100	Completed	CET Power
Movie Studio (Nollywood) and Dream Entertainment	90	Completed(2009)	Dream Entertainment

Source: Tinapa Investment Opportunities (On Net Journal- Feb. 2010)

Table 1.3: Facilities and Date of Commencement of Operations

S/ N	FACILITY	COMMENCEMENT DATE
1	Sea-World Games Arcade	December 2008
2	The Wave Pool and Lazy River [with boating facilities from Tinapa to Calabar town]	December 2008
3	Tinapa Amber Hotel [Facilities provided include: kitchen, bar, laundry, breakfast and dining area, landscaped external area, car park]	December 2008
4	The Fisherman Lake	February 2009
5	Studio Tinapa (Nollywood) [with spaces for a casino, an 8-screen digital camera, night club and vintage standard restaurant	September 2009
6	The Shopping Complex (Emporia) [four large shops equipped with facilities]	2009
7	Sky-dive Arena [Equipped with swimming facilities]	September 2009
8	The Arts Exhibition Centre	December 2009

Source: Tinapa Investment Opportunities (On-Net Journal, August 2010)

Table 1.4: Analysis of Implementation of Sub-Components of Blueprint (Phase I)

PROPOSALS (PHASE 1)	SITUATION ON GROUND	REMARKS
Shopping Complex		
Four Wholesale Emporiums	Completed	
54 Line Shops	Completed	
Fast Food Court	Completed	
Administrative Center	Completed	
Parking for approximately 4,000 Cars	Parking for about 3,000 Cars	Target for 4,000 cars not yet reached.
A Cluster of Warehouses	Completed	
242-room branded 3-Star Hotel	Completed	
Entertainment Strip		
8 Screen Cinema Complex	Completed	
A Casino	Completed	
Restaurants	Completed	
Fisherman Lake	Completed	
Games Arcade	Completed	
Children's Play area	Completed	Children's play area not fully equipped with entertainment facilities
Film Studio	Completed	

Source: Field Survey, 2013

Table 1.5: Analysis of Implementation of Sub-Components of Blueprint (Phase II)

PROPOSALS (PHASE II)	SITUATION ON GROUND	REMARKS
A Hotel/Conference Complex		
200-Room, 4-Star Hotel	Completed	
Conference Center for 4,000	Completed	
Business and Fitness Center	Completed	
Expansion of Leisure and Entertainment Facilities		
Water Sports Facilities	Completed	
Quad Biking Track	Completed	
Archery Range	Not Completed	
Clay Pigeon Shooting Area	Not Availiable	Not seen during the study
Expansion of Cultural/ Educational Components		
10 Additional Stalls with Crafts making area	Not Completed	
Fisherman Wharf	Completed	
Restoration and Upgrading of existing old Museum in Calabar	Completed	

Source: Field Survey, 2013

Table 1.6: Analysis of Implementation of Sub-Components of Blueprint (Phase III)

PROPOSALS (PHASE III)	SITUATION ON GROUND	REMARKS
Accomodation Facilities		
150-Room 4-Star Hotel	Completed	
Luxury Beach Lodge	Completed	
Agritourism (Fish Farming)	Not Developed	
Ecotourism (Bird Farming)	Not Developed	
A Rehabilitation Center	Not Available	Not yet developed

Source: Field Survey, 2013

The following sets of pictures (From Field Survey and MOFINEWS, 2010), also provide a pictorial overview of major facility and activity areas at the Tinapa Tourist Resort:

1. **The *t-mart***

This has the Tinapa brand name. Located to the west of the resort, it is a large shopping center that accommodates mostly wears of all kinds for both males and females.



Plate 1: The *t-mart*



Plate2: Entry/Exit of the *t-mart*

2. **The Emporia**

This Emporia is a cluster of four large shopping malls with various divisions, each accommodating a unique set of assorted materials and goods ranging from household equipment to electronics. It is located close to *the t- mart.*

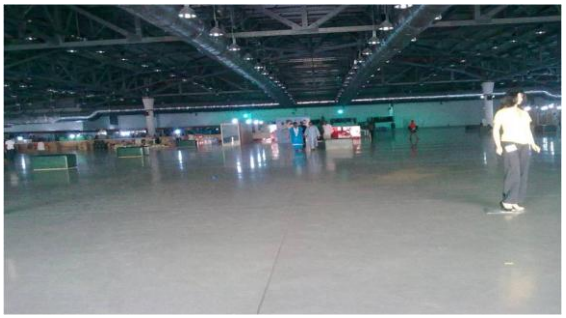


Plate 3: The Emporium (Interior)



Plate 4: The Emporium (Interior)





Plate 5: The Emporium (Interior) **Plate 6: The Eporium (Exterior)**

3. The Games Arcade and The Fisherman Lake

The Sea-World Games Arcade (Plates 7-9), is fully equipped with all kinds of entertainment gadgets. It is a sub-component of the entertainment strip.

The fisherman lake (Plate 10) is for recreational fishing, with all sorts of fishing materials.

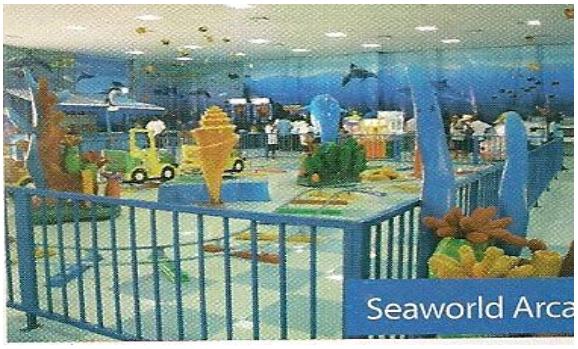




Plate 7: Seaworld Games ArcadePlate8: Seaworld Games Arcade





Plate 9: Part of the Games Arcade **Plate 10: The Fisherman Lake**

4. The Studio Tinapa (Nollywood)

The Studio Tinapa, also known as Nollywood is fully equipped with facilities for shooting and recording films.

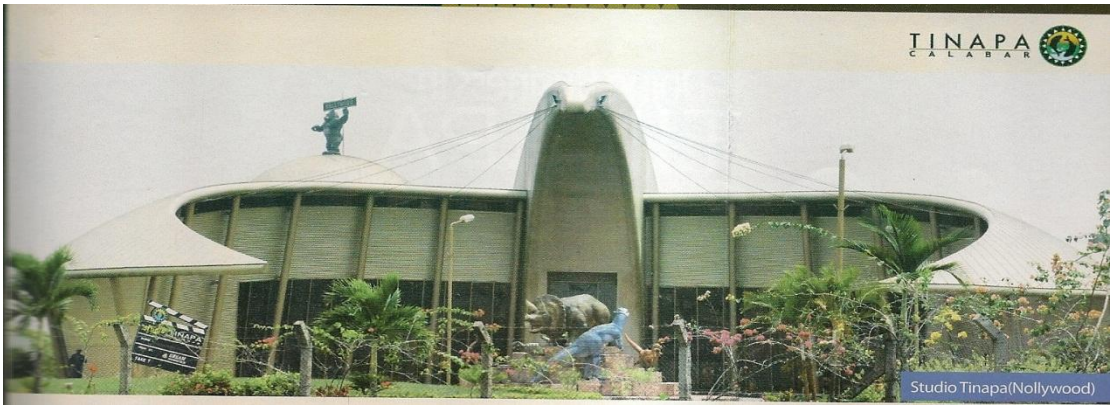


Plate 11: Studio Tinapa (Nollywood)

5. The Wave Pool/ Lazy River and the Line Shops

The wave pool and lazy river (Plate 12), is fully equipped for recreational swimming and water diving.

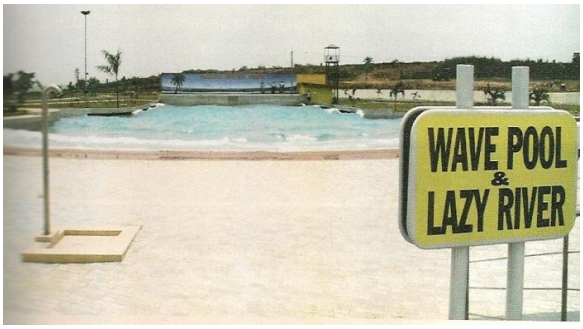




Plate 12: The Wave Pool and Lazy River **Plate 13: The Line Shops at Tinapa**

6. The Tinapa Hotel

The Tinapa Amber Hotel with a display of the inner furnishings of one of the rooms here, has a total of 242 rooms with 59 executive suites. It is fully equipped for tourists' comfort. The hotel is accommodated on a four-storey building situated beside the Fisherman Lake, thus the name Tinapa Amber/ Lakeside Hotel.



Plate 14: Tinapa Amber/Lakeside 5- Star Hotel

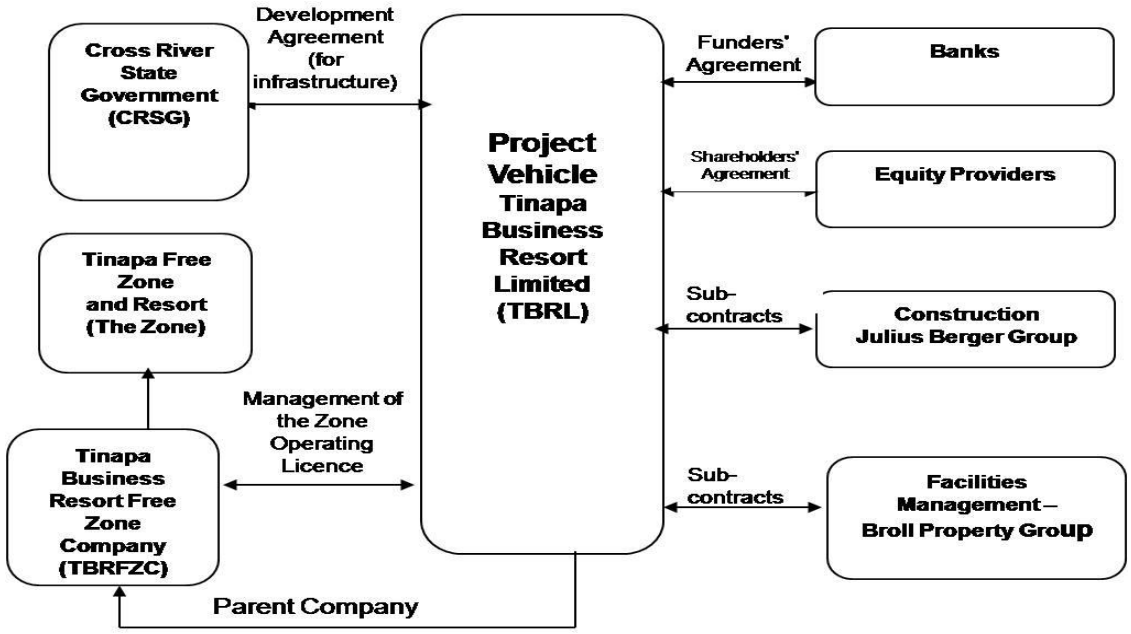
7. The Car Park

The plate below is a cross section of the various car parks spread around the Tinapa Resort. The blueprint outlined proposal for approximately four thousand cars. The car parks on ground are for approximately 3000 vehicles and the design is such that each facility area has its car park.



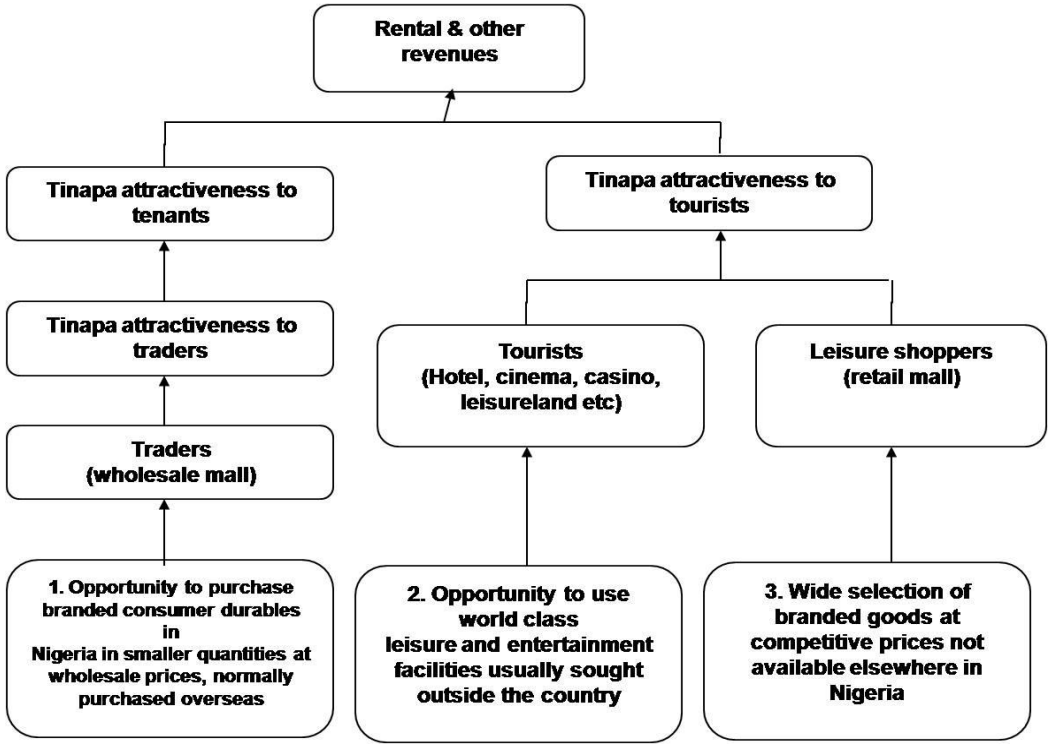
Plate 15: A cross section of the various Car Parks at the Tinapa Tourist Resort

FIGURE 2.1: THE TINAPA PROJECT STRUCTURE (A PPP ARRANGEMENT)



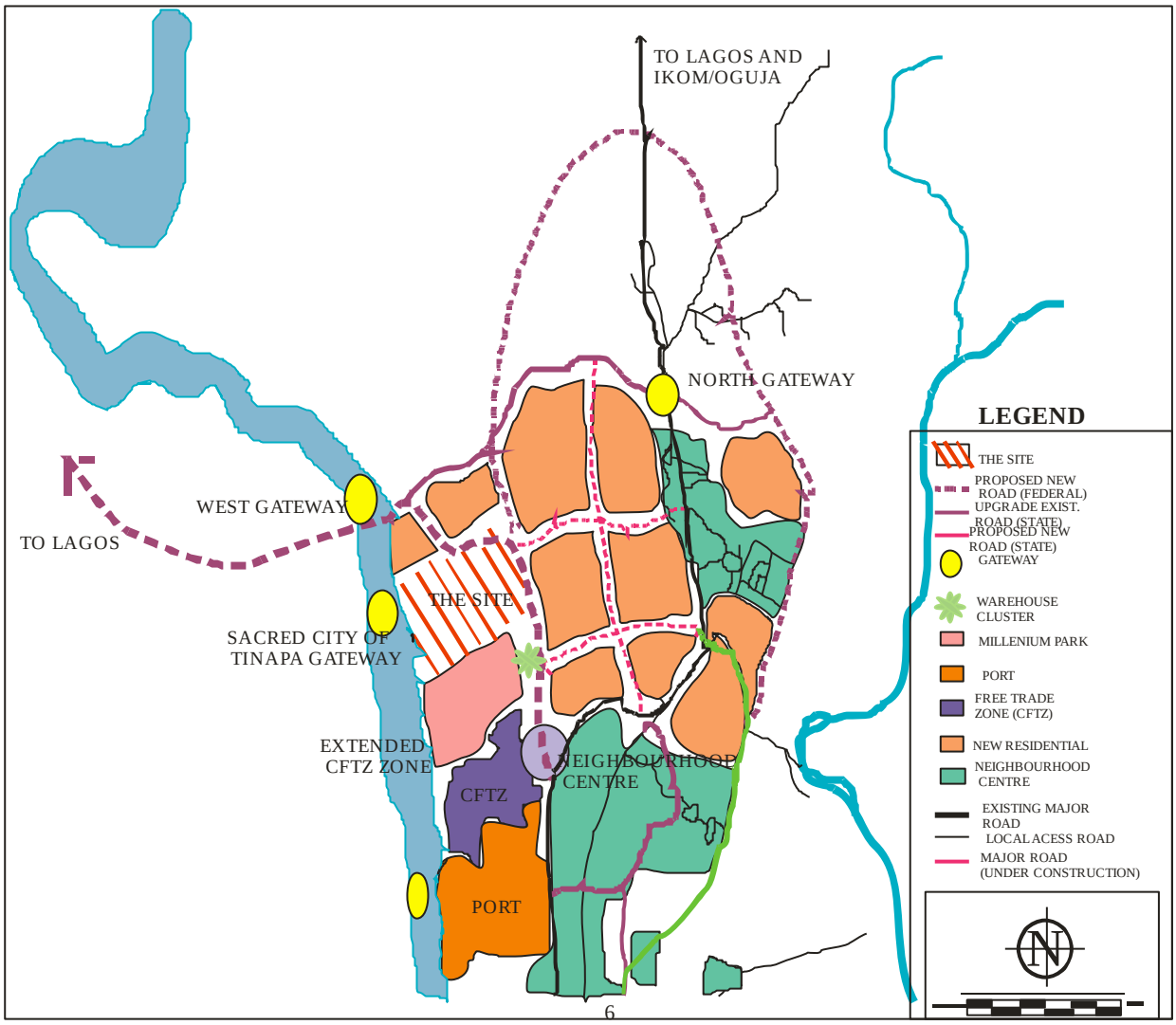
Source: Tinapa Investment Opportunities (On Net Journal- Feb. 2009)

FIGURE 2.2: KEY DRIVERS OF TINAPA'S PROFITABILITY/PERFORMANCE



Source: Tinapa Investment Opportunities (On Net Journal- Feb. 2000

The map below shows the various access routes to the Tinapa Resort. From the western part of Nigeria, for instance coming from Lagos the nearest ruote to the resort is through Ikom-Ogoja axis. Coming from the South-South axis the nearest ruote is from Uyo-Odukpani road which takes straight to the West Gateway. The North GateWay admits tourists and visitors coming to the resort from Benue State and its axis. The map also shows the Calabar Port, the Calabar Free Trade Zone, CFTZ) the Sacred City of Tinapa Gateway, the Neighbourhood Center etc.



MAP 4.1: Tinapa Tourist Site, its Access Routes and Adjoining Features

Source: Cross River State Tourism Development Board

CHAPTER THREE

3.0 METHODOLOGY

3.1 INTRODUCTION

This part of the report outlines the approaches or steps that was used to carry out the study. This includes information on data required, sources of data, format of presentation, sampling techniques and other necessary data.

3.2 DATA NEEDS AND SOURCES

3.2.1 The Data Needs

The data for the research included the following:

i. The policy document or blueprint of Tinapa Tourist Resort;

ii. Proposed facilities and the actual facilities and structures on the site;

iii. Projected annual income and the actual income generated per annum;

vi. Estimated number of tourists and the recorded or actual volume of visits annually;

vii. Categories of persons engaged in business at the resort and their various businesses;

3.2.2 Sources of Data

The sources of data for this work included primary and secondary sources.

a. Primary Source:

i. Published information and documentation about the Tinapa Tourist Resort in magazines, journals, newspaper articles and other related materials; Here the University of Calabar Library was consulted. The Cross River State Public Library was also visited to obtain information on published materials on tourism in general and Tinapa in particular.

ii. Information from ministries, parastatals and bureaus that are involved in tourist resort development; Here, the Cross River State Ministry of Finance was visited to obtain information on the activities of Tinapa. The ministry publishes a bi-monthly journal called MOFINEWS, one of the major focus being Tinapa. The Cross River State Tourism Board was also visited for information on tourism activities in the state and on Tinapa Resort.

iii. Information on development of tourist resorts, some of which are handbooks like the ones from NTDC (Nigerian Tourism Development Corporation), WTO (World Tourism Organization), National Tourism Policy for Nigeria and other related tourism laws and regulations.

b. Secondary Source:

i. Interviews conducted on individual visitors and tourists to the Tinapa Resort; Interviews with the managers of the key facility and activity areas sampled for study.

ii. Information elicited from individuals through administering of questionnaires.

iii. Personal observation of activities in the site facilities available.

3.3 METHODS OF DATA COLLECTION

The methods employed for gathering materials for this research included:

1. **Site Survey / Personal Observation:** This involved several visits to identify and study the various facility areas at the Tinapa Tourist Resort as outlined in table 1.6. Personal observation was also employed to obtain information on the most preferred facility areas and visiting periods by tourists.

2. **Photographing:** Photographs of the major facility areas marked for study within the Tinapa complex were obtained.

3. **Interviews:** This included formal and informal interviews with officials (staff, personnel and management), visitors (mostly local and foreign tourists), and those engaged in various businesses at the resorts.

4. **Time of Gathering Information:** Though visitors and tourists go to Tinapa on a daily basis, it is mostly on holidays and weekends that the resort experience influx of visitors. Thus for the purpose of this research, visits to the study area was mostly undertaken on holidays and weekends.

5. **Questionnaire:** Three hundred and fifty questionnaires were scheduled to be administered. A total of 300 questionnaires were administered for the purpose of this study This table below gives an outline and breakdown of the distribution:

Table 3.1: Questionnaire Distribution

Sampled Facility Areas	Number of Questionnaires	Category of Respondents	Percentage of coverage
Skydive Arena/ Slide Area Water Park	20	Tourists, visitors (Swimmers and Divers)	6.7
Sea-world Games Arcade	20	Tourists, Visitors (Games Lovers)	6.7
Amber / Lakeside Hotel	30	Guests/ Tourists / Visitors	10
Studio Tinapa (Nollywood)	10	Film Producers, Tourists	3.3
The Fisherman Lake	10	Recreational Fishers	3.3
The Wave Pool / Lazy River	15	Boating, Canoeing	10
The Emporia	60	Shoppers and Business Persons	16.7
Arts Exhibition Center	27	Tourists/ Visitors	7.3
Facilities Management	8	Managers of the Facilities	2.7
Outside Tinapa	100	Members of the Public	33.3
TOTAL	300		100

Source: Field Survey 2013

3.4 SAMPLING TECHNIQUE

The stratified sampling technique was adopted for the purpose of this research work. The various facility areas were divided into strata for effective study and analysis. Stratified sample here ensures that every strata and group is included in the samples chosen or selected for analysis. The groupings in the population of each strata is carefully selected such that no samples are missed. Thus, the populations are stratified and thereafter arranged into their various sample groups which may include sub-components of the sampled variables. The above criteria in the stratified sampling technique were applied in the selection of the eight major facility areas at the Tinapa Tourist Resort. Table 1.1 shows the major facility areas while sub-components of the major facility areas are outlined in section 4.2 under the phasing arrangement.

3.4.1 The Sampling Frame

This embraced all the tourists and visitors coming to the Tinapa Business and Tourist Resort. Each visitor was captured as a potential candidate for interview. It also extended to include the management of the eight facilities and activity areas under consideration for the purpose of the study, for whom questionnaires were scheduled to be administered to, (See Table 3.1).

3.4.2 The Sample Size

A total of 300 questionnaires were successfully administered. This represented 3% of every 10,000 (Ten Thousand) individuals sampled for questionnaire interviews. Three separate categories were targeted here. They included 8(Eight) persons for the management of the various facilities; 100(One Hundred) persons captured outside of Tinapa Resort and 192(One Hundred and Ninety-Two) persons interviewed inside the Tinapa complex, (See Table 3.12).

3.5 METHODS OF DATA ANALYSIS

Statistical data for the purpose of this research were analyzed using averages, percentages and mostly descriptive information.

3.5.1 Purpose of Analysis

The purpose of this appraise the implementation of Tinapa Tourist Resort Project through analysis of its level of patronage from 2009 to 2013, to highlight the determinants of patronage and offer explanation for the level (high or low) of patronage of each of the facility and activity areas.

3.5.2 Tool of Analysis

The analysis of the patronage level of the Tinapa Tourist Resort is carried out using the eight individual facility and activity areas identified on the site for the purpose of this study. (See Table 3.1: Sampled Facility Areas). The level of patronage is further

measured using the following determinants: affordability, satisfaction, safety and availability of recreation materials.

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

4.1: INTRODUCTION

This chapter presents the data analysis and inferences drawn from the study. The principal data used are the projections on patronage of the facilities, established from the Tinapa Blueprint and the actual number of tourists that visit the resort. Data is later disaggregated by facility and the explanation of patronage levels provided. Additional insight by trend of analysis covering 2009 to 2013 is offered. The chapter is organized in three parts. The first part examines the patronage of activity areas, the second part gives the comparative analysis of patronage of activity areas and the third part highlights the determinants of patronage.

4.2 LEVEL OF PATRONAGE OF ACTIVITY AREAS

The projections for the Tinapa Tourist Resort as presented in the blue print placed the patronage of the resort at an annual visit of 300,000 tourists to the different activity areas. Because individual tourists may visit more than one activity area during a particular tour, it is not feasible to establish the aggregate number of tourist to sum up to 300,000. Thus, the cumulative of the figures for the different activity areas is above projected yearly figure. The analysis is therefore presented using the projections and actual tourist visits for the eight activity areas under study.

4.2.1 The Sky-Dive/ Slide Area Water Park

The Sky-Dive Arena provides facilities and equipment for recreational swimming. It is located to the north of the Tinapa Resort. The facilities at this activity area include the swimming pool, a swing cable, a conveyor belt; and recreation equipment are swimming goggles and trunks. The blueprint generated estimates that 70,430 tourists would visit this activity area annually. The data obtained from the field indicate that the target projection has been exceeded on a sustained basis except for 2010 (See Table 4.2.3). The least patronage was recorded in 2010 (68,352), suggesting a 2.95% shortfall when compared to the figure

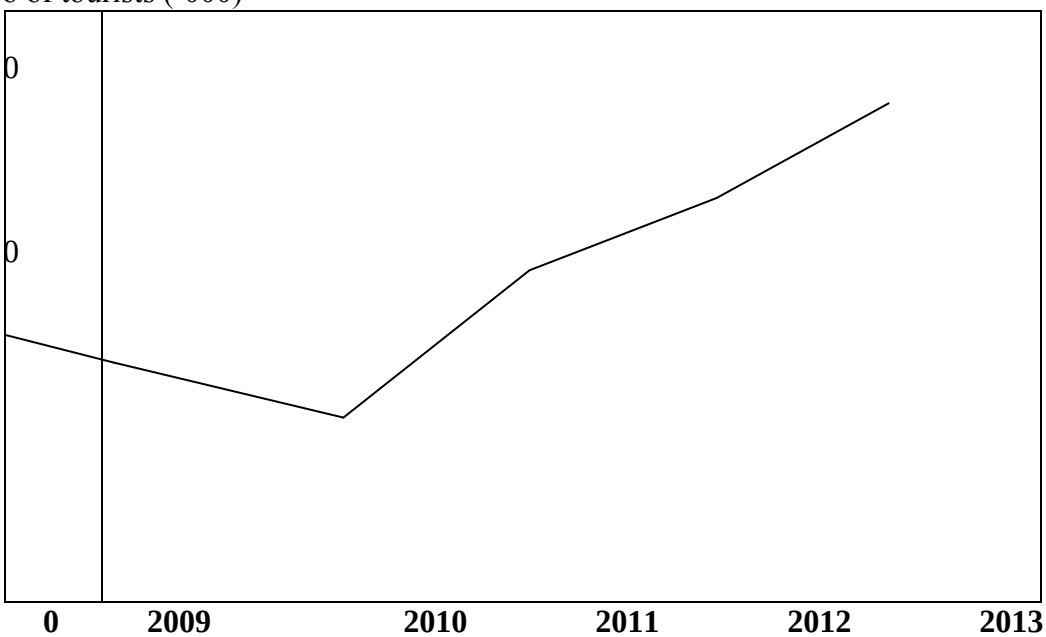
projected. The highest patronage was recorded in 2013, placed at 139,321, which exceeds the target by 97.81%. The average visit for the 5-year period, 2009 to 2013 is 97,899.8. The variations in the annual figures show the excess in 2009, 2011, 2012, 2013, and a shortfall in 2010, suggesting a drop in patronage against the projected figure. Following the inauguration of the Tinapa Resort in 2009, there was influx of tourists to the site. There was, however a drop in the visits in 2010 as tourists relaxed after the euphoria of the inaugural visits. The tempo stepped up from 2011 to 2013 as more and more awareness was created about the resort. Additionally, more and more tourists enjoy the activity area as there are none that compare with it at the Calabar city and adjoining areas.

Table 4.2.1 Patronage Statistics for Sky-Dive/ Shade Area Water Park

Projected Number of Tourists	**Actual Number of Tourists**	**Year of Visit**	**% Difference**
70,430	72,540	2009	2.99
	68,352	2010	2.95
	98,712	2011	40.15
	110,574	2012	56.99
	139,321	2013	97.81
Average Visits Per Annum	**97,899.8**		

Source: Field Survey, 2013

Fig 4.2.1 Patronage statistics for the Sky-Dive Slide Area Water Park



Source: Field Survey, 2013

4.2.2 Sea-World Games Arcade

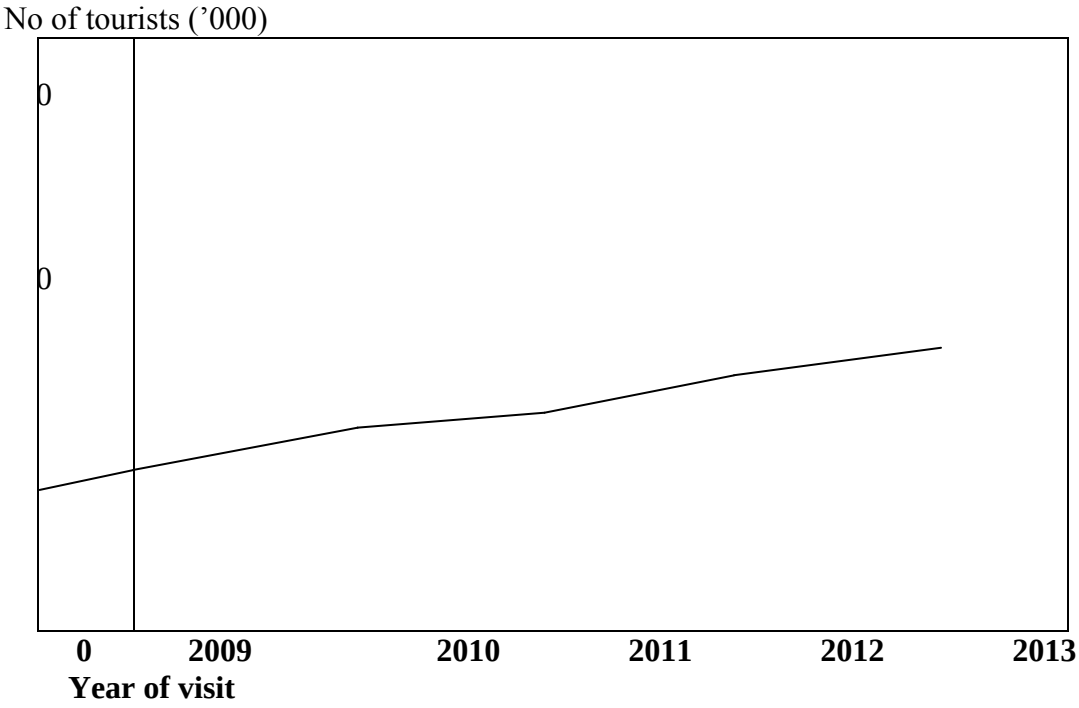
The Sea-World Games Arcade is located at a strategic position at the resort. It is home to assorted entertainment/games equipment for persons of various age groups. Equipment includes cycling gadgets, tread mill and others. Based on the provisions made for tourists' pleasure and satisfaction it was projected that 48,572 tourists and visitors will patronize the Sea-World Games Arcade annually. The comparison of projected figure and actual receipts is shown in Table 4.2.2. The target projected has been surpassed every year since inception. Although higher than the projected, a slight drop in 2011 to 53,274 tourists, from 57,651 was recorded in 2010. The highest number of patronage was recorded in 2013 at 81,214. For the five year period the average number of tourist visits amounted to 62,987.4. The percentage variation gives 2.26% in 2009, an 18.69% increase between 2009 and 2010; a drop to 9.68% in 2011, and a continuous increase of over 50% between 2012 and 2013. The breakdown of the visits from 2009 – 2013 is shown in Table 4.2.2. The patronage of this activity area is high because it is generally affordable and provides tourist experience which is not readily available outside Tinapa Resort. The figure in 2011 became lower because publicity for the resort started to diminish. However, the tempo was increased from 2012 to 2013 as more awareness was created.

Table 4.2.2 Data on Patronage of the Sea-World Games Arcade

Projected Number of Tourists	Actual Number of Tourists	Year of Visit	% Difference
48,572	49,673	2009	2.26
	57,651	2010	18.69
	53,274	2011	9.68
	73,125	2012	50.54
	81,214	2013	67.20
Average Visits Per Annum	62,987.4		

Source: Field Survey, 2013

Fig4.2.2 Patronage statistics for the Sea World Games Arcade



Source: Field Survey, 2013

4.2.3 Tinapa Amber/Lakeside Hotel

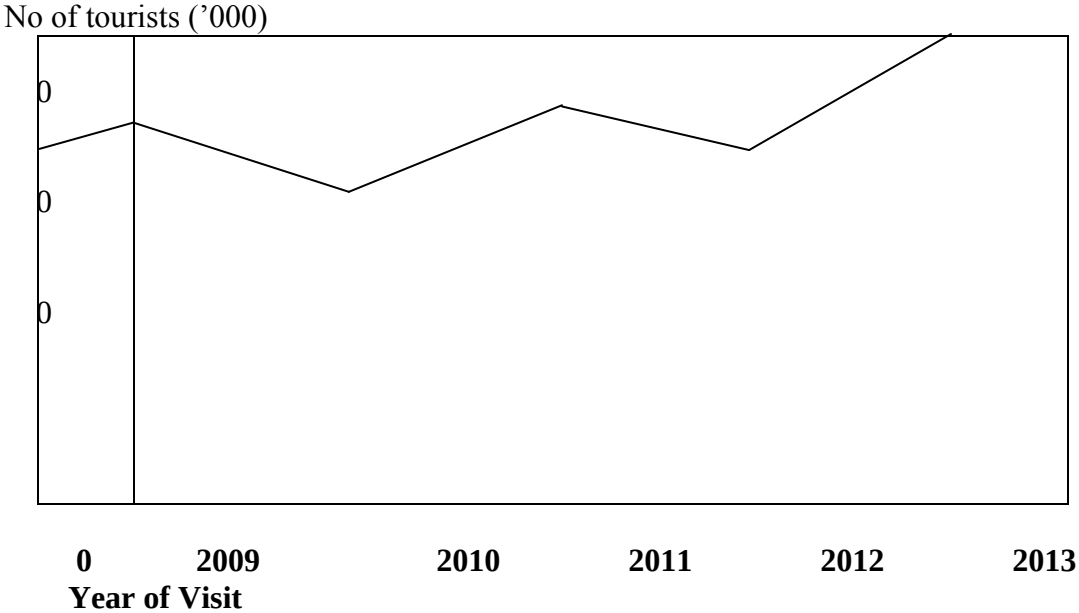
This is a major facility and activity area at the Tinapa Tourist Resort. It has different sections with hundreds of accommodation outfits to meet the needs of tourists and visitors to the resort. On the basis of the available suites and rooms, it was projected that approximately 183,968 tourists would enjoy the comfort, relaxation and accommodation offered by the Tinapa Hotel on an annual basis. As shown in Table 4.2.3, the projected target was exceeded in 2009 to a figure of 194,258 tourists. This represents a 5.59% increase over the target. Figures dropped in 2010 to 158,283, representing a -13.96% decline. The highest patronage was recorded in 2013 at 215,073 tourists which is an increase of 1690% over 2012 figures. The mean visits being 189,615.6. Thus the level of increase in patronage of the Tinapa Hotel was minimal in relation to the projected. The minimal patronage of the hotel is expected because only tourists coming from far places, for example Abuja, Lagos and international visitors would have need for accommodation. The majority of tourists from nearby places to the resort may not need accommodation.

Table 4.2.3 Statistics on Patronage of the Tinapa Lakeside/ Amber Hotel

Projected Number of Tourists	Actual Number of Tourists	Year of Visit	% Difference
183,968	194,258	2009	5.59
	158,283	2010	-13.96
	198,943	2011	8.14
	181,521	2012	0.24
	215,073	2013	16.90
Average Visits Per Annum	**189,615.6**		

Source: Field Survey, 2013

Fig 4.2.3 Patronage Statistics for the Tinapa Lakeside/ Amber Hotel



Source: Field Survey, 2013

4.2.4 Studio Tinapa (Nollywood)

This facility located to the west of the resort provides a serene environment for film shooting and production. The estimate of tourists and annual visitors to the facility projected in the blueprint was 47,436 per annum. As shown in Table 4.2,4, the target figure has generally been exceeded in all the 5-year period of Tinapa's operation. The year 2009 saw the least in the statistics being 51,873 tourists while the highest was in 2013 with 71,432 tourists, this also being over fifty perccnt (50.58%) increase over the projected. The figure for 2010-2012 gives the number of visits to be 53,566, 57,525, 52,207 respectively. The percentage variation shows a sustained increase from 2009 to 2013, a drop in 2012 and a peak

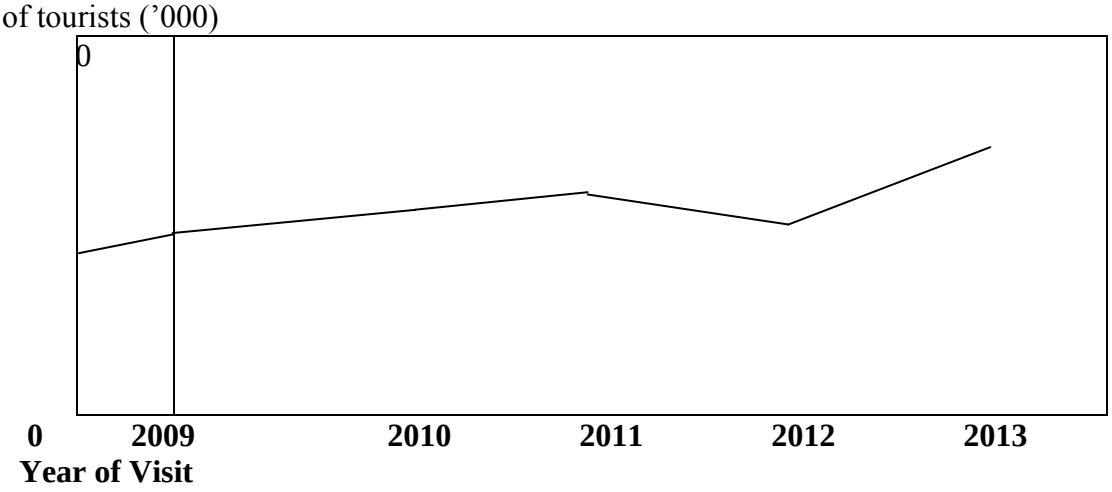
percentage of 50.58% in 2013. The patronage may come as a result of not having other film studios that compare to it in the city and other parts.

Table 4.2.4 Record of Yearly Patronage of Studio Tinapa

Projected Number of Tourists	Actual Number of Tourists	Year of Visit	% Difference
47,436	51,873	2009	1.35
	53,568	2010	2.92
	57,525	2011	21.26
	52,207	2012	10.05
	71,432	2013	50.58
Average Visits Per Annum	**57,321**		

Source: Field Survey, 2013

Fig 4.2.4 Record of Yearly Patronage of Studio Tinapa



Source: Field Survey, 2013

4.2.5 The Fisherman Lake

The Fisherman Lake offers tourists the opportunity for recreational fishing. It has equipment like fishing boats, nets, hooks. The projected number of yearly tourist visits to this facility was 14,825. As shown in Table 4.2.5 this target was steadily exceeded over the 5-year period under study. The least record of visits was in 2010 with 15,737 tourists to the site; the highest number being 30,516 in 2013 represents 99.09% increase over the projected annual figure. The year 2012 also had an impressive record of 28,413 tourists, being 91.65%

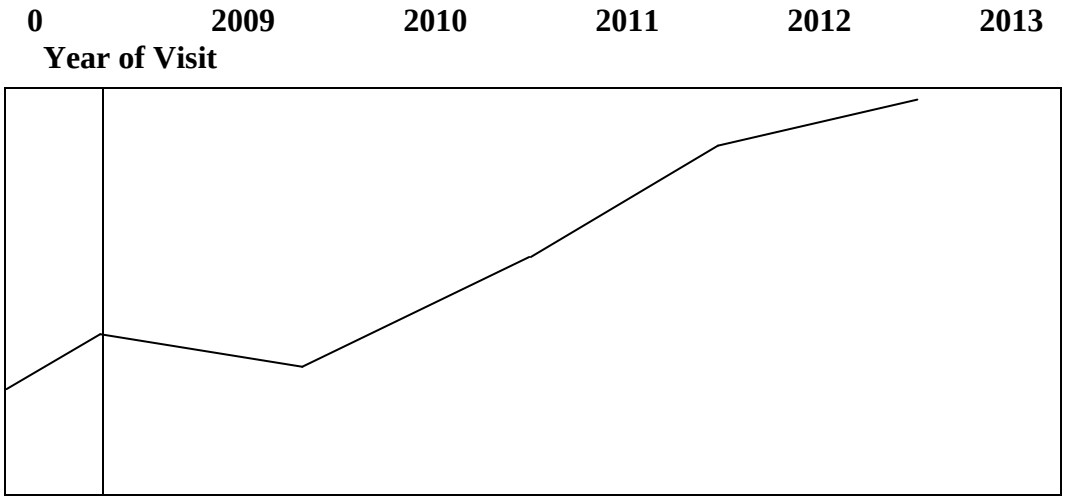
increase over target. The average number of tourists' visits to the Fisherman Lake for five years is 22,953.8. The percentage variations indicate that the Fisherman Lake has always met and exceeded the target. This could be due to safer water environment and availability of recreation materials.

Table 4.2.5 Data on Yearly Patronage of the Fisherman Lake

Projected Number of Tourists	**Actual Number of Tourists**	**Year of Visit**	**% Difference**
14,825	18,712	2009	26.21
	15,737	2010	6.15
	21,391	2011	44.29
	28,413	2012	91.65
	30,516	2013	99.09
Average Visits Per Annum	**22,953.8**		

Source: Field Survey, 2013

Fig 4.2.5 Data on Yearly Patronage of the Fisherman Lake



Source: Field Survey, 2013

4.2.6 The Wave Pool and Lazy River

The Wave Pool and Lazy River provides facilities for boat regatta and other river based competitions. Based on the provisions made for tourists' comfort at this facility, the estimate of annual tourist visits to the Wave Pool and Lazy River was 10,605. This target has

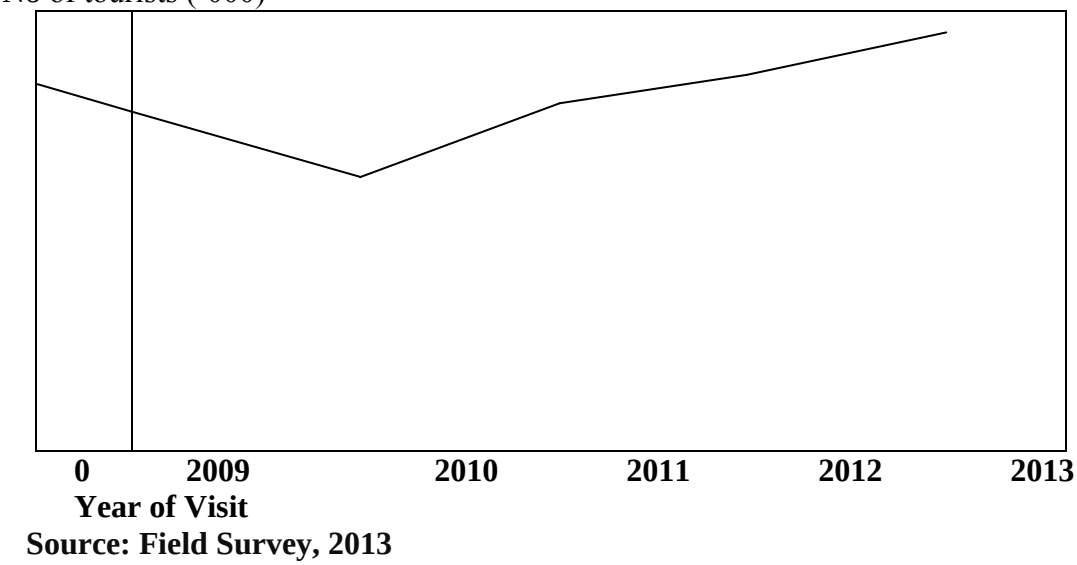
never been met except in 2013. As shown in Table 4.2.6, in 2009 there was a 6.62% decrease in the number of tourist visits to this facility, the total being 9,902. There was a drastic fall in 2010 with 7,493 representing a 29.34% shortfall in the projected target. The highest number exceeding the target came in 2013, with a total of 10,897 tourist visits, recording a 7.54% increase over target. The average visits of tourists to this facility are 9,414 for the 5-year period. The low patronage at this activity area is possibly because many tourists do not prefer water based recreation. A few users also complained about the charges.

Table 4.2.6 Data on Patronage of the Wave Pool and Lazy River

Projected Number of Tourists	Actual Number of Tourists	Year of Visit	% Difference
10,605	9,902	2009	6.62
	7,493	2010	29.34
	9,238	2011	12.89
	9,540	2012	10.04
	10,897	2013	7.54
Average Visits Per Annum	**9,414**		

Source: Field Survey, 2013

Fig 4.2.6 Data on Patronage of the Wave Pool and Lazy River



Source: Field Survey, 2013

4.2.7 The Emporia

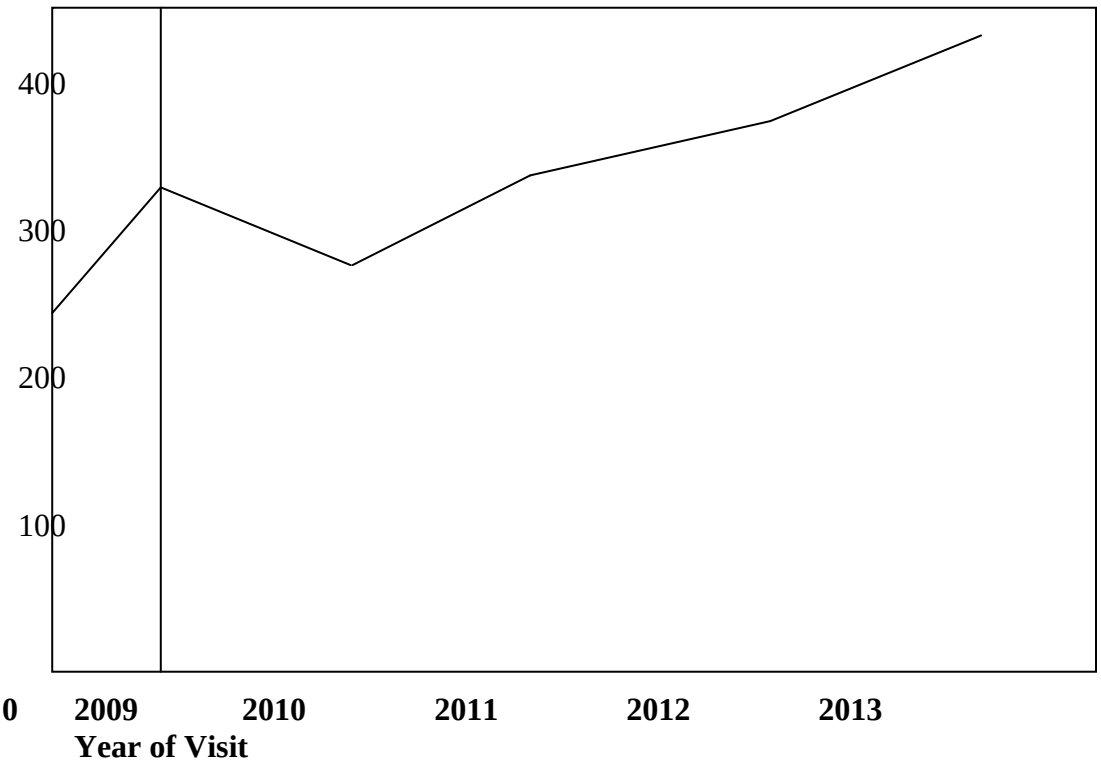
The Emporia is the largest shopping mall at the Tinapa Tourist Resort. It accommodates assorted kinds of materials and wares both local and foreign. It is also the most visited facility and activity area. The blueprint projected that 250,000 tourists would patronize the Emporia annually. Consistent with expectations, the projected target of visitors has always been met since of the resort. The year 2009 saw 325,040 tourists visits to the Emporia, (See Table 4.2.7). A drop, though not a shortfall occurred in the accompanying year of 2010, with a record of 288,260 visits. This was followed by a sustained increase from 2011 to 2013. The peak record within the period under study is 2013 with a total of 418,000 tourists' visits which is 67.2% higher than the projected figure of 250,000. The mean visit is 346,818 tourists per annum. The impressive figure for the Emporia is largely because Tinapa Resort is located at a Free Trade Zone and assorted goods come in at cheaper rates compared to what is obtained outside. There are no charges for entry into the Emporia, thus the patronage is high. More awareness for shopping at the Emporia also account for the surging increase of 418,000 tourists in 2013.

Table 4.2.7 Data on Patronage of the Emporia

Projected Number of Tourists	**Actual Number of Tourists**	**Year of Visit**	**% Difference**
250,000	325,040	2009	30.01
	288,260	2010	15.3
	342,040	2011	36.83
	360,750	2012	44.3
	418,000	2013	67.2
Average Visits Per Annum	**346,818**		

Source: Field Survey, 2013

Fig 4.2.7 Data on Patronage of the Emporia



Source: Field Survey, 2013

4.2.8 The Arts Exhibition Center

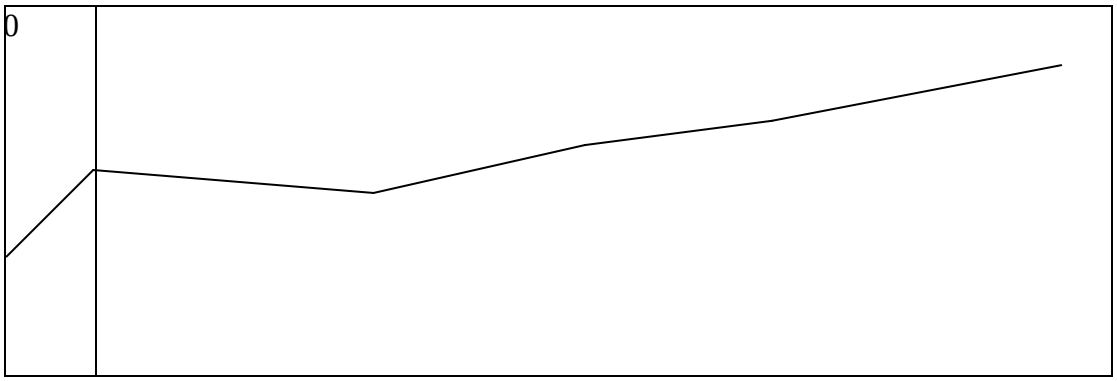
The Arts Exhibition Center at the Tinapa Resort is home to assorted types of local materials that are unique to the Calabar (Efik) people and the people of Cross River as a whole. Based on the facilities available at this center, it was projected that 38,542 tourists would visit the activity area. Table 4.2.8 shows data of visits to the center over the five year study period. Generally, there is indication that the target for this facility has always been exceeded. In 2009, 56,158 persons visited this facility representing a 47.50% increase over target. Over one hundred percent increase was recorded in 2013 with 78,548(103.79%) tourists at the facility. The mean visit is 63,000.8. The displays of impressive local crafts material, locally made foot wears, festive regallias, dance outfits, local hats and staffs make the Arts Exhibition Center very attractive to tourists. There are no charges for entry, thus making it further welcoming to visitors.

Table 4.2.8 Data on Patronage of the Arts Exhibition Center

Projected Number of Tourists	Actual Number of Tourists	Year of Visit	% Difference
38,542	56,158	2009	45.70
	51,921	2010	24.64
	58,238	2011	51.10
	70,139	2012	81.98
	78,548	2013	103.79
Average Visits Per Annum	**63,000.8**		

Source: Field Survey, 2013

Fig 4.2.8 Data on Yearly Patronage of the Arts Exhibition Center



4.3 COMPARATIVE ANALYSIS OF PATRONAGE OF ACTIVITY AREAS

4.3.1 Ranking of Patronage of Activity Areas by Annual Average

This part of the analysis presents a ranking of the facilities in terms of the activity areas which attract the most patronage and the least patronized ones, in relation to the projections for each of the facilities and the annual average obtained. Table 4.3.1 provides information on the ranking of the activity areas using the record of the annual average.

Table 4.3.1 Ranking of Patronage of Activity Areas by Annual Average

Activity Area	Projected Number of Tourists	Average Annual Tourists Visits
The Emporia	250,000	346,818
Tinapa Amber/ Lakeside Hotel	183,968	189,615.6
Sky-Dive Water Park	70,430	97,899.8
The Arts Exhibition Center	34,542	63,000.8
Sea-World Games Arcade	48,572	62,987.4
Studio Tinapa (Nollywood)	47,436	57,321
The Fisherman Lake	14,825	22,953.8
Wave Pool and Lazy River	**10,605**	9,414

Source: Field Survey, 2013

Generally, the research findings reveal that the Emporia is the most visited activity area by tourists. Over a 5-year period, the trend of tourists' visits to the Emporia was sustained on an increasing basis. With an average annual tourist visit of 346,818, the Emporia has the highest number of tourists in comparison to the others. The mean annual tourists' visit of 189.615.6 obtained makes the Hotel, next in ranking to the Emporia. The third most visited facility at the Tinapa Resort is the Sky-Dive Slide Area Water Park. It had an average annual visit of 97,899.8 tourists to the facility for the 5-year period of 2009-2013.

The Arts Exhibition Center is the fourth most visited facility. With an average yearly tourists' visit of 63,000.8 it comes in close comparison to the Sky-Dive Water. The Sea-World Games Arcade is the fifth in the hierarchy of most visited by tourists. With a record of an average of 62,987.4 tourists per year, it ranks next to the Arts Exhibition Center. The Studio Tinapa (Nollywood) is ranked among the most visited facilities at the Tinapa Resort. It is next to the Sea-World Games Arcade, with a mean annual visit of 57,321 tourists. The Fisherman Lake is one of the least visited at the Tinapa Resort. It has an average annual tourists' visit of 22,953. The Wave Pool and Lazy River is the last facility area in the hierarchy of this analysis. It is second in the list of the least visited facility by tourists. It records the least average in the annual visits.

The percentage deviation for the above analysis as shown in Table 4.3.2, reveals that the highest in the rank is the Arts Exhibition Center at 45.17%, followed by the Emporia with 38.72% and then the Fisherman Lake being 35.41%. The least in the list are the Wave Pool and Lazy River at 12.65% and Tinapa Amber/ Lakeside Hotel.at 2.97%.

Table 4.3.2 Percentage Deviation of Patronage by Activity Area

Activity Area	Projected Number of Tourists	Average Annual Tourists Visits	% Difference
The Emporia	250,000	346,818	38.72
Tinapa Amber/ Lakeside Hotel	183,968	189,615.6	2.97
Sky-Dive Water Park	70,430	97,899.8	28.05
The Arts Exhibition Center	34,542	63,000.8	45.17
Sea-World Games Arcade	48,572	62,987.4	22.88
Studio Tinapa (Nollywood)	47,436	57,321	17.24
The Fisherman Lake	14,825	22,953.8	35.41
Wave Pool and Lazy River	10,605	9,414	12.65

Source: Field Work, 2013

4.4 DETERMINANTS OF PATRONAGE OF THE TINAPA RESORT

This part of the research examines the parameters which attract patronage at the Tinapa Resort. It provides explanations for patronage of the Tinapa Resort. The parameters used for this analysis are affordability of facility usage, user satisfaction, security and accessibility of facility to tourists and visitors.

4.4.1 Affordability of Use of Facilities:

Generally, tourists to the various activity areas say that the charges are fair and moderate. Very few complain about rates above N500.00. This is an important attraction of patronage for the Tinapa Resort. At the Sky-Dive Arena, tourists disclosed that they pay N500.00 to use the facility. Eighty percent of the respondents said the price was moderate

and thus attract much patronage of the facility. Tourists using the Sea-World Games Arcade pay N1,000.00. They expressed unhappiness over the high charge and showed that it repels tourists from using the facility. The Tinapa Hotel has suites ranging from N8,000.00 to N30,000.00/ night. There are no charges for touring the hotel facility and users said the charges were fair and attracts patronage. At the Fisherman Lake, N1000.00 is paid for use of the facility. This amount takes care of the equipment provided for recreational fishing at the facility and for the service rendered to tourists. Tourists disclosed that the high charge is a repelling factor. The management of the Wave Pool and Lazy River charges N1, 000.00 for use of the facility. Tourists to this facility said the charges were high and result in low patronage of the facility. The Tinapa Studio, the Emporia and the Arts Exhibition Center do not charge for entry into the facilities. The studio charges for film shooting which depends on purpose and duration, while the last two charge for goods and materials on sale at the facilities. Tourists here disclosed that the charges are moderate. From the researcher's perspective the charges are moderate when compared to such facilities outside the resort and considering their standard of construction.

Table 4.4.1: Affordability of Use of Usage

FACILITY/ ACTIVITY AREA	**CHARGES (IN NAIRA)**
Sky-Dive Arena	500
Sea-World Games Arcade	1000
Tinapa Amber Hotel	_
Studio Tinapa (Nollywood)	_
Fisherman Lake	1000
Wave Pool/ Lazy River	1000
The Emporia	_
Arts Exhibition Center	_

Source: Field Survey, 2013

4.4.2 User Satisfaction

Tourists to the Tinapa Resort usually respond positively to the issue of satisfaction. As shown in Table 4.4.2, over ninety percent of tourists express satisfaction for the nature and

standard of recreation facilities at the site. At the Sky-Dive Arena, the Games Arcade, the Tinapa Hotel, the Emporia and the Tinapa Studio, tourists and visitors expressed satisfaction for use of the facilities. They disclosed that the nature of the facilities/ recreation equipment provided and the world-class structures at the site promotes safety. This is a major attraction for patronage. At the Sky-Dive/ Water Park, the Wave Pool and Lazy River and the Fisherman Lake, tourists were pessimistic about their safety due to the fact that the activities are water based. This situation detracts from patronage. However, in whole the study reveals a good level of satisfaction.

Table 4.4.2: User Satisfaction

FACILITY/ ACTIVITY AREA	LEVEL OF SATISFACTION (%)
Sky-Dive Arena	73
Sea-World Games Arcade	92
Tinapa Amber Hotel	80
Studio Tinapa (Nollywood)	68
Fisherman Lake	65
Wave Pool/ Lazy River	53
The Emporia	97
Arts Exhibition Center	85

Source: Field Survey, 2013

4.4.3 Security

Generally, there is good security at the Tinapa Resort. There is the presence of security personnel starting from the entry or gate of the resort. This is another important determinant of patronage at the tourist destination. Security personnel are stationed at the Sky-Dive Arena, the Games Arcade, the Tinapa Hotel, the Emporia and the Wave Pool and Lazy River. This provision also accounts for the high patronage at these facility and activity areas. At the Tinapa Studio and the Arts Exhibition Center, the security situation is low. However, over 80% of the tourists are of the opinion that there is good security at the resort and the study also shows that the security situation at Tinapa is tolerable.

4.4.4 Accessibility of Facilities

There is generally a good flow of access points all around the resort. The high connectivity of road network at the site makes for easy movement from one part of the resort to the other. This determinant is also very essential to patronage. As indicated in Table 4.4.3, tourists and visitors to the activity areas disclosed that there is good access within the resort, to and from each of the facilities due to the development of good road networks and connectivity. This enhances high patronage for the different facilities, except the Fisherman Lake and the Arts Exhibition Center due to their location, being a little interior and away from the others. In some way, this reduces patronage for these two facilities. In all, Tinapa Resort is also easily accessible from all parts of Cross River State and Nigeria. It is about 3km from the city center or Calabar town and is easily accessible from all parts of Nigeria and beyond.

Table 4.4.3 Accessibility of Tinapa (User Opinion)

Accessibility Measurements	**Percentage**
Poor	-
Fair	7.5
Good	22
Very Good	60.5
Total	**100**

Source: **Field Survey, 2013**

CHAPTER FIVE

5.0 SUMMARY AND RECOMMENDATIONS

5.1 SUMMARY OF FINDINGS

This study is on Patronage Analysis of the Tinapa Tourist Resort. The research revealed that the Tinapa Tourist and Business Resort is run as a Public-Private-Partnership (PPP) by the Cross River State Government in conjunction with private investors. The idea of a resort of an international standard was conceived by the then government of Donald Duke and much of the developing of the resort was undertaken by the administration of Liyel Imoke.

For the purpose of this research work, eight major facility and activity areas within the Tinapa Resort were sampled for study. They include: the Sky-Dive Arena and Shade Area Water Park, Sea-World Games Arcade, Tinapa Amber/ Lakeside Hotel, Studio Tinapa (Nollywood), the Fisherman Lake, the Wave Pool and Lazy River, the Emporia and the Arts Exhibition Center.

The study examined the activities of the Tinapa Resort from 2009 to 2013. While the commissioning and inauguration of the resort took place in 2007, the actual commencement of activities at the resort was recorded in 2009. The year 2009 also became a pivotal year in the history of the resort because it witnessed a large volume of tourists and visitors attending the first South-South Economic Summit. It was estimated that if approximately 800 persons visit the Tinapa Resort daily, then about 300,000 tourists and visitors would be recorded yearly. The analysis indicates that the target tourist visits was exceeded in most of the years under study.

From the above summary of findings, it is important to note that the Tinapa Tourist and Business Resort has performed well and has achieved the objective for which it was developed. Thus with efficient management of the activities of resorts around the world and

Nigeria in particular, together with periodic appraisal such resorts will reach their full potentials and yield the needed financial returns.

5.2 RECOMMENDATIONS

5.2.1. Specific Recommendations

The following recommendations are suggested based on the primary findings of the research. The recommendations are to address the shortcomings that explain low patronage of the activity areas.

1. Charges for Use of Facilities

One of the challenges of the Tinapa Tourist Resort is the issue of high charges in some of the activity areas. Even though the project is a PPP arrangement, but it is almost entirely private. It is thus recommended that management should give attention to charges at some of the activity areas. For instance, rates at the Sky-Dive Arena, the Fisherman Lake, the Wave Pool and Lazy River are moderate in view of the nature of the facilities. However, the rate at the Sea-World Games Arcade should be reviewed downwards. This will encourage more patronage.

2 Improvement of Safety and Security:

The issue of safety and security at the Tinapa Tourist Resort should not be taken for granted. At activity areas, such as the Wave Pool and Lazy River, security personnel should be deployed to ensure the safety and security of tourists who prefer activities at those facilities. Fire alarms should be installed at strategic places. Closed Circuit Televisions (CCTV) should be used to monitor hoodlums. Attention should therefore be given to this important aspect for continuous patronage of the resort.

5 Publicity and Event Management:

Tinapa is a resort of international repute. Its image should be projected within and outside Nigeria on a sustained basis. This can be done by publishing monthly or semi-monthly

materials on its activities, to showcase its potentials in the area of tourism. In recent times, there have been adverts on the Tinapa Tourist Resort on the Federal Radio Corporation of Nigeia (FRCN). Advert on the resort in the Cross River Broadcasting Corporation (CRBC), both TV and Radio Stations. But this should extene to the international media outfits, like the British Broadcasting Corporation, CNN, Aljazeera. Etc. This will make for greater awareness of the resort. Tinapa should be marketed to event managers and producers to promote the

hosting of major local and national events at the resort. This will certainly draw good patronage to the resort.

5.2.2 GENERAL RECOMMENDATIONS

From the study, the following recommendations are outlined:

1. Identification of Tourism Potentials

   Since tourism has gathered great momentum in the world, it is a matter of importance for countries that are endowed with tourism potentials to ensure that such potentials are adequately and fully tapped. This can mean so much in terms of the development and income generation that such countries would be in line to enjoy. The Nigerian Tourism Development Corporation (NTDC), should work hand in hand with the tourism boards of the various states of the federation to ensure that all the tourist sites and destinations are identified, developed and enhanced to bring forth their full potentials and financial returns therefrom.

2. Management of Tourist Resorts

   It is important for developers of tourist resorts to critically follow the blueprint and ensure that it is translated into reality. Such projects should not be left to chance or abandoned in view of the huge financial returns that accrue from the resorts. For the Tinapa Resort, the key players and the construction crews meticulously fulfilled their bits in translating the blueprint into reality. This resulted in the effective

implementation of the four-phase plan for the Tinapa Resort. This has made the Tinapa Tourist Resort a destination of choice for tourists and visitors. This should be emulated by the management and key players in the development of other resorts in the country. It is thus recommended that they see their role as key to the functionality Of such resorts, their sustainability, patronage, income generation and positively projecting the image of host destinations and the nation as a whole.

3. Quality Assurance

It can be observed that no project is done to 100% perfection. But as in the case of the Tinapa Resort, such projects should be meticulously carried out to ensure that they meet appropriate standards and criteria for their effectiveness in terms of the quality of facilities and other parameters to boost patronage. It is important that developers of resorts aim at zero tolerance of defects and errors. They should work at achieving Total Quality Assurance. This should be especially so considering that shabby and low quality facilities and structures at tourist sites can hardly attract tourists whether local or international. Facilities at the site should also be arranged in a manner that no harm is sustained by tourists and visitors during their stay at such destinations. There should also be proper guide and direction at the site. Tour guides should readily be available to show tourists and visitors around the resort, so they do not have to wander and lose their sense of direction.

4. Cost Effectiveness of Resorts

Development of resort and evaluation of their performance should take into consideration the safety, convenience and comfort of the users at the site during their stay. The cost - effectiveness of tourists and visitors' use of the resort facilities, together with their safety and security should also be a priority for developers and managers of tourist resorts. Hoodlums, touts and other suspicious elements should not be permitted to parade the premises of resorts, wherever they are located.

5 Monitoring, Supervision and Control

This is often a limitation experienced by government projects. Evaluation of projects are done at strategic periods in the life of the projects, for instance every 2-year, 5-year or 10-year period. Information available indicates that this has not yet been the case with the Tinapa Resort. Lack of adequate Government interest and control of projects, especially PPP projects often results in outright privatization. This is a serious constraint as no proper monitoring and supervision of activities of the private management personnel, and even auditing of financial returns. This is a challenge for the Tinapa Tourist Resort.

6 Maintenance of Tourist Resorts

The maintenance of government projects should occupy a significant position. It is often assumed that government projects (property) belong to no one in particular. But government can do much to reduce this misconception by having responsible personnel at the helm of affairs to ensure that facilities at government project sites are efficiently maintained, refurbished or replaced as and when due.As at the period in which this research on Patronage Analysis of the Tinapa Tourist Resort was undertaken, there was no record being carried out on the project since inception, a little over five (5) years ago. This study thus seeks to recommend that periodic evaluation of the activities of the resort be done, say at every 5-year interval. There should also be stock taking of the facilities on the resort to ascertain their individual state and level of functionality.

CONCLUSION

The arrangement of facilities and structures for development of tourist resorts are always worthwhile ventures. Resorts, whether those which provide facilities for physical involvement in tourism activities or those which are developed to make for sight-seeing ventures, are always refined to provide satisfying tourism experience. Resorts abound all over the world which offer efficient services to tourists. There are various aspects of tourism including Eco-tourism, Edu-tourism, Agri-tourism, Medical Tourism promoted by unique resorts. The various game reserves in the world are also great potentials which should be developed and enhanced to meet tourists appeal together with the ensuing financial returns on investment in tourism. Resorts and destinations should not be taken for granted orabandoned, whatever their nature. Attractions, such as the Yankari Game Reserve in Bauchi, Nigeria, are beautiful tourist sites andshould be pruned and developed to meet international appeal. This will also ensure that games are preserved in the resort and species, especially endangered ones are prevented from going into extinction. Other tourism sceneries like waterfalls, such as the Qua and Abgokim Falls in Cross River State can be developed to attain global recognition. The fact is if tourists have interest in visiting particular resort, they can also appreciate adjoining attractions where such are exposed to them. This approach will make the various tourist resorts in the country to be alive, active and performing the functions for which they were developed.

In line with the above, of utmost importance is the periodic evaluation of resorts to ensure that they meet the objectives for their being developed, important of which is patronage by tourists and visitors. For the Tinapa Tourist Resort, it can be said that it has performed maximally well. Various tables and charts in the work have highlighted the level of patronage of the Tinapa Resort as appraised and analyzed in terms of the individual facilities and activity areas, and parameters that determine and promote patronage of the resort. Not to be taken for granted the income generation parameters. Many persons who have visited the

Tinapa Resort have observed and concluded that it is a resort of no mean repute. Located in a serene and peaceful environment, the resort offers one of the best and exciting tourist experience in the world. Foreigners and locals alike are always seen enjoying one form of activity and another. In terms of efficiency and functionality, the resort would not be scored any less. With regards to patronage by tourists and visitors the resort has met and exceeded the target projections. This will certainly ensure the sustainability and the continuance of the Tinapa Resort.

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APPENDIX 1

QUESTIONNAIRE I

I am an M.Sc. Student studying Tourism and Recreation Planning in the Department of Urban and Regional Planning, Ahmadu Bello University, Zaria, Kaduna State, conducting a research titled: EVALUATION OF THE PERFORMANCE OF THE TINAPA TOURIST RESORT, CALABAR, CROSS RIVER STATE. The information given here is solely for academic purpose and will be kept strictly confidential.

SECTION ONE: PERSONAL INFORMATION

1. AGE

18 – 30 ….. 31 – 50 ….. 51 – 70 ….. 71 and above

2. SEX

Male ….. Female …..

3. EDUCATIONAL BACKGROUND

Primary ….. Secondary ….. Tertiary ….. None …..

4. INCOME LEVEL (Monthly / Naira)

10 – 20 ….. 20 – 40 ….. 40 – 60 ….. 60 and above …..

5. FAMILY SIZE (In Persons)

2 – 4 ….. 5 – 7 ….. 8 – 10 ….. 10 and above …..

6. PROXIMITY OF RESIDENCE TO TINAPA RESORT (in KM)

1 – 2km ….. 3 – 5km ….. 6 – 8km ….. 9 – 10km ….. 10km and above

SECTION TWO: DATA ON PUBLICITY OF TINAPA RESORT

7. How would you rate the publicity that Tinapa Resort has?

Low { } Very Low{ } High { } Very High { }

8. Do you think a personal visit to Tinapa Resort is really worthwhile?

Really { } Not Really { } Fairly Worthwhile { } Very Worthwhile { }

9. In your opinion, what kind of publicity of does Tinapa Resort have?

Fair { } Good { } Wide { } Very Wide { }

10. Do you agree that over 70% of the world population know about Tinapa?

Disagree { } Strongly Disagree { }

Agree { } Strongly Agree { }

QUESTIONNAIRE II

I am an M.Sc Student studying Tourism and Recreation Planning in the Department of Urban and Regional Planning, Ahmadu Bello University, Zaria, Kaduna State, conducting a research titled: EVALUATION OF THE PERFORMANCE OF THE TINAPA TOURIST RESORT, CALABAR, CROSS RIVER STATE. The information given here is solely for academic purpose and will be kept strictly confidential.

SECTION ONE: PERSONAL INFORMATION

1. AGE

   18 – 30 ….. 31 – 50 ….. 51 – 70 ….. 71 and above

2. SEX

   Male ….. Female …..

3. EDUCATIONAL BACKGROUND

   Primary ….. Secondary ….. Tertiary ….. None …..

4. INCOME LEVEL (Monthly / Naira)

10 – 20 ….. 20 – 40 ….. 40 – 60 ….. 60 and above …..

5. FAMILY SIZE (In Persons)

   2 – 4 ….. 5 – 7 ….. 8 – 10 ….. 10 and above …..

6. PROXIMITY OF RESIDENCE TO TINAPA RESORT (in KM)

   1– 2km ….. 3 – 5km ….. 6 – 8km ….. 9 – 10km ….. 10km and above

SECTION TWO: TOURISTS/VISITORS' APPRAISAL OF TINAPA

7. Which is your favorite facility area at Tinapa?

   Sky-dive Arena/ Shade Area Water Park….. Emporia …..

   The Fisherman Lake ….. The Wave Pool/ Lazy River …..

   The Arts Exhibition Center ….. Sea-world Games Arcade…..

Studio Tinapa (Nollywood) ….. Tinapa Amber Hotel …..

8. Do you pay to enjoy the facility?

YES ….. NO …..

9. How much do you pay to enjoy the facility?

N200 - N400…. N500 - N700…. N800 - N1000 …. N1000 and above….

10. When do you prefer to visit the Resort?

Weekends ….. Holidays ….. Workdays ….. What is usually your purpose of visiting the Tinapa Tourist Resort?

Shopping ….. Recreation ….. Tourism …...

12. How would you rate the charge(s) for use of the facility?

Low { } Fair { } High { } Very High { }

13. What is your opinion on the quality of facilities in Tinapa Resort?

Sub-standard { } First-Grade { } World-Class { }

14. What is your assessment of the performance of Tinapa as a resort?

Low { } Average { } High { } Very High { }

15. Do you agree that the Tinapa Resort is a World Class Resort?

Disagree { } Strongly Disagree { }

Agree { } Strongly Agree { }

QUESTIONNAIRE III

I am an M.Sc. Student studying Tourism and Recreation Planning in the Department of Urban and Regional Planning, Ahmadu Bello University, Zaria, Kaduna State, conducting a research titled: EVALUATION OF THE PERFORMANCE OF THE TINAPA TOURIST RESORT, CALABAR, CROSS RIVER STATE. The information given here is solely for academic purpose and will be kept strictly confidential.

SECTION ONE: PERSONAL INFORMATION

1. AGE

   18 – 30 ….. 31 – 50 ….. 51 – 70 ….. 71 and above

2. SEX

   Male ….. Female …..

3. EDUCATIONAL BACKGROUND

   Primary ….. Secondary ….. Tertiary ….. None …..

4. INCOME LEVEL (Monthly / Naira)

   10 – 20 ….. 20 – 40 ….. 40 – 60 ….. 60 and above …..

5. FAMILY SIZE (In Persons)

   2 – 4 ….. 5 – 7 ….. 8 – 10 ….. 10 and above …..

6. PROXIMITY OF RESIDENCE TO TINAPA RESORT (in KM)

   1 – 2km ….. 3 – 5km ….. 6 – 8km ….. 9 – 10km ….. 10km and above

SECTION TWO: INFORMATION ON MANAGEMENT OF FACILITY

7. How many tourists visit the facility you are managing?

   Daily ….. Weekly ….. Monthly ….. Yearly …...

8. How much do you charge for use of the facility in your charge?

   N200 – N400 ….. N500 – N700 ….. N800 – N1000 ….. N1000 and above…..

9. How would you rate the charge(s) for use of the facility?

Low { } Moderate { } High { } Outrageous { }

10. Would you agree that the charge(s) affect patronage of the facility?

Disagree { } Strongly Disagree { }

Agree { } Strongly Agree { }

11. What is your assessment of the patronage of the facility in your charge?

Low { } Very Low { } High { } Very High { }