



**AN APPRAISAL OF THE IMPLEMENTATION OF THE KANO  
COMPREHENSIVE TOURISM MASTERPLAN, NIGERIA.**

**BY**

**Suleiman Gambo Usman B.URP A.B.U. (1998)  
M.SC/ENV-DES/17731/2007-2008**

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

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## DECLARATION

I hereby declared that the work in this thesis entitled An Appraisal of the Implementation of the Kano Comprehensive Tourism Master Plan has been performed by me in the Department of Urban and Regional Planning under the supervision of Malam U. F. Yaya and Dr. A. Ahmed. The information derived from the literature has been duly acknowledged in the text and the references provided. No part of this thesis was previously presented for another Degree or Diploma at any University.

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Name

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Signature

\_\_\_\_\_  
Date



### CERTIFICATION

This thesis entitled AN APPRAISAL OF THE IMPLEMENTATION OF THE KANO COMPREHENSIVE TOURISM MASTERPLAN by Gambo Usman Suleiman meets the regulations governing the award of the Degree of Masters of Science in Ahmadu Bello University and is approved for its contribution to knowledge and literary presentation.

\_\_\_\_\_  
Mal. U. F. Yaya  
(Chairman, Supervisory Committee)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dr. A. Ahmed  
(Member, Supervisory Committee)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dr. Ma'aruf Sani  
(Head of Department)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Prof. Adebayo Joshua  
(Dean Postgraduate School)

\_\_\_\_\_  
Date



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## **ABSTRACT**

*Tourism developments plans are prepared to ensure orderly growth and development of the tourism industry .When the implementation outcomes of such plans are defined, the conventional approach is usually based on the 'ex-post evaluation'. It is done long after the implementation of the plan is completed to enable identification of short comings and to learn lessons that can influence future decisions. Positive as the ex-post evaluation is there is value in evaluation during implementation, which usually is rarely carried out. This study is an attempt to appraise the Kano Comprehensive Tourism Master Plan (KCTMP) while its implementation is still on-going using the 'process evaluation' method. Such approach is to enable the project mangers learn vital lessons that can lead to adjustment of strategies towards achieving improved outcomes. The KCTMP was prepared in 2005 and is to be implemented through 2005 to2020 the implementation is designed to be in phases of 4, 5 and 5 years horizons. The plan implementation began in 2005, currently the plan is in its second phase of implementation with the take-off stage (2005-2007 and phase 1 (2006-2020) completed in 2010. Data for the study were collected through interviews, field survey and from secondary sources. For the field survey purposive sampling techniques was adopted in which 4,132 samples of tourists' receipts were collected from two accommodations and 482 receipts from Kano state tourism board. A set up criteria were used to establish the outcomes, explanations and implications. The research reveals that, the level of implementation of KCTMP is low. The problems militating against the successful implementation of KCTMP stem from a number of factors including the process of its preparation. The other factors are insufficient funding, duplication of responsibilities, low stake holder involvement, inadequate marketing and promotion, and poor publicity. Others are that the KCTMP failed to establish the role of Kano tourism industry in the areas of job creation and income generation. There is also the absence of any relevant information on the existing growth pattern of the tourism industry which can serve as a basis for benchmarking towards future evaluations. Tourism attraction and potentials were also poorly indentified as they were subjectively selected which later became a bottleneck to private investors. Recommendations are subsequently made to address the short comings in ensuring that the subsequent phases are successfully implemented.*



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## CHAPTER ONE

### BACKGROUND TO THE STUDY

#### 1.0: INTRODUCTION

Tourism is the science, art and business of attracting and transporting visitors, accommodating them and graciously catering for their needs and wants; Mentosh and Gupta (2008). Tourism is of major economic and social significance. It is one of the largest items in the world's foreign trade. It is also the most important export industry and earner of foreign exchange in many countries. Douglars (1981) states that "Tourism is one of the fastest growing industries of the world, and its study is of increasing academic and practical interest". The significance of tourism has been recognized in the developed and developing countries. This can be seen in the establishment of government departments of tourism, widespread encouragement and sponsorship of tourism developments and the proliferation of small business and international corporations contributing to add driving benefits from the tourism industry. Tourism been a powerful and beneficial agent of both economic and social change has stimulated employment and investment. It is known to modified land use and economic structure, and it also makes a positive contribution to the balance of payment in many countries throughout the world.

It is in line with these and many other expected benefits of tourism development, that the Kano State Ministry of Commers,Transport and Tourism commissioned *Messrs Grand TrackLimited* in August 2005, to carryout a *Comprehensive Tourism MasterPlan (CTMP) of the State*. This is for the realization that tourism development has the benefit of diversifying the economy of the state and generating revenue to strengthen its economic base.

#### 1.1: Statement of Research Problem

The Kano Comprehensive Tourism Master Plan (KCTMP) was prepared in 2005 to guide the development of the tourism industry of Kano state to the year 2020.

Midway through its implementation however, there are growing concern that the plan is not adequately guiding the development of the tourism sector in the state nor has it engendered positive outcomes during 8 years of implementation. Useful as those observations are, they however remain mere speculations in the absence of detailed studies. The criticisms are that the sector has not performed well in terms of the development of attractive tourists' destinations and activities, as well as its failure to ensure that the expected multiplier





effects are achieved in terms of wealth creation and provision of job opportunities to the locals. To examine the extent to which such observations are linked to the implementation of the KCTMP, studies are required to allow understanding of the forces at play. This is crucial at the plan's current mid-term implementation stage. Which will ensure that corrective actions are taken to improve outcomes before the plans expires. Conventional studies on the implementation of master plans have generally been carried out as ex-post evaluations, (Aboku, 1992; Maina, 1992 and Zargina, 1993). These are carried out to coincide with the accomplishing of the project under study towards providing information on successes or failures. Process (ongoing) evaluation which provides the platform for this study is an imagine area of research that is not widely explored, its adoption in this research therefore has justification. It shall allow for learning and timely intervention in the case of KCTMP to ensure effective and efficient goal attainment.

The study seeks to answer the following questions:

- (a) What is the mid-term outcome of the implementation of the Kano Comprehensive Tourism Master Plan?
- (b) What are the explanatory factors and implications of the outcomes?
- (c) What are the strategies required to enhance the implementation of the plan?

### **1.2: Aim of the Study:**

The aim of this study is to appraise the level of implementation of the Kano Comprehensive Tourism Master Plan, its outcomes and implications with a view to identifying shortcomings and suggesting strategies for improvement.

### **1.3: Objectives of the Study:**

1. To review the concepts and components for tourism planning and development.
2. To review the Kano Comprehensive Tourism Master Plan.
3. To evaluate the level of implementation of the KCTMP and the explanatory factors.
4. To identify the implications of the implementation out comes and suggest appropriate Strategies for addressing short comings.

### **1.4: Scope and Limitation**

This study intends to appraise the implementation of KCTMP; it will therefore focus on the objectives and other components of the plan as well as the extent of its implementation.



However, the study is limited by lack of available data for any previous assessment or evaluation of the plan.

### **1.5: The Significance of the Study**

Conventional appraisals of plans and projects are usually conducted as ‘ex-post’ evaluation, which is carried out long after implementation of the proposals. This is to enable the executors of the plan to identify the prospects leading to the successful completion of projects and subsequent attainment of goals. In most cases, this is to identify the associated problems and the shortcomings of the plan and the implementation process, so as to learn lessons which can be useful in due course. Process appraisals are attractive as they enable plan implementation agencies learn those vital lessons in the course of implementation. That way, it allows them to take the necessary intervention measures so as to avoid unnecessary waste of time, capital and resources. It is along this background that this study is carried out. It is hoped that lessons learnt from the study would be useful to the Kano state government, planners and project developers in Nigeria.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0: CONCEPTS AND PRINCIPLES FOR TOURISM PLANNING AND DEVELOPMENT

##### 2.1: CONCEPT OF TOURISM

The definition of tourism has been the subject of long debate. Like any other concept, tourism is very difficult to define in absolute terms. Tourism experts have not been very precise or totally consistent in the usage of the concept. These differences emanate, firstly, as a result of the researchers' own concerns and training and secondly due to changing phases of the history of tourism. Tourism acquires more meaning over the years as people became interested in different aspects of social life and as man's leisure time improved. Thus, for instance, "while writers differs on the degree to which (different) forms of travel (e.g. for business, for health or educational purposes) should be included under tourism, there is growing recognition that tourism constitutes one end of a broad leisure spectrum" (Pearce, 1989). Tourism is thus complex and pervasive phenomenon. It touches all aspects of man and society - be they social, political, economic, cultural, historical or physical environments. Theobald (1998) suggested that "etymologically, the word *tour* is derived from the Latin, 'tornare' and the Greek, 'tornos', meaning 'a lathe or circle; the movement around a central point or axis'. This meaning changed in modern English to represent 'one's turn'. The suffix *-ism* is defined as 'an action or process; typical behavior or quality', while the suffix, *-ist* denotes 'one that performs a given action'. When the word *tour* and the suffixes *-ism* and *-ist* are combined, they suggest the action of movement around a circle. One can argue that a circle represents a starting point, which ultimately returns back to its beginning. Therefore, like a circle, a tour represents a journey in that it is a round-trip, i.e., the act of leaving and then returning to the original starting point, and therefore, one who takes such a journey can be called a tourist."

Hunziker and Krapf (1994) defined tourism as "people who travel, the sum of the phenomena and relationships arising from the travel and stay of non-residents, insofar as they do not lead to permanent residence and are not connected with any earning activity." The Tourism Society of England's (1976) definition was: Tourism is the temporary, short-term movement of people to destination outside the places where they normally live and work and their



activities during the stay at each destination. It includes movements for all purposes."(Beaver, 2002). The International Association of Scientific Experts in Tourism (1981) defined tourism in terms of particular activities selected by choice and undertaken outside the home. In 1994, the United Nation classified three forms of tourism in its Recommendation on Tourism Statistics:

- Domestic tourism, involving residents of the given country traveling only within this country.
- Inbound tourism, involving non-residents traveling in the given country.
- Outbound tourism, involving residents traveling in another country.

Tourism is a multi-faceted phenomenon which involves movement to and stay in destinations outside the normal places of residence. Alozie (1990) observed that, “the conceptual definition of tourism, should provide a broad notional framework, which identifies essential characteristics that distinguish it from similar and often related but different activity like migration”. Different scholars have come to defined tourism conceptually with different components and requirements based on their discipline. For example, Douglas (1981) observed that, “Tourism is the relationship and phenomena arising out of the journeys and temporary stays of people traveling primarily for leisure and recreational purposes”. Douglas did not include the activities at destination; he stressed his definition on the visit to a new place. Hunziker & Kraft(1994) state that, “Tourism is the sum of the phenomena and relationship arising from the travel and stay of non-residents, in so far as they do not lead to permanent residence and are not connected with earning activity”. This definition emphasized on the activities that should not occur at the attraction site. It was however broadened, to include business and vacation travel, and was subsequently adopted by the International Association of Scientific Experts on Tourism, Alozie (1990). Burkart & Medlik (1981) view tourism differently, with emphasis on the tourist and his activities. They stated that “Tourism denotes a temporary, short-term movement of people to destinations outside the places where they normally live and work, and their activities during their stay at these destinations”.

Alozie (1990) provided a comprehensive operational definition for the concept of tourism. She stated that “Tourism is a dynamic and temporal activity with varied faces, depending on time, environment and man, which occurs through the movement of people to areas outside their normal place of residence and work for leisure, business and specific purposes”. The League of Nations in (1937) recommended that, a ‘tourist’ be defined as one who travels for



a period of twenty four hours or more in a country other than that in which he usually resides for the purpose of pleasure (including visiting a country on cruise vessel even if less than twenty four hours), health, meetings or business. This definition however ignores domestic tourists who travel within their own countries (Holloway, 1989). In 1963, the United Nation Conference on International Travels and Tourism held in Rome considered the recommendation of the International Union of Official Travel Organization, IUOTO (now the World Tourism Organization WTO) again ignoring domestic tourist. This conference agreed to describe a 'visitor' as "any person visiting a country (for at least twenty four hours) other than that in which he has his usual place of residence for any reason-

- a) Leisure - whether for recreation, health, sport, holiday, study, or religion, business, family, mission or meeting;
- b) Excursion - of less than twenty- four hours including cruise travels other than following an occupation remunerated from within the country visited" (Holloway, 1989).

In 1976 a working party for the proposed Institute of Tourism in Britain (now the Tourism Society) clarified the concept of tourism as "the temporary short-term movement of people to destinations outside the places where they normally live and work, and activities during their stay at these destinations: it includes movement for all purposes, as well as day visit or excursion" (Holloway, 1989). These definitions as already noted, suggest that the concept of tourism is broad, because it has to encompass different phenomena.

However, tourism has two main characteristics:

- a) That the travelers concerned mean to return home after a comparatively short time, and
- b) That the money they spend is derived from home not earned in the places visited (Chambers Encyclopedia, 1969).

Hoivik & Heiberg in Ikechuku and Uche (2002), defined tourist as a temporary visitor staying at least twenty four hours in the country visited and the purpose of whose journey can be classified under one of the following headings:

- I. Leisure (recreation, holiday, health, study, religion and sport).
- II. Business, family, mission, meeting.

A common attribute of most of the definition is that tourism involves the temporary movement of persons from one destination to another. Such movement must be aimed at achieving some desired objective. In addition the movement may be within or outside a given



geographical boundary. But Cooper and Gupta (2006) defined tourism as the short term movement of people from their usual place of residence (origin) to other places (destination). For the purpose of this work, tourism is simply regarded as any short term movement of people, either individually or a groups, undertaken for leisure, sport, business, study, military, medical, religion, family, meeting or seeking benefit from a particular service or activity outside ones normal place of living and work for a period greater than one day and less than one year.

## **2.2: THE ORIGIN OF TOURISM PLANNING.**

National, regional, community and resort tourism planning commenced in the late 1950's when it became apparent that tourism was going to become a significant socio-economic activity. In the Asia- Pacific region, for example, the 1958 State Plan of Hawaii, now one of the most developed and successful island tourist destinations, included tourism as a major component and was quite progressive for it's time in integrating tourism planning into the total regional development plan. During the 1980's, tourism planning has been undertaken for many places of the more and less developed world.

## **2.3: THE TOURISM PLANNING PROCESS**

The planning process of tourism is best exemplified by the US model of planning. Almost all aspects which should have a place in a plan are found in this model. However, any major plan practiced today should also include: Economic development planning; Human resource planning; Physical land use planning; Environmental planning; Infra-structural planning for transportation on facilities and services, water supply, electric power, sewage and solid waste disposal, telecommunications and information technology; Social facility planning for educational, medical, and recreational facilities and services; Conservation planning; Market planning; Corporate planning; and Regional and local planning, etc.

Only when all these aspects have been incorporated can a plan be said to be complete in all respects. This type of a plan is termed as the "master plan" or the 'comprehensive master plan'. In general it defines overall tourism development, including human resources, environmental impacts, social and cultural impacts, etc. Master plan considers the long term implications of decisions and their risk and Inventory Social, Political, Physical, Economic, Environment etc. It also considers the long term implications of decisions and their risk and



return to a community or destination. All master plans are designed to cover the span of a development period (e.g., a five year plan, a ten year plan or other time frame) or an investment period when land acquisition, constructions, operation and financing are laid out as critical points for guiding decisions at each step.

### **2.3.1: Goals for Development:**

In the Papua New Guinea Tourism Sector Review and Master Plan (September, 2006), it was stated that, experience has demonstrated that for betterment of tourism there are at least four planning goals which form the components of development:

- (i) Enhanced visitor satisfaction. (ii) Improved Economy and Business Sector.
- (iii) Protecting Resource Assets. (iv) Community and Area Integration.

### **2.3.2: Enhanced Visitor Satisfaction**

Tourism begins with the desires of travelers to travel and ends with their satisfactions desired from such travel. But, as we all know, complicated characteristics of modern tourism tend to reduce these satisfactions from the desired possible level. Planning should not only attempt to eliminate all problems that come in the way of visitor satisfaction but also provide the positive mechanism whereby land acquisition, design, development and management have the greatest chance of providing user satisfactions. In this sense, planning aims at both, user problem solving as well as user problem avoiding. Planning should provide a check on inter relationships of development to make sure that the participant's desires, habits, wishes and needs are satisfied to the extent that physical development and management can do so. The worth of the planned development is not to be judged by the satisfaction of the owner or the planner but of the visitor. This standard demands a user-oriented planning policy. Therefore, one major goal of collaborative tourism planning is the provision of user satisfactions. However, caution should be taken that this goal is not stretched to the level where the local residents and resources get adversely affected.

### **2.3.3: Improved Economy and Business Sectors**

For planning purposes, one must take note of the factors that influence tourism's success. Such factors as geographical relationship to markets, attractions and attractiveness, resources



for development, and involvement of all sectors need to be examined for their potential in developing tourism. Planning, thus, should address itself to the provision of positive rewards to those who identify, design, develop, and manage areas for tourism. In other words, cooperation, collaboration and co-ordination must foster, not destroy, individual creativity and innovation in development to meet new needs. It must be socially responsible. Private enterprise should be guided into locations and programs in which it can be more and more successful. Public agencies should be guided into locations and programs that meet their special governmental mandates and yet are compatible with commercial enterprise and non-profit organizations. Therefore, another goal of collaborative tourism planning is the provision of increased rewards to owners and developers of tourism products and services.

#### **2.3.4: Protecting Resource Assets**

Tourists have always sought destinations with attractive scenery, protected wildlife and historic and archaeological sites. All of these require environmental protection. This is more so if they are to serve as sustainable attractions as desired by visitors. Yet, tourism business for a long time was seldom planned for resource protection. Every player in this field was out to exploit the resources. It was only when many destinations started losing as attractions a realization came that both, tourism economy and visitor satisfaction depend upon the absolute necessity of stopping resource degradation. This called for a change in attitudes and policies of tourism businesses, government agencies and non-profit organizations involved in developing tourism. Hence, it is essential for all types and levels of tourism planning to incorporate the new commitment of resource protection as a goal. Resources have to be treated and managed as permanent assets.

#### **2.3.5: Community and Area Integration**

Many communities and regions view tourism as an elite activity and a separate social layer is simply added to a community. Engaging in tourism from this viewpoint can be disappointing. Such an approach fails to integrate tourism into the social and economic life of the community. The aim of the overall plan should include increased work opportunities, high quality of life and sufficient public and private services. The official plan should be reviewed and renewed periodically. All local authorities and organizations should be involved in discussions on issues that need changes before any revisions are made. An important goal of





tourism planning, thus, is integrating tourism with the cultural, social and economic life of communities and areas. These four goals – enhanced visitor satisfaction, better business, resource protection and community integration should be the motivating force for all stakeholders in tourism planning.

## **2.4: COMPONENTS OF TOURISM MASTER PLAN**

In theory, a Comprehensive Tourism Development Master Plan consists of the Situational Analysis; Development Potentials; Development policy and Strategic guidelines; Development of Tourism Circuits and the Action Plan, (USA Model for Tourism Master Plan in Papua New Guinea Tourism Sector Review and Master Plan, 2006). The following are the detail explanation on these basic components.

### **2.4.1: Situational Analysis**

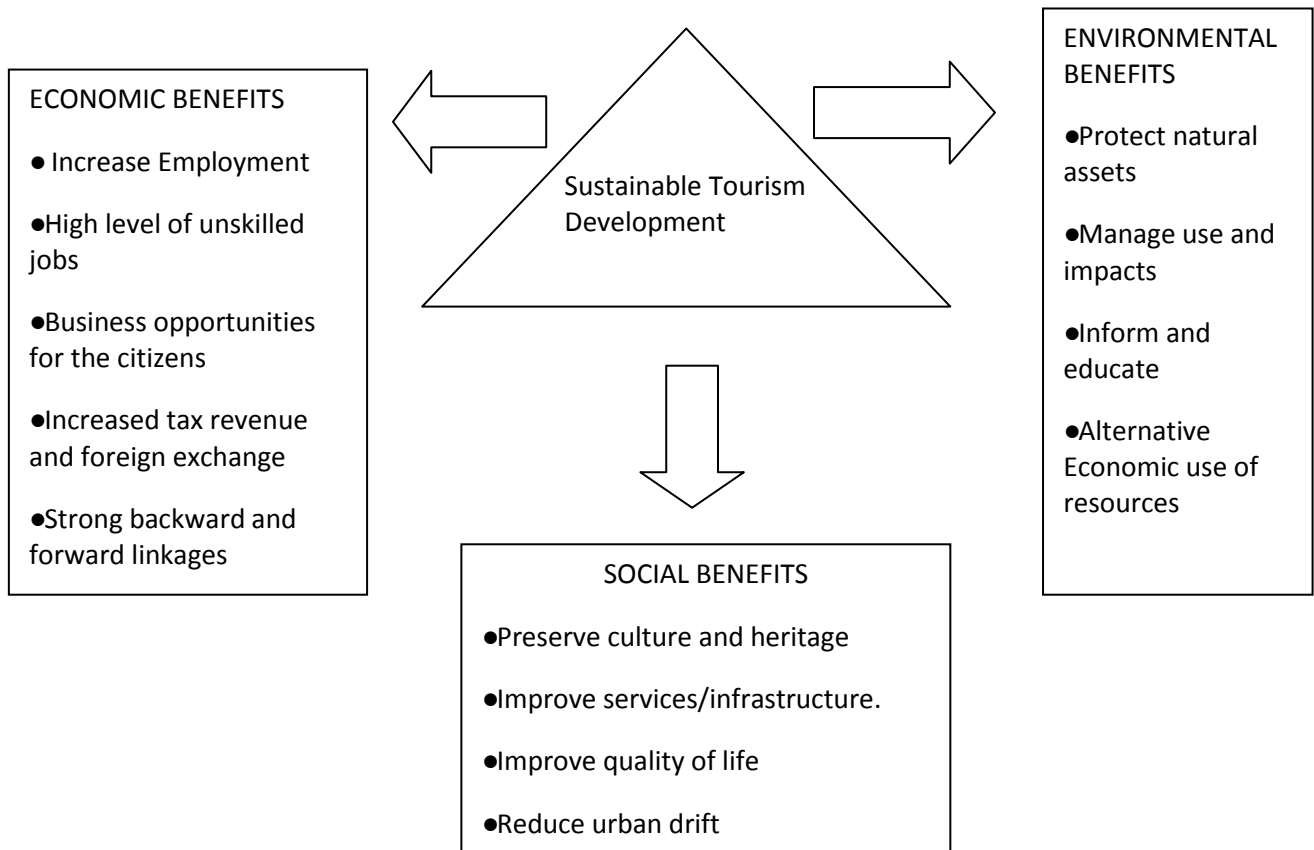
The first step in organizing a tourism project is to conduct a tourism assessment of the country or region. This assessment reviews the resources for tourism, potential tourist markets along with the major development opportunities and constraints. Based on the assessment, the Terms of Reference (TOR) of the study can be written specifically to suit the area's planning needs. The TOR should be carefully formulated so that the study considers all the relevant factors and achieves the intended results that had been stated in the objectives.

### **2.4.2: Tourism Economic Significance:**

This involves the identification of the economic implication of the sector. Tourism sector has a number of characteristics, which suggest that it can make a significant contribution to the economy of a country. It generates hard currency foreign exchange, creates jobs, generates tax revenues for government, has an important impact on regional economic activity, it is attractive for small and medium sized enterprises and consequently can foster an enterprise economy, it has strong linkages to other sectors of the economy, it can bring economic benefits to local communities and has considerable potential for expansion and increased value added. These benefits arise as a result of the expenditure of international tourists.



**Fig 1.01: The Benefits of Sustainable Tourism Development**



**Source: Papua New Guinea Tourism Sector Review and Master Plan, 2006.**

**2.4.3: Structure of tourism sector:** A Comprehensive Tourism Master Plan contains a detailed structure of the tourism sector. These include the category of hotels/lodges/tents/camps, the number of restaurants, especially those that are of international standard outside of hotels. The total room capacity (hotels and tented camps) are estimated; the number of rooms of international standard are also quantified. Outside of the hotels/lodges, there may be comparatively few restaurants of international standard these are also been identified by the plan. The plan also identifies available tour operators who arrange tours within the area, provide transport, etc.

**2.4.4: Characteristics of tourism demand:** A Comprehensive Tourism Master Plan contains thorough analysis of the characteristics of the tourism demand. These shows vividly estimate of the tourists visiting the area over a specified period. The rise and falling in the



visitors' trend is also identified i.e. whether there is growth or downfall in tourism arrivals. A Comprehensive Tourism Master Plan contains a reliable figure on the visitors' length of stay. The overall average length of stay is estimated. It provides adequate statistical information on where the visitor goes within the area. This is usually obtained from the analysis of the catalogues of the main tour operators from the major source. Tourism Master Plan clearly identifies the main sources of visitors of the area. What percentage come overland and those that arrived through air and or sea. It also takes account of the different visitor purposes of visit be it for leisure, business, friends and relatives (VFR), for conference/ meetings etc. Expenditure patterns vary by purpose of visit, length of stay and whether package or non-package arrangement. Tourism Master Plan indicates proportion of business visitors spending, conference visitors spending as well as holiday visitors spending per trip respectively.

**2.4.5: Tourism sector performance:** This involves the analysis of the structure of the long-haul market to the destination, in order to determine the performance of the tourism sector of the area in addition to expanding the range and supply of its traditional products so as to compete more effectively in the marketplace.

#### **2.4.6: Development Potentials**

**2.4.6.1: Tourism Attractions and Activities:** These are the natural, cultural and special features and related activities of an area that attracts tourist to visit it. The strength of the appeal of a destination to tourists is, more than any other factor, linked to the quality of attractions it can offer. It is the attractions at a destination that stimulate an interest in visiting that country; they provide the elements that go to develop an image of the destination, the image that is used to attract the potential traveler. In general, the demand for the other components of travel (transport, accommodation and so on) derives from the original stimulus that comes from the interest in experiencing the attractions.

There fore, a Tourism Master Plan assess these attractions in detail under three broad categories:

1. Natural - climate, national parks, game reserves, coastal areas, islands, mountains, lakes, waterfalls, etc.
2. Cultural - archaeological sites, historical sites; arts and crafts, etc.



3. Man-made - architecture, museums, handicrafts, etc.

**2.4.6.2: Infrastructure:** In addition to transportation the other necessary infrastructure, includes water supply, electric power, sewage and solid waste disposal, telecommunication systems, etc. Though fundamentally important, a viable tourism industry requires more than a range of natural and cultural attractions and a welcoming people. A sound infrastructure along with a developed superstructure of facilities and amenities are also needed. In fact tourism is a highly diverse industry that requires many different components to be in a place before there is a complete product to offer in the marketplace. The implication of this is that, a deficiency in any one component will undermine the capacity of the destination to meet the expectations of tourists. With this in mind, competitive strengths and weaknesses of tourism product are reviewed by Master Plan from the standpoint of the market.

**2.4.6.3: Development Constraints:** This is where the weaknesses of tourism sector are identified. These may include: poor access – both international and internal flights, poor infrastructure – especially roads, high costs of internal transport, overpriced product, poor service standards, poor quality guides in comparison with competitor destinations, low quality tour operators, circuit becoming overcrowded, lack of quality accommodation, absence of a well plan tourism circuit. As part of the field research for the Master plan, foreign tour operators may also be asked for their opinions as to the weaknesses of the destination's tourism product.

**Security:** In the aftermath of the terrorist attacks of September, 2011 in the US, the issue of security has now become the top priority issue for all countries. In common with the rest of the world, Tourism Master Plan of any destination clearly identify how an effective security regime can be achieved to assure potential tourists of their safety in travelling to and within the country. This is expected to become a key determinant of tourism flows over the next decade.

**Visitor Facilitation:** Master Plan address issues relating to visa problem if it exists, so that it can be possible for nationals of most of the larger tourist-generating countries to obtain visas on arrival at the major entry points to the destination.

#### **2.4.7: Service Standards, Training Needs and Facilities**



1- Profile of employment: This contains a clear estimate of the persons directly employed by the tourism industry in a destination. These would include those that were employed in the hotels/lodges sub-sector.

2- Service standards: This is where an assessment of operational standards is carried out by Master Plan to make it clear how all categories of staff would be given training: hotel and catering staff, tour and mountain guides, drivers, park rangers, Tourism Division and Ministry staff, etc.

3- Training needs: This involves the suggesting of an extensive program so as to train the management and staff currently employed in the industry and the new entrants at all levels. The Plan make it clear in this respect, that there is a strong need for the establishment of a dedicated training policy section, to formulate training policy and to monitor and review industry training needs on an ongoing basis. In-service training could also be overseen by this section, but the delivery of training should be undertaken by qualified training providers.

4- Management Training: Master Plan make recommendation were necessary for a new Tourism and Hotel School be built in the destination capable of providing training in tourism and hotel management to a required level. This school would also meet the management needs of sectors other than the hotel sector and would also train tour guides.

Trade Associations: A tourism Master Plan should identify active trade associations representing the main sectors of the industry which may include- Association of Tour Operators (ATO), Travel and Tourism Association (TTA), Hotel Keepers Association (HKA), Hunting Operators Association (HOA), Air Operators Association (AOA) and Hotel Schools Association (HOSA). These associations are intended to be the representative 'voice' of the private sector tourism interests. Given the importance of tour guiding to the appreciation of a destination tourism product, Tourism Master Plan also clearly suggest for a Tour Guide Association to be established, as is the case in most tourism destinations.

**2.4.8: Legal framework:** There are three main areas addressed by Tourism Master Plan here - the enabling legislation for the national tourism organization, the regulatory framework for the industry and environmental legislation.

i- Regulations for the Industry: Tourism Master Plan identifies those pieces of legislation which have an impact on tourism but which are not specifically enacted for the benefit of



tourism alone. These may include laws in such areas as taxation, customs and immigration, transport, public safety, health, environment and planning, etc. Legislation in these fields is properly the responsibility of the relevant Ministries and not of the Ministry of Natural Resources & Tourism.

ii- Environmental Legislation: Environmental regulation which brings together all environmentally related regulations across the sectors and hence to be used as a reference regulation regarding the environmental protection of the country are identified here.

iii- Land Use and Tenure Laws: Tourism Master Plan consider land laws in a destination as they place considerable importance on liaising/ getting agreement with local communities regarding land use for tourism purposes. Some Acts were designed to ensure that villages benefit from wildlife utilizations and encourage local communities to support tourism/ recreational activities outside national park boundaries.

**2.4.9: Character of Tourism Destination:** This is where the key factors that will determine the character of destination tourism are identified. These include - the type of tourism (product experience) to be developed, the quality of development, the scale and design of development, the rate of growth to be pursued and the extent to which tourism development is dispersed throughout the destination.

Master Plan also identify where there is international marketplace recognition that a destination possesses a superior tourism product, offers a real/ authentic experience, and has outstanding scenery, a wealth of cultural attractions and a friendly people. These are the 'core values' which must be protected and preserved as they confer a competitive advantage in the marketplace.

Tourism Master Plan ensure that tourism development does not give rise to land-use conflicts on the one hand and, on the other, that the integrity of an area is maintained, zoning should be carried out – wilderness areas, resort areas, hunting areas, etc.

**2.4.10: Potential for product expansion:** The major issue, addressed by a Master Plan here is the extent to which the supply of the destination tourism product could be expanded. Two aspects are of particular significance. The first relates to the availability of suitable facilities and the second to the capacity of existing and potential attractions to absorb greater numbers



of tourists. Where maximum carrying capacity levels have being reached in the destination Master Plan suggests ways to alleviate that.

**2.4.11: Tourism Development Zones:** The issue here is one of determining which touristically attractive areas or groups of contiguous areas should be designated Tourism Development Zones for planning purposes. In determining these Zones, the following factors were taken into consideration.

1. Location of the national parks, game reserves, conservation area, etc.
2. Topography of the area or areas, taking into account natural boundaries, etc.
3. Natural and man-made tourist attractions and their spatial relationships.
4. Range of tourism products that could be developed.
5. The existing volume and quality of superstructure of hotels, lodges, camps, etc.
6. The logic of their geographical grouping or ‘clustering’, enabling them to be accessed and serviced from a common centre.
7. Access in respect of time, distance and cost from the main ‘gateways’.
8. The existing and planned level of infrastructure, particularly roads and utilities.
9. The potential to create a composite product for marketing and image building purposes.
10. Security from health hazards, civil disturbances, etc.

#### **2.4.12: Tourism Zones for Priority Development**

This involves the process of selecting which zones should be designated for priority development; this is not easy given the quality and diversity of a destination’s attractions. Master Plan prioritizes those areas or zones that could most effectively support tourism development within the initial phase of planning.

**2.4.13: Product formulation:** The core of a Master Plan strategy is to develop an integrated tourism product that is capable of attracting a low volume, high yield segment of the international tourism market to spend their entire holiday in a destination. In other words the destination would be seen as a ‘single destination’ and tourists would not need to include



another country in their holiday plans. The way to achieve this was seen to be to: develop a range of special interest and activity products, develop a resort product, and develop a cultural/historical tourism product.

1. **Special Interest and Activity Products:** Master Plan identifies the capacity within the destination to further develop a range of special interest products around wildlife and nature is exceptional where the destination has a unique resource base on which to establish a distinct competitive advantage over other countries. These may include resources for marine based interest, the mountains for climbing, hiking and walking and a range of possibilities for those seeking to pursue aspects of cultural interest.

2. **Resort Products:** To ensure that a destination becomes a successful single destination in the high yield segment of the international tourism market, Master Plan involves the development of a quality resort product. The natural resource attractions in existence are utilized to achieve this within a destination. Scale is particularly important. Development must be of a scale that is in keeping with the environment, but large enough to be economically viable to provide the services/ facilities associated with a quality resort.

3. **Cultural/ Historical Products:** Master Plan identifies the destination's varied and interesting culture that can form a central element in its appeal as a tourist destination. This is achieved through a program of conservation of historical sites/areas; the development of interpretative centers; and the promotion of cultural activities.

**2.4.14: Identification of Tourist Circuits:** The international market generally requires a tourism product with several different tourism experiences, forming what is described as a "tourist circuit". Tourism Master Plan develops and promotes a product in the tourism zones that combines wildlife, nature, culture and relaxation. The implications of this are that a number of tourist attractions must be drawn together and supported by appropriate facilities and services in order to produce a composite product. A Master Plan ensures that the overall visitor numbers are not overcrowded. This is achieved by marketing different areas to specialist groups and developing small, low impact resorts and accommodation facilities.

#### **2.4.15: Market / Product Potential and Growth Projections**

i- **Market:** This involves the descriptions of the tourism source markets and their requirements. These include main international source markets for travel to the destination





Europe, United States, Asia/Pacific and, in the longer term, the regional markets Africa as well as the Domestic market.

ii- Product potential: Master Plan should point out that, it is necessary for a destination to have high quality facilities - audio-visual equipment, simultaneous translation systems, efficient telecommunication systems, etc. In addition, there must be a range of things-to-see and do, (shopping, good restaurants, sightseeing, golf) as well as pre-and post conference tours.

**2.4.16: Tourism Growth Projections:** This is where a clear growth projection of the destination's tourism sector which includes the accommodation required. Tourism Master Plan contains the stock of hotel, lodge and tented camp accommodation in a destination and identifies clearly those used by international tourists. This shows the future demand as the tourism sector of the destination expands.

**2.4.17: Master Plan Strategy:** Even if a destination is exceptionally well endowed with the type of natural resources that provides a raw material from which tourism attractions and products are fashioned. Strong tourism attractions alone will not necessarily guarantee a successful tourism industry. Many other factors must be in place for tourism to operate. The main strategic issues that must be addressed by a Master Plan, failing which it will not be possible for destination's tourism to realize its full potential, are: (i) Increase in direct airlift capacity to the destination.

(ii) Since airlines will respond to market demand where it exists, access to within the destination must be improved. (iii) The corner stone of a destination's tourism development is the quality of the environment which underpins almost every product. If this environmental quality is lost, or degraded beyond a certain point, then destination tourism will have severe problems. (iv) For tourism to operate successfully it is essential that there are service centers (normally towns or cities) where tourists can find restaurants, take taxis to go sightseeing, make shopping trips and so on. In doing so they spend money from which the local community benefits. Where such centers are absent or limited in a destination their absence are addressed. (v) Accommodation should be refurbished and upgraded; building new accommodation units may also be necessary where there is demand. (vi) The role of the public sector is to regulate and control tourism and create an economic environment that will encourage private sector investment. Crucial to that environment is a feeling on the part of



the private sector that their investment will be secure and that the Government will support entrepreneurship. (vii) In addition to improving physical standards, the standards of service must be brought up to international expectations. This means a considerable investment in training and the provision of adequate training facilities. (viii) That the budgets allocated to the agencies must be substantially increased to enable them to implement their respective roles effectively. (ix) With an increasing concern about terrorist attacks, security has become a priority issue and must be tackled on an on-going basis and not in response to events.

#### **2.4.18: Action Program:**

The successful realization of the strategies outlined above is dependent upon the implementation of specific actions designed to drive each strategy. These actions are outlined in the form of programs as- Improving knowledge and 'know-how', Attracting capital investment, Enhancing and expanding the tourism product, Improving service standards, Improving access transport, Improving safety and security, Creating greater market awareness, Strengthening institutions and economic linkages, Review Investment Incentives: Related to this are the type of investment incentives provided in a destination for foreign investors, and how these are compare with other countries in the region. Establish Investment Promotion Unit within the Tourism Division and also plan for the preparation and Promotion of Product Profiles. There is a need to prepare detailed project profiles for specific investment or development opportunities in the tourism sector and to promote these opportunities to investors both within and outside a destination.

Investment Promotion Workshop: A workshop should be convened with the private sector to map-out with Government, the fiscal regime and tax incentives to be put in place to attract investment to the tourism sector. Investment opportunities should also be identified and an investment promotion plan formulated which would have significant private sector involvement.

#### **2.4.19: Phasing, Costing, Monitoring and Review:**

Phasing and Costing: A series of action plans are developed to reflect the key initiatives identified in each stage. These action plans summarize the implementation program for the entire period schedule for the plan's implementation.



The action plans identify:

- I. The key initiative and follow up actions required;
- II. The stakeholders with responsibility for implementation;
- III. The budget required; and
- IV. The priority for implementation as follows:
  - High priority - within the next two years
  - Medium priority – within the next five years, est.

Monitoring and Review: For effective implementation, performance and operation of any project, there is always a need for proper and efficient monitoring. Review is also necessary to adjust these plans usually to reflect progress in implementation as well as new priorities which have arisen. The tourism industry is reviewed with a view to considering the current state of the industry and existing impediments to its growth, and identifying any appropriate action the government might adopt in order to foster the industry's development. For the purpose of the review, the tourism industry encompasses the entire tourism industry in the destination including the provision of tourism goods and services and other related services such as tour operations, community base tourism, travel agents and tourist's guides as well as catering and the wider accommodation/hospitality services. Consideration will also need to be given to the role and effectiveness of the current statutory body responsible for tourism matters including visa and travel requirements, availability and appropriateness to transport and other support services linked to the tourism market. In response to the review's conclusion and recommendations, the government will consider what if any policy responses will be required to address issues raised.

## **2.5: PRINCIPLES OF TOURISM PLANNING AND DEVELOPMENT**

Reid and Smith (1997), in Isma'il (2009) developed a list of principles to be used for a successful tourism planning. These principles include:

1. The visitor domain should be created with a sense of place that is unique and authentic, and that contains diversity. It should also be of potential experience.
2. Attractions and services should be clustered and concentrated to create a visitor domain. This will ultimately lead to a critical mass of tourism destination in the tourism



market. With a critical mass of tourism destination tourists become aware of the place and will purposely begin to choose to go there.

3. The market research techniques of products/market match should be applied. This is the means to achieve a right supply if the right tourism products are suitable to the tastes of the tourism products, particularly attractions and services for the targeted quality tourist of a tourism destination plan. The products suitable to the taste of the tourists are what should be developed at the destination.

4. There should be well - signed transportation linkages to ease the movement of people in the tourist domain.

5. The environment: Natural, cultural and social should be protected. This is the main stay of successful tourism planning. This can be achieved by attracting quality tourists and by managing tourists' flows and access while they are in the visitor domain.

6. The tourism planner should take the different seasons into considerations. In most cases, tourism flows are seasonal but with heavy investment in service and attractions facilities, year round tourists and hence cash flows will be generated

7. The principle of partnership should be incorporated for tourism planning to be successful. Because of the pluralistic nature of tourism, there is need for destination partnership to be created or formed which can more effectively take advantage of the products offerings of each members of the partnership.

8. Another principle to consider is the product life cycle; tourism products like many others grow in popularity and after a while fall in popularity. The planner should be prepared and have plans ready to breathe new life into the attractions or services.

There should be sample opportunity for economic benefits to be captured.

## **2.6: CONCEPT AND SCOPE OF PROJECTS EVALUATION**

### **2.6.1: Concept and Purpose of Project Evaluation**

Evaluation, in essence, is the process to assess the value of something or action. Within development scheme, it is the assessment of the value of the various project components and activities as well as output, in view of outcomes. Outputs are the expression of the performance or result of a project, and outcomes are the consequences of the performance. It reveals where changes are needed and help in project design or planning. This is essentially in the area of design, experience, results and actual or potential effectiveness of on-going and completed projects.



The concept of project evaluation has tended to vary from project to project and the complexity of the evaluation (Kolawole, 1979). Project evaluation can be divided into two categories. First, is financial project evaluation which deals with the financial management techniques in both public sector and profit-seeking projects. Second is the "Learning dimension" evaluation. This is concerned with determining, what has gone (is going on or likely to go on) well or poor including the reasons. This is with, a view to using the Knowledge gained to improve project planning and implementation (Kaltho, 1990).

**2.6.2: The Need for Evaluation:** Project evaluation is useful to the extent that it leads to providing recommendations that are implemented. Evaluation of development projects, therefore, is important in order to keep track of progress, to receive feedback upon whether effects are being met and to provide the information required to make necessary adjustment. In line to this, it is important in project evaluation to consider the following:

- i) Clarity of project goal to be evaluated and objectives of the evaluation exercise.
- ii) Identification of evaluation methods based on the parameters to be measured which provide answers to questions raised.
- iii) The need of the out come of the evaluation exercise, to the project evaluated and similar projects else where.

**2.6.3: Scope of Project Evaluation:** The analysis of development project centered on appraisal, implementation analysis, and evaluation. The appraisal centered on the contributions either positive or negative of a particular project as related to the project area and the people. Such an appraisal is basically carried out by comparing the expected benefits and disbenefits with the resources committed. These resources will depend to a large extent, on the efficiency with which a project is executed. Where as the benefits will depend on the efficiency of the management of the project. Implementation analysis focuses on the assessment of plan implementation process. The importance is basically two-fold first, is the assessment of the chances of successful implementation. Secondly, the appraisal of the contributions of the project to given goals. There is the tendency of successful implementation which will affect the contributions of an activity towards the attainment of a goal. In essence, both aspects of project evaluation can be regarded as the same, since the benefits of a project will depend on the efficiency to which it is implemented.

Project evaluation is different; from "Evaluation, in the planning process." The later is basically to determine the suitability of a particular project; with the intention of selecting among alternatives.



The former takes place when the decision of selecting, a project has been reached, and the project is right in place.

#### **2.6.4: Types of Evaluation**

Evaluation can be applied for different purposes as well as to a specific activity, project or programme. It is not restricted to the completion stage only but involves periodic investigations at many stages. The different types of project evaluations carried out are: (i) ex-ante evaluation, (ii) on-going evaluation and (iii) terminal evaluation/ex-post evaluation.

**2.6.4.1: The ex-ante evaluation:** This is the method of assessing projects at the beginning of the project's life. This method provides results to implement projects more effectively. This is essentially in the aspect of directing available funds to most efficient investment projects with higher expected benefits. This method involves the projection of relevant variables to obtain estimates of the demand for output, where input is at least partially known (Haveman, 1978, in Kaltho 1990).

The ex-ante method is based on three endogenous project variables. These include differences between possible and projected project completion periods, total cost, and economic rate of return. This makes the result of ex-ante evaluation to be taken as tentative. They serve to guide implementation decisions, Hoole, (1978) in Aboku, (1993) referred to it as "formative evaluation", that is

examining an activity while it is under way. Such an evaluation method is characterized by a learning process, whereby in the endeavor to secure evidence of the advantages and disadvantages of a particular project design, new insights are obtained. Its degree of precision depends on the knowledge and experience of the evaluator(s), the competence in identifying and assembling the relevant data and making accurate future estimates of the projects benefits and negative impacts (Kaltho, 1990).

Its limitation is related to how predictable the project variables are, and the experience of the evaluator(s). Also some parameters do not allow for easy and precise prediction of project future such as participation.

**2.6.4.2: The Ex-post evaluation or Terminal Evaluation:** The purpose of an ex-post or post-hoc evaluation is to discover the actual, as opposed to the projected, results of implementing



a project. The aim of evaluation is primarily to compare the actual outcome of the project with the projections made at the appraisal stage. The examination of different aspects of the project can provide important lessons derived from experience for the new projects. The overall impact of the project will result in a number of effects which can be classified as costs and benefits, direct and indirect or tangible and intangible. Ex-post evaluation takes place after the completion of the project and is often more in-depth as it focuses on the analysis of impact. The purpose is to improve the design and implementation of the project's subsequent stages or a similar project, else-where. Besides, it is time-consuming, costly and calls for persons with special skills.

The scope usually covers the following:

- i. Examining the actual benefits situation,
- ii. Identifying changes made in implementation and the reasons.
- iii. Identifying attainment of targets of the project implementation.

Hoole (1978) in Aboku (1993) referred to this method as "summative evaluation" emphasizing its focus on project impact after completion. Ex-post evaluation is therefore concerned with testing those objectives for which the project was initially designed. The evaluation objectives are to determine whether project objectives have been met. Ex-post evaluation assesses how far other uses of resources might have generated better results, through comparing which part of the changes, accruing in the project area, can be attributed to the project.

Kaltho (1990) has identified the shortcomings of ex-post evaluation to include the following:

- i. Projects have their specific local context: therefore, not all evaluation findings are applicable to all projects. It is not always easy to decide which results are directly useful.
- ii. It does not illuminate the changes in the nature of activities and trends as well as continuity of the flow of benefits.
- iii. Large amount of data are often demanded, leading to difficulties in analysis and presentation of results.
- iv. Ex-post evaluation does not provide the mechanisms to transfer the lessons from the project evaluated to other projects fully.

Besides, it is time-consuming, costly and calls for persons with special skills.



### **2.6.4.3. The On-going Evaluation or Process Evaluation**

The main purpose of an on-going or Process evaluation is to assist the project management to make appropriate adjustments in the changed circumstances or to rectify any shortcomings in the original design, so as to improve its efficiency and overall performance. It is suited for use in the projects that failed to continue when donor funding ceased, and also those projects which have their structures in place but with reduced level of project benefits. In order to arrest, the above situation and to respond to the shortcomings of ex-post evaluation, the process evaluation method has been developed. Process evaluation has the advantages of being rapid, relatively in-expensive, and contractually predictable. Also, in principle it can penetrate the complexities and processes that have been going on over time in a project operation (Young, 1962).

This method is used during project implementation, thereby making it a steering mechanism rather than only an instrument of analysis (Kaltho, 1990). It focuses on the stability of project objectives, input, output and outcomes at various stages during implementation. It involves making a clear impact criterion to the understanding of those involved in project management. As a result of this criterion, project activities are evaluated over a series of short term periods. It is also called on-going evaluation because it focuses on project activities while under way Hassan, 2009 in Austin, 1994. On-going evaluation is of interest in most project circumstances. For example, knowledge on the effectiveness of some activities which are uncovered during the implementation of a project may provide useful information for policy-makers responsible for further project adjustments.

This method is also referred to as "built in" evaluation due to its characteristic feature of being mainly a project management tool conducted during crucial times and intervals throughout the project cycle (abid). The process evaluation method attempts to assess planned and unplanned consequences of implementation in terms of overall developments.

Process evaluation is also limited, in that, it may not help much in sorting out the interventions that could occur for success or failure. Process evaluation can also under estimate the effects of some impacts although this may be eliminated by careful data collection and analysis.

### **2.6.5: Review of Past Evaluation Studies on Implementation**

Researches have been carried out on various aspect of implementation. This includes evaluation of the implementation process, outcome and implications. Such studies include the work of Aboku (1992). His focus was on the impact of the Spatio-Economic impact of the





South Chad Irrigation Project (SCIP) ten (10) years after implemented. His study lies in the attempt to answer the following question using ex-post evaluations:

- i. What are the negative and positive impacts of SCIP?
- ii. Why are some of the impacts negative while others are positive?
- iii. How can the problems of SCIP be minimized with a view to remove the negative and promoting the positive impacts

His findings discovered the negative and positive impacts and the explanations for that and finally suggested some strategies towards mitigating the negative impacts in terms of similar projects elsewhere.

Zargina (1993) also conducted another study aimed at evaluating the impact of the activities of Balanga irrigation project in Waja district using ex-post evaluation method. His study revealed that, the Balanga irrigation project has positive and negative impacts. He then made recommendation towards the enhancement of its performance.

Another study that applied evaluation method is the Blue Water Tourism Evaluation Project for Sarnia-Lambton (June 2004). Sarnia-Lambton is located at the far western reaches of Southwestern Ontario. It is bordered by Lake Huron on the north, the St. Clair River and the State of Michigan on the west, the Municipality of Chatham- Kent to the south and the County of Middlesex to the east. The area has a population of approximately 126, 971 individuals, of which over 73,672 live in the immediate Sarnia and Point Edward area.

By mid 2003, Tourism Sarnia-Lambton recognized that as a trade association for a growing and important economic sector, it needed to create a stronger strategic marketing focus, set of priorities and directions for the industry's on-going evolution. In response to this need, the Board of Directors authorized the completion of the Blue Water Tourism Evaluation Project. Tourism Sarnia-Lambton, in co-operation with the field consultants at the Ontario Ministry of Tourism and Recreation, then identified the Premier-Ranked Tourist Destination Evaluation Program as an effective approach and tool to establish a strategic-based marketing direction and priority / focus for the future development of the tourism industry.

This overall initiative recognized two key considerations for Sarnia-Lambton's tourism industry.



- The increasing importance of tourism as a key economic sector, within the changing economic Perspectives of Sarnia-Lambton.
- The need to move the tourism industry to the next level of planning, development and strategy in order to better realize the potential, capabilities and economic benefits of this industry in Sarnia-Lambton.

This is evaluation model that is designed to “guide its users through the assessment of the tourist destination's market status.” The primary goal of the assessment is to evaluate whether a destination is **premier-ranked**, which is defined as being “**a place more attractive than the rest, a place that potential tourists should consider first when making travel plans.**”

This Program had the following key objectives in regards to Tourism Sarnia-Lambton’s Blue Water

- To provide valuable planning and evaluation information and data on the tourism industry in Sarnia-Lambton.
- To bring together key elements of the tourism industry in Sarnia-Lambton to work collectively on advancing the development, marketing and evolution of the industry.
- To assess opportunities for growth, investment and collective action.
- To identify the key priorities that will foundation / support a tourism marketing strategy for the area beyond the levels of achievement that are currently being realized in terms of visitation, spending and asset development / investment.

## **2.7: THE KANO COMPREHENSIVE TOURISM MASTER PLAN (KCTMP)**

### **2.7.1: The Planning Goals:**

The plan set out to achieve the following goals:1. Plan for the development of new tourism facilities based on the primary potentials (natural and cultural) in the Local Government areas. The focus is the development of facilities that target foreign tourists mainly from Asia and the Arab world.

2. Create the framework for the planning of or the development of new tourism facilities based on the secondary and tertiary level tourism potentials in the rural areas.
3. Plan for the provision of additional tourism and hospitality facilities at the existing tourist



resorts in the state.

4. Provide the framework of attracting urban residents within and outside Kano State to spend their holidays in rural area. This will enrich their historical and social knowledge of the countryside and promote their relaxation experience (KCTMP, 2006).

### **2.7.2: The Plan Proposals:**

The plan consists of two major parts. First is the identification of tourist facilities to be developed during the plan period (2007-2020). Second is the spatial component which shows the proposed or designated and existing tourism facilities at the attractions. A system of tourist centres are planned to be the nodes of the tourism landscape of Kano State. First is the Zonal Tourist Centres (ZTC) which is to be for groups of Local Government Areas. It is proposed to have one (1) for the seven LGAs of Kano metropolis and four (4) for the other LGAs at an average of eight (8) LGAs per ZTC. Second, Local Tourist Centres (LTC) is proposed for each LGA, excluding those in which the 5 ZTCs are located. That is, there are to be a total of 39 LTCs to be located in settlements with the highest clustering of tourist attractions in their LGAs. Each LTC is to have the following facilities:

1. Dormitory with restaurant
2. Administration, security, medical, etc, services
3. Historical Records Office
4. Transport Unit
5. Cultural Hall and Mini Recreation Area

The LTCs are to be linked with good roads, which shall be the movement corridors for the tourist circuits. The tourist circuit shall offer good product package and adequate travel distances with hospitality infrastructure at appropriate locations. For instances, with Kano as destination, a multi-purpose can (on a day tour), visit one natural attraction outside Kano, return to visit a historical site, go to a restaurant, and back to hotel for the night. Single-purpose tourist can go from one tourist facility (e.g. cultural-historical attractions) to another within the metropolitan LTCs, that is, within the tourist zone.

#### **2.7.2.1: Redevelopment of the Kano Tourist Camp and Interpretation of the Trans Sahara Trade.**



The Kano Tourist Camp with its connection to the Trans Sahara Trade is outdated, dilapidated and in need of repair. The objective is to transform the tourist camp into a quality accommodation and entertainment centre with interpretation of its significance in the Trans Sahara Trail. The redevelopment of the Kano Tourist Camp will include the demolition of the current camp building and the construction of a visitor complex including: Accommodation units built to international standard based on a traditional design and style; Restaurant and bars with outdoor dining area; Swimming pool, mini golf and children's games area; Outdoor theatre/performance area with back stage facilities; retail shops and supermarket. The development of interactive and interpretative facilities on the Sahara Trails including maps

covering all trails. Comprehensive program of entertainment to include: Campfire stories from the desert; Traditional music and dance incorporating Arabian music and dance; desert night recreating the experience of the desert including traditional desert banquet; mini *Durbars* and displays of horsemanship. Comprehensive safety, security and policing measures to be put in to place. The camp will provide visitors with a real Sahara experience helping them to understand the realities of the Sahara trails and the interpretation and flavour of some key desert experience.



**Plate I: One of the Durbar celebrations in Kano**

**Source: KCTMP (2006)**



### **2.7.2.2: Improvements at Existing Tourist Facilities:**

The following improvements are proposed for the existing tourist facilities to become adequately functional. They are summarized as follows:

#### **a. Scenic and Site Attractions**

i. Dala Hill Site: An Administrative office with a parking space, A mini entrance gate, A specialty restaurant of traditional design, Tourist convince facilities with water system, A mini liberty to accommodate about 30 tourists and A souvenir shop and snack shop.



**Plate II: Dala Hill**

**Source: KCTMP (2006)**

ii. Falgore Game Reserve: Immediate repairs and rehabilitation of the tourist lodge, Reopening of the tracks hitherto used for Game viewing, A dormitory of anti-poachers to check poaching settlement and bush burning around the reserve, Procurement of tipper trucks for game viewing activities, Re-strengthen of information/Game booking office and a medical clinic.

iii. Kano Zoological Garden: A Functional Restaurant, A Snack bar & Ice-cream, Animal literature, toys & magazine shop, A children playground, Constant clearing of grasses and



thorough cleaning of the surrounding and Immediate and permanent stoppage of passer-by and crowd control in the park.

Challawa Gorge Dam Site: An admin block, Re-grassing and landscaping of the site, Provision of access road & electricity to the site, Design and laying of interconnected walkways, Provision of water, Tourist rest Chalets and a restaurant of variety of dishes (African & Intercontinental).

### **b. Historical Artifacts and Sites:**

1. Gidan Makama Museum : Specialized Restaurants and Renovation of the metal fence.



**Plate III: Gidan Makama Museum**

**Source: KCTMP (2006)**

ii. Gidan Rumfa: Landscaping of the Dandali, Expansion of tourist viewing stand, Provision of toilet facilities, Completion of toilet facilities and Completion of dignitaries sitting stage.

iii Gidan Dan Hausa: Traditional round huts for relaxation, Selling point for *Hura da Nono* and Land scape maintenance.





**Plate IV: Gidan Dan-Hausa**

**Source: KCTMP (2006)**

iv. Old City walls & Gates: Security/information post at gate and Wall maintenance



**Plate V: Kofar Dan'Agundi, one of the ancient City gate in Kano.**

**Source: KCTMP (2006)**

#### **Cultural Artefacts and Festival Venues:**

i. Dawakin Tofa Pottery Centre: Sign post at centre, Wall or barbwire fencing and Entrance gate with security/information post, Pottery gallery hall, Transparent glass showcase boards, Toilet facility and Mini sitting and tourist rest shed.





**Plate VI: Dawakin Tofa Pottery Center**Source: KCTMP (2006)

ii. Kano Dyeing Pits: A security/information post.



**Plate VII: Kofar Mata dyeing Pit.**

Source: KCTMP (2006)

iii. Manjibir Weaving Centre: Provision of electricity to the centre, Half wall, barbwire fencing, security/information post and Reconstruction , expansion of weaver sitting shed, A mini sitting/tourist relaxation shed, Provision of transparent glass showcase for display of finished products, and Toilet facilities.

iv. General Murtala Museum: Shed to protect museum from excessive sun heat.

#### **d. Resort Centres:**

i. Bagauda Lake Resort: Development of a suitable recreation spot landscape with walkways, An administration block with complete facilities, A coffee & snacks bar, Sitting and stage entertainment arena, A dormitory accommodation for low income tourist, Tourist rest chalet & toilet facilities, A souvenir & craft shop of locally source materials, Re-procurement of speed





boat for water including life saving jackets, Construction of outdoor facilities i.e. volley ball court and lawn tennis court only and a mini children playground.

ii. Rurum Leisure Resort: A proper demarcation of the area designed for recreational purpose, Iron rod fencing of the area demarcated with a security/information post, Construction of befitting access road to the centre, Provision of electricity, Resting sheds (Preferable thatched limited), Snacks shops & ice-cream bar, Toilet facilities and Wooden carved sculptures.

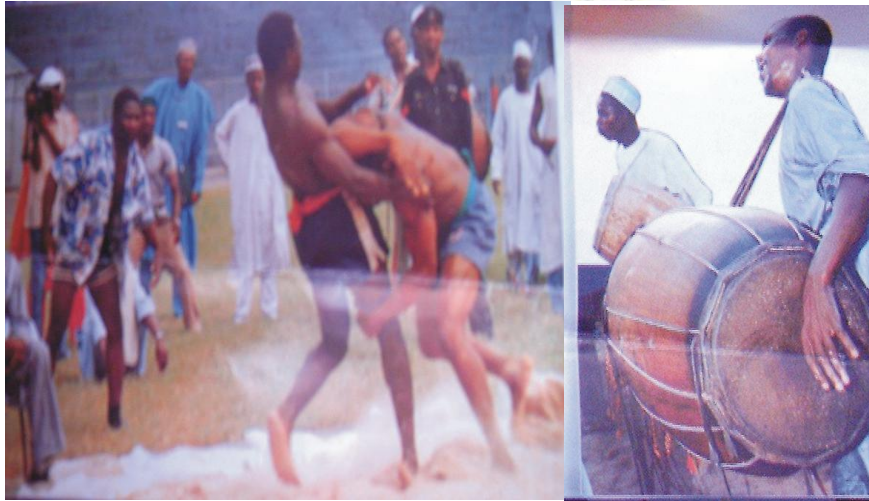
**e. Shopping/market Attractions:**

i. Sabon Gari Market: Intensify sanitary cleanliness, by constant evacuation of refuse, Traffic control and decongestion on major entry routes, Security & safety of visitors & their luggage and Provision of additional toilet facilities

ii. Kwari Market: Constant cleaning and evacuation of refuse, Traffic control and indiscriminating parking, Security of visitors and safety of luggage and Provision of additional toilet facilities.

iii. Na'ibawa 'Yan Lemo Market: Provision of additional shops & ware house with enough spaces for ventilation, Tarrying of major street & construction of drainage systems, Improve sanitary condition and speedy, evaluation of refuse, Encourage fruit processing cottage industries to make drinks readily available, for tourist to savor, A befitting garage parking of trucks off loading of goods, Security & safety of visitors to the market and Provision of toilet facilities.

iv. Camel Market: Provision of water system, at least boreholes, improve sanitary cleaning & evacuation of animal faces, proper streets designing and construction of more stores and Proper market management committee.



**Plate VIII: Local Wrestling (Kokawa) Source: KCTMP (2006)**

**2.7.3: THE KCTMP ACTION PLAN**

**2.7.3.1: The plan Implementation:** The KCTMP was designed to guide and control the development of tourism industry from Jan, 2007 to Dec. 2020, the period spanning 14 years planned programmed, for ease of implementation, time segment and practical development purpose it was phased as follows;

- 1 Take-off Projects: (2006-2007)
- 2 Phase I: Short term (2007 – 2010)
- 2 Phase II: Medium term Jan, 2010-Dec.2015 (5 years)
- 3 Phase III: Jan. 2015-Dec. 2020 (5 years)

The plan proceeds to identify and place project that will suitably fall in to each of the phases. The following projects were identified and scheduled for implementation from 2005-2007 as Take-up projects, see table 2.01.

**Table: 2.01: Take-off projects (2006-2007)**

<b>Title of Project</b>	<b>Period</b>	<b>Proposed Cost (Million Naira)</b>
Production of Tourism master plan and tourism resources survey	2005	10
Renovation of Karofin zage and kwalwa	2005	20
Renovation of Dala Hill	2005	40
Expansion of facilities at tourist camp	2005	10
Production of tourism promotional materials	2005	10
Renovation of Falgore safari lodge	2005	15
Tourism development in Local Government.	2005	20
Development of standard Amusement park.	2005	20
Manpower development	2005	20



Development of tourism souvenir industry.	2006	100
Rehabilitation of Rurum Tourist Centre	2006	100
Tourism Development in local government councils.	2006	60
Tourism promotion programme	2006	100
Provision of tourist information centres at Kurmi, S/Gari and Kwari markets.	2006	80
Manpower development.	2006	80
Tourism promotion programme	2007	100
Rehabilitation of existing facilities at the Dye pits, weaving centres tourist camp, and Falgore safari lodge.	2007	100
TOTAL		1.08 Bil. Naira

**Source: KCTMP (2006)**

### 2.7.3.2: Phase 1 project (2007-2010) short term

The major objective of projects in this phase is basically to improve some major tourist attractions by rehabilitating them. The aim is to improve on facilities already on ground and intensify promotional and marketing activities towards offering to tourists a rewarding experience. The proposed projects in phase 1 are presented on table 2.02.

**Table: 2.02: Phase 1 Kano Tourism Development Projects**

S/No	Project Name	L.G.A.
1	Kano City Walls And Gates	KMC
2	Kano Dyein Pits	KMC
3	Dala Hills	Dala
4	Goron Dutse Hills	Gwale
5	Emir Palace	KMC
6	Trans-Sahara Transit Camp	Nasarawa
7	Sallah Durbar (Festival)	All LGAs
8	Kano 200	KMC
9	Gidan Makama	KMC
10	Gidan Dan-Hausa	Nasarawa
11	Dawakin Tofa Pottery Center	D/Tofa
12	Minjibir Weaving Center	Minjibir
13	Baguda Lake Resort	Bebeji
14	Kurmi Market	KMC
15	Magwan Water Restaurant	Nasrawa
16	Madabo Or Central Mosque	KMCa
17	Daula Hotel	Nasarawa
18	Central Hotel	Nasarawa
19	Falgore Tourist Lodge	Doguwa
20	Rurum Leisure Resort	Rano

**Source: KCTMP, 2006**



### 2.7.3.3: Phase 1 Supportive Projects

The supportive projects in phase one are some physical projects, marketing and promotional programmes and events products especially the festivals identified in some local government areas. The aim here is to develop an integrated tourism industry that would give Kano State the ideal tourism package. These projects include:

1. Additional documentaries of festivals, like Bagauda fishing festival, Sharo festival, etc.
2. Building of Guest House/Hotels for D/Tofa, Minjibir, Kumbotso, Rano, G/Malam, Kunchi and Doguwa LGAs.
3. Facilities and sanitary improvements for (Sabon-Gari, Kwari, Camel and Na'ibawa markets) and Murtala Muhammed Musleum.
4. Recreation parks and beautification of public spots.

### 2.7.3.4: Phase 2 Projects (2010 – 2015) Medium Term.

The main objective of the phase 2 is to initiate, develop and complete some of tourist attraction sites in line with the ideal tourism projects proposed. Also it is to ensure completion of any outstanding phase one project. The propose projects in phase 2 are presented on table 2.3.

**Table 2.03: Phase 2 Kano Tourism Development Projects**

S/No	Project Name	L.G.A.
1	Chalawa Gorge Dam Resort	Karaye
2	Falgore Game Reserve	Doguwa
3	Zainabi Waterfall	Doguwa
4	Ririwai Old Mining Sites	Doguwa
5	Dum Hills (Dutsin Wali)	Kumbotso
6	Brow Old Building (Barabuda)	Kumbotso
7	Gari Dam	Kunchi
8	Kurgum and Mairama Hills	Rano
9	Shiri and Dan'isan Hills	Rimin Gado
10	Bakuni Hills and Caves	Rogo
11	Tsafan Forest Reserve	Ajingi
12	Waire War Hills	Bichi
13	Rafin Duhuwa	Wudil
14	Sarki Sanusi Royal House	Warawa
15	Guzuguzu Dam	Kabo
16	Fanca Mirrow Rocks	Kibiya
17	Dansoshiya Forest & Reserve	Kiru
18	Gumo Forest Reserve	Sumaila



**Source: KCTMP, 2006**

There are also phase 2 supportive project aims at boosting visible cultural activities of local communities.

### **2.7.3.5: Phase 3 Projects (2015-2020) Long Term**

These represent the conclusion of the master plan up to the year 2020. The main objective is the completion and effective functioning of planned projects in the period 2007-2020. Specifically the phase 3 will take care of completion of spill over projects outline in this phase, thus consolidate the gains of the master plan. The proposed projects of this phase are listed in table 2.4.

**Table 2.04: Phase 3 Kano Tourism Development Projects(2015-2020)**

S/No	Project Name	L.G.A.
1	Galawa Hills	Bagwai
2	Gafan Forest Resort	Bunkure
3	Jada River Banks	Gabasawa
4	Kafin Chiri Dam	Garko
5	Cin-Cin Dam	Garko
6	Jijiyo Hills	Gaya
7	Getso Hills	Gwarzo
8	Tsaurin Sanka Forest	Karaye
9	Dutsin Koka Rocks & Games	Kiru
10	Kubarachi & Chikaso River Banks	Madobi
11	Tomas Dam	Makoda
12	Jakara Dam (Wasai)	Minjibir
13	Koya Hills	Shanono
14	Fajewa Hills	Takai
15	Kurfafiya Site	T/Wada
16	Fanisau Rocks	Ungogo
17	Tanayawo Hills	Warawa
18	Butalawa Lake	Kura

**Source: KCTMP, 2006**

Some other projects were also proposed as support projects for the projects in this phase.

**2.7.4: COSTING:** KCTMP did not provide the entire cost of its proposal. However, it has done so for those projects identified as its Take-off (2005-2007) as presented on table 4.1.

### **2.7.5: FUNDING TOURISM PROJECTS**



The KCTMP indicated that funding all public tourism projects in the state come from the state government, Bilateral government aid, World Tourism Organization, Introduction of tourism tax and the Federal government of Nigeria. However, a lot of efforts are being made to attract funding from multi-national organizations and NGOs. The plan proposed that in order to achieve the targets in the development of this important industry, adequate provision should be made in Kano state Tourism Board's edict which is to regulate, monitor and control development in the tourism industry.

## CHAPTER THREE

### 3.0: RESEARCH METHODOLOGY

#### 3.1: DATA REQUIRED AND SOURCE

For the purpose of this research, data was collected on the tourists' patronage, tourism attractions and potentials, KCTMP proposed projects and programmes, KCTMP implementation Programmes and Level of success or failure of the implementation programmes.

**3.1.1 The Source of Data:** Kano Comprehensive Tourism Master Plan (KCTMP), Kano state Tourism Board, Kano state Art & Culture Bureau, Kano State Ministry of Commerce, Industry, Transportation & Tourism, Kano state Ministry of Agriculture and Natural Resources, Kano Zoological Garden and Field survey.

#### 3.2: TECHNIQUE FOR COLLECTING DATA

Three fundamental research tools as proposed by Blaikie were used in combination. These are: documentary reviews, key stakeholder interviews and field verification (Blaikie *et al*, 2001).

**1- Documentary Reviews:** This involved the identification, collection and analysis of documentary related materials (acts, guidelines, KCTMP project reports, conference and academic papers, tourism guide books and History books on Kano).



**2- Key stakeholders Interview:** The key stakeholders in the policy process were identified and interviewed. There are a range of stakeholders from the different institutions and interest groups. But ‘key informants’-the most important or influential stake holders who directly affect the KCTMP formation and implementation process were identified and interviewed at length. These include politicians, civil servants and practitioners like the management of the various Hotels, History and Culture Bureau, Kano State zoological and Botanical garden and Kano state museum. Others interviewed include civil society- NGO leaders, journalists, public interest litigators and academics. Epistemic groups such as officials from Kano Emirate council, Dala ward-head, some ‘Sarakunan kofa’, chairmen of the various markets in the state as well as some leaders of religious organizations.

**3- Field verification:** The implementation of the KCTMP in the field was assessed in an effort to establish its adequacy or otherwise. During reconnaissance surveys, a personal observation of tourist attractions and potentials with their distribution over the state was carried out. Sample of tourists found at sites were interviewed to establish their backgrounds, in terms of their sources, purpose of visit, gender and destinations. The field work involved physical visits and observation of tourism sites and activities, personal interviews, and assessment of important tourism resources covering the entire state. Kano State organizations like Ministries of Commerce, Transport & Tourism, Information, Youth, Sports & Culture, Management Boards, Kano State History and Culture Bureau, Kano State Council for Arts and Culture, Federal parastatals such as Nigerian Immigration Services were visited for informal interviews and consultations. Also, visits were made to the numerous shopping malls and market places to assess their place in tourism and to establish the linkages and cooperation in tourism development, marketing and promotion.

### **3.3: SAMPLING TECHNIQUES**

The study intends to appraise the implementation of Kano Comprehensive Tourism Master Plan. Hence, purposive sampling method was adopted for the study, because in this sampling technique, samples are picked and studied either because of accessibility, convenience or interest in certain identified characteristics but the selection of the sample technique is not necessarily based on the representation of the sample to the population. In the course of this research work, an attempt was made towards investigating the explanation for the implementation outcomes of the KCTMP and its implication on the Kano state Tourism



industry. In doing this, two out of the 20 best hotels in Kano were randomly selected to serve as the sample. The selected hotels were Ni'ima Guest Palace and Prince Hotel as shown in table 4.13 and 4.14. A total of 1964 and 2168 tourism receipts were collected and analyzed. Also, about 482 tourists' receipts were collected from Kano state Tourism Board and analyzed to assist in understanding the trend of international visitors in Kano from 2004 - 2010.

### **3.4: DATA PRESENTATION AND ANALYSIS**

Numerous data or information gathered from the field survey, interviews and those acquired from the review of the KCTMP and other secondary source of data, were analyzed using simple descriptive statistical techniques. This involved simple analysis showing frequency distribution tables, charts, average and percentages as well as photographs were used to summarize and present the data.

### **3.5: CRITERIA FOR APPRAISAL**

In the course of this study, the appraisal began with the identification of the different groups of tourism development projects/programs proposed to be implemented at a particular timeframe (phased), or group to be executed under similar title to achieve the planning goals of KCTMP. The individual projects or programs level of implementation at various sites were first assessed and their level of implementation (fully, partially or unimplemented) recorded, in percentage. Tables were constructed showing the levels of implementation of each project on the site. The projects targeting a particular goal of KCTMP were assessed from each group or phase of a program. In each table, the total number of projects targeting goal 1 were first assessed and analyzed. This is followed by those projects targeting goal 2, 3 and 4 respectively.

**Projects:** A particular proposed activity which was identified and scheduled for implementation for the purpose of attaining a specific KCTM goal.

**Goal:** This refers to any of the goals of KCTMP (1, 2, 3&4)

**Level of implementation:** This refers to the extent to which a proposed project is implemented.





Full implementation: when the level of implementation was assessed and found that it is 70 – 100% accomplished.

Partially implemented: This is where the level of implementation of a particular project is found to be from 40 to 69%.

Poor implementation: This is when the level of implementation of a project is found to be less than 40% implemented.

Unimplemented: That is nothing has been done with regards to the implementation of the project (0%).

% level of implementation on site: This is the level of implementation of individual project on the site or as designed.

## **CHAPTER FOUR**

### **4.0: AN ASSESSMENT OF THE IMPLEMENTATION OF KCTMP**

#### **4.1: INTRODUCTION**

This chapter consists of four parts. First is the assessment of the implementation outcomes of KCTMP by Projects and Goal attainment. The second part consists of the Critique of implementation outcomes while the third provides explanations for the outcomes. The fourth section examines the implication of the outcomes.

##### **4.1.1: The Goals and Projects of the KCTMP**

The plan set out to achieve the following goals:

1. Plan for the development of new tourism facilities based on the primary potentials (natural and cultural) in the Local Government areas. The focus is the development of facilities that target foreign tourists mainly from Asia and the Arab world.
2. Create the framework for the planning of or the development of new tourism facilities based on the secondary and tertiary level tourism potentials in the rural areas.
3. Plan for the provision of additional tourism and hospitality facilities at the existing tourist resorts in the state.
4. Provide the framework of attracting urban residents within and outside Kano State



to spend their holidays in rural areas. This will enrich their historical and social knowledge of the countryside and promote their relaxation experience (KCTMP, 2006).

Tables 2.01, 2.02, 2.03 & 2.04 shows the various projects earmarked for KCTMP. The take-off and the phase 1 projects were assumed to be implemented by 2010 and therefore formed the platform for the evaluation. The tables below show the identification and classification of the take-off and phase 1 projects inline with the Goals targeted.

**Table 4.01: Identification and classification of the Take-off projects (2005 – 2007) inline with the Goal targeted.**

S/NO	TITLE OF PROJECT	Goal Targeted
A	Production of Tourism master plan and tourism resources survey	1
B	Renovation of Dala Hill	1
C	Development of tourism souvenir industry.	1
D	Tourism promotion programme (i)	1
E	Provision of tourist information centres at Kurmi, S/Gari and Kwari markets.	1
F	Tourism promotion programme (ii)	1
G	Rehabilitation of existing facilities at the Dye pits, weaving centres tourist camp, and Falgore safari lodge.	1
<b>Total projects Targeting Goal 1 = 7</b>		
H	Tourism Development in local government (i)	2
I	Manpower development (i)	2
J	Tourism Development in local government (ii)	2
K	Manpower development (ii).	2
<b>Total projects Targeting Goal 2 = 4</b>		
L	Renovation of Karofin zage and kwalwa	3



M	Expansion of facilities at tourist camp	3
N	Renovation of Falgore safari lodge	3
O	Production of tourism promotional materials	3
<b>Total projects Targeting Goal 3 = 4</b>		
P	Development of standard Amusement park.	4
Q	Development of standard Amusement park.	4
<b>Total projects Targeting Goal 4 = 2</b>		
<b>Overall Take-off Projects</b>		<b>17</b>

Source: Field Survey, 2011.

**Table 4.02: Identification and classification of the phase1 projects(2006-2010) inline with the Goal targeted.**

S/NO	Title of Project	Goal Targeted
A	Kano City Walls And Gates	1
B	Kano Dyeing Pits	1
C	Goron Dutse Hill	1
D	Emir Palace	1
E	Trans-Sahara Transit Camp	1
F	Sallah Durbar (Festival)	1
G	Kano 200	1
H	Dala Hill	1
I	Gidan Makama	1
J	Kurmi Market	1
K	Magwan Water Restaurant	1
L	Magwan Water Restaurant	1
M	Madabo /Central Mosque	1
N	Daula Hotel	1
O	Central Hotel	1
P	Facilities & sanitary improvements for (S/Gari, Kwari, Camel & Na'ibawa Markets) & Murtal Muhd.Musleum	1
Q	Recreation parks and beautification of public spots	1
<b>Total Projects Targeting Goal 1 = 17</b>		
R	D/Tofa pottery Center	2
S	Minjibir Weaving Center	2
<b>Total Projects Targeting Goal 2 = 2</b>		
T	Bagauda Lake Resort	3



U	Falgore Tourist Lodge	3
V	Rurum Leisure Resort	3
W	Additional documentaries of festivals	3
<b>Total Projects Targeting Goal 3 = 4</b>		
X	Recreation parks and beautification of public spots	4
<b>Total Projects Targeting Goal 4 = 1</b>		
<b>Overall Phase 1 Projects</b>		<b>24</b>

Source: Field Survey, 2011.

## 4.2: ASSESSMENT OF IMPLEMENTATION OUTCOMES BY PROJECTS AND GOALS ATTAINMENT.

### 4.2.1: Take up project (2005-2007)

The total number of projects earmarked for the 2005-2007 are 17 (see table 4.01). They range between the preparation of documents and promotion materials to the provision and rehabilitation of basic tourism infrastructure. The 17 projects are targeted at four goals. As shown in table 4.03, seven of the projects are targeted at goal 1, four each at goal 2 and 3 and two at goal 4.

**Table 4.03: Number and percentage of projects by goal (Take-off Project)**

Goal	No. of projects	% of projects
Goal 1	7	41%
Goal 2	4	24%
Goal 3	4	24%
Goal 4	2	11%

Source: Field Survey, 2011.

Goal 1 therefore has greater emphasis and the least is goal 4. The results obtained by assessment of the level of implementation of the projects by phase and by goal attainment in the 2005-2007 projects are shown in table 4.04 and 4.05. At the aggregate level, only 6% of the projects were fully implemented and 30% partially implemented. The percentage of projects unimplemented is 64% (see table 4.04). The level of implementation reviewed against goal attainment is shown in table 4.05.

**Table 4.04: level of projects implementation for the Take-off Phase (2005-2007)**

Level of Implementation	Take-up Projects (2005-2007)	Percentage (%)
Fully	1	6%
Partially	5	30%
Unimplemented	11	64%

Source: Field Survey, 2011



#### 4.2.1.1: The level of Implementation of the Take-off Project by Goal Attainment

Table 4.04 shows the level of implementation of the projects by phase. The outcomes of the analysis of the level of implementation of these projects by goal attainment indicates that, goal 1 has the highest level of implementation. With a record of one project as fully implemented representing 14% of the 7 projects targeting the goal. 2 projects are partially implemented representing 30% and 4 unimplemented projects representing 56%. The goal with the least attainment of project implementation is goal 4, with no single project being implemented even at partial level. Table 4.05 below shows the outcomes of the analysis.

**Table 4.05: Level of Take-off Projects Implementation by goal achievement**

Goal	Level of Implementation		
	Fully	Partially	Unimplemented
1	1 (14%)	2 (30%)	4 (56%)
2	- (0%)	1 (33%)	3 (66%)
3	- (0%)	2 (50%)	2 (50%)
4	- (0%)	- (0%)	2 (100%)
<b>Total</b>	<b>1</b>	<b>5</b>	<b>11</b>

Source: Field Survey, 2011

#### 4.2.2: phase 1 (2006-2010)

Table 4.02 on p.44, shows the classification and distribution of the 24 projects which were allotted to this phase. These include those meant for the development and rehabilitation implementation of tourism attraction site such as Kano city walls and Gates, Kano dyeing pits and Emirs Palace among others and those that are related to the marking and promotion of the industry through additional documentaries of festivals. The 24 projects are targeted at four goals. As presented in table 4.06, seventeen projects are targeted at goal 1, 2 at goal 2, 4 at goal 3 and only 1 project targeting goal 4. As indicated on table, goal 1 has the highest allotted projects while goal four has the least.

**Table 4.06: Number and percentage of projects by goal (Phase 1)**

Goal	No. of projects	% of projects
Goal 1	17	71%
Goal 2	2	8%
Goal 3	4	17%
Goal 4	1	4%

Source: Field Survey, 2011



Table 4.07 and 4.08 shows the result obtained by assessment of the level of implementation of the 2006-2010 projects by phase and by goal attainment.

At the aggregate level, none of the proposed projects attained fully level of implementation. 29% were partially implemented and 71% were not implemented. Table 4.8, shows the level of implementation reviewed against goal attainment.

**Table 4.07: Overall level of projects implementation by phase**

Level of Implementation	Phase 1 Projects (2006-2010)	Percentage (%)
Fully	0	0%
Partially	7	29%
Unimplemented	17	71%

Source: Field Survey, 2011

#### 4.2.2.1: The level of Implementation of the Take-off Project by Goal Attainment

Table 4.06 shows the distribution of the projects and the specific goals they are targeting. The outcome of the analysis of the level of implementation of these projects by goal attainment indicates that, goal 2 has the highest level of implementation. With a record of one project out of the two earmarked for it being partially implemented representing 50% of the projects targeting the goal and the remaining one was not implemented representing 50% too. The goals with the least attainment of project implementation are goal 3 and 4, with no single project being implemented for them even at partial level. Table 4.08 below shows the outcomes of the analysis.

**Table 4.08: Overall level of projects implementation by goal**

Goal	Level of Implementation		
	Fully	Partially	Unimplemented
1	- (0%)	6 (35%)	11 (65%)
2	- (0%)	1(50%)	1 (50%)
3	- (0%)	- (0%)	4(100%)
4	- (0%)	- (0%)	1(100%)
Total	0	7	17

Source: Field Survey, 2011

### 4.3: GENERAL OVERVIEW OF OUTCOMES BY PROJECTS ATTAINMENT.

As observed earlier on, the total number of projects earmarked for the take-off project (2005-2007) are 17, while there are 24 for phase I (2006-2010). Table 4.01 on p.43 and 4.02 on



p.44, shows the distribution of these projects according to the specific goals targeted at. The general overview of outcomes by projects attainment reveals that, a total of 41 projects were allotted for both the take up and the phase I programmes. Out of these, only 1 was fully implemented, 12 were partially implemented and 28 were not implemented at all. (See table 4.09) this indicated a low level of implementation.

**Table 4.09: General overview of outcomes by projects attainment**

Phase I	Level of Implementation		
	Fully	Partially	Unimplemented
Take-up (2005-2007)	1	5	11
Phase 1 (2006-2010)	-	7	17
<b>Total</b>	<b>1</b>	<b>12</b>	<b>28</b>

Source: Field Survey, 2011

#### **4.4: THE CRITIQUE OF OUTCOMES BY GOAL ATTAINMENT**

##### **4.4.1: The Critique of the Take-up Projects**

Looking at the aim of goal 1 of KCTMP, and what it focus to achieve, the level of implementation of these projects targeting its achievement had jeopardize its attainment.

The implication is that, even though the production of tourism master plan and tourism resource survey proposal had 100% level of implementation representing 14% level of implementation by goal achievement. Its preparation had also lead to the identification of many tourism attractions and potentials in the Local Government Areas (L.G.As.) of the state, this alone could not in any way allow for the realization of the goal in question without the implementation of the other vital proposals. Beside, the master plan documents it self had its own inadequacies which were discussed in the other part of this chapter.

The partial implementation of tourism promotion program i & ii is a great set back towards the realization of this goal. This is because without proper tourism promotions programs, the



problem of low awareness with regards to these attractions particularly among the potential targets (Asia & Arab world) can not be conquered.

In the absence of proper and efficient promotion programs, the tourism attractions and potentials in the L.G.As even though been identified, would remain locked off and untapped resources. However, the fact that a high number of foreign nationals resides in Kano and many from abroad especially Saudi Arabia, Lebanon and China, etc visit their friends and relatives on a regular basis. Proper implementation of the promotion program of the identified attractions of this L.G.As could upshot the patronization of Kano as tourism destination.

The renovation of Dala hill which was not implemented had a negative effect towards the realization of this goal. The Dala hill, the seat of Barbushe (leader of the first inhabitant of Kano) is the nucleus of the ancient city of Kano. It was also the same hill which contains a deposit of iron ore that attracted the first group of immigrants to Kano. Abagayawa (a group of black smiths whom migrated from Gaya) found the hill a “new heaven” suitable for both shelter and economic activities. Dala is also the only spot from which one can have a bird’s eye view of the ancient city which no body would like to miss.

Despite its historical relevance in tourists’ attraction, no any improvement was done to the site. The development of tourism souvenir industry which was not implemented together with the provision of tourism information centers at Kurmi, Sabon Gari and Kwari market had also retarded the attainment of this goal. Souvenir industry had a greater place in tourism activities. It provides readily available take-away items that a tourist would keep and show to others that he was at a particular destination, apart from keeping his memory of the site visible.

The fourth proposal targeting goal 1 in 2005-2007 program was the rehabilitation of dyeing pits, weaving centers, and tourist camp and Falgore safari lodge. The role of these projects towards the attainment of goal 1 of KCTMP if fully implemented cannot be over emphasized. This is because; the tourist camp is the first destination of tourists when they arrived to Kano. The first impression they had about the destination would remain in their minds throughout their stay and long after they return to their countries. Therefore failure to rehabilitate the existing facilities at the camp is a great set back to the attainment of the goal in question.

The rehabilitation of dyeing pits and weaving centers which were not implemented left these places very monotonous, distasteful and unpleasant to stay. Although these are sites that have greater tourists pulling effects considering their connection to the culture and civilization of





the people. Conclusively, considering the focus of goal 1 vis-avis the level of implementation of the projects targeting it which stood at 35%, its attainment remains an illusion.

The outcomes of the assessment of the level of implementation of the projects targeting goal 2 indicates that, only 1 project representing 33% level of implementation by Goal was partially implemented while the remaining 3 projects representing 66% were not implemented. This has clearly made the realization of this goal a mere daydream.

Out of the four projects targeting the achievement of goal 3 in the Take-off projects (see table 4.01). The outcome of the assessment of the level of implementation of the project relating to the expansion of facilities at tourist camp indicates that, it is at partial level of implementation. The facilities at tourist camp that needs this expansion include information and communication facilities, accommodation facilities and toilets as well as sporting facilities.

Water supply and electricity are also part of the tourism facilities that needs to be improved at this site, and almost all the tourism resort in the state. In the tourism industry no matter how attractive a destination could be, lack of these supporting facilities could deter visitors from coming to that destination or at least reduce the number of visitors overtime. The significance of tourism supporting facilities in tourism industries is very crucial, but the implementation of their provision here is dwindling as established in this study.

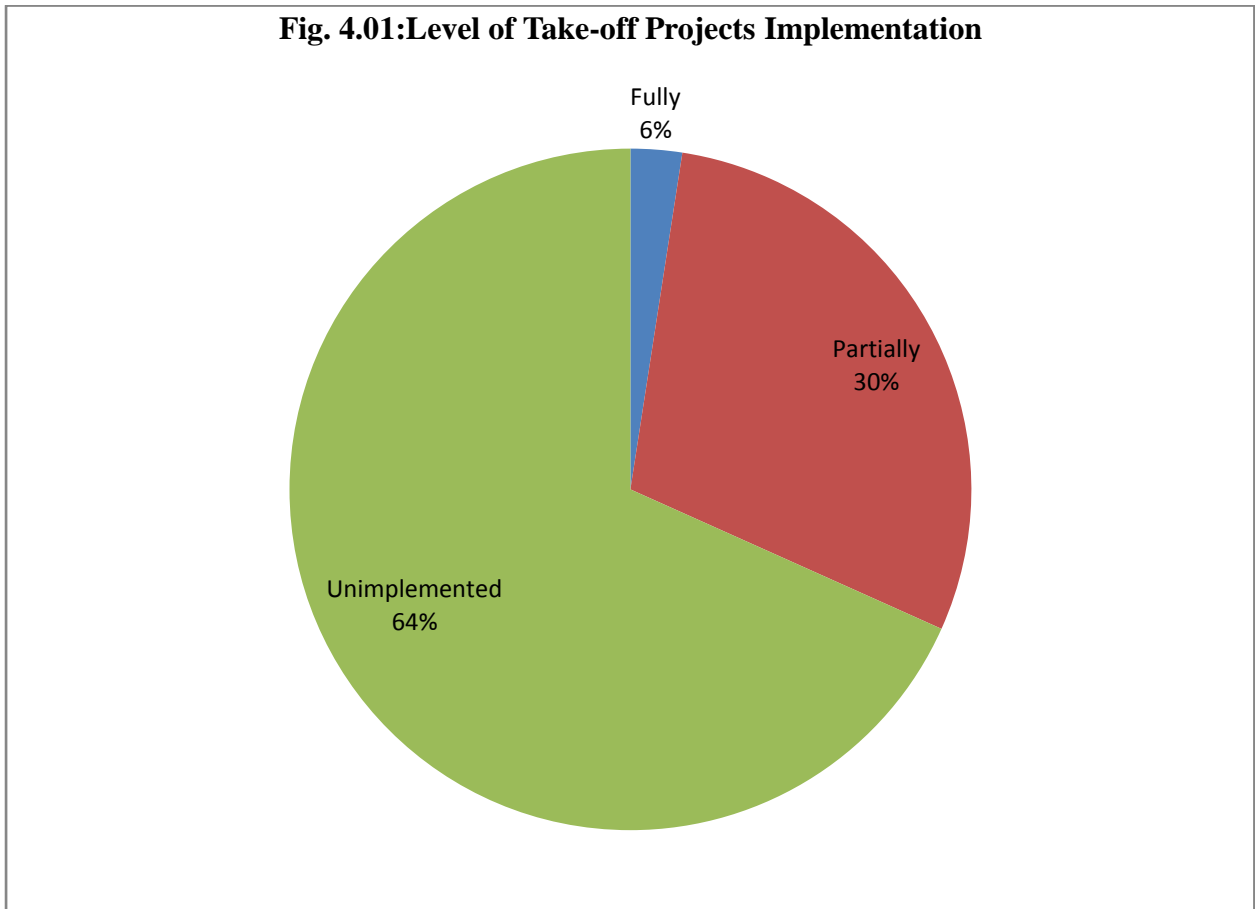
Other proposal which is also partially implemented in this rank is the production of tourism promotional materials. The remaining two proposals which are the renovation of Falgore safari lodge where not implemented at all. Summarily, the level of implementation of the proposals targeting goal 3 indicates that, only 2 out of the 4 projects were at partial level of implementation. This makes the realization of this goal very difficult if not impossible. The implication here is that, instead of these tourism resorts being more attractive and aesthetically pleasant to visit and stay, they remain boring and unworthy to visitors.

There are only two (2) projects targeting the attainment of goal 4 in the Take-off projects (see table 4.01). These two proposals, though are vital to the attainment of the stated goal, their implementation level remains 0%. However, their implementation would have in no small way encourages the urban dwellers from Kano and other places to spend their leisure periods at one of these sites. This is because the city inhabitants of Kano are mostly business people with high purchasing power to buy the tourism products. But with 0% level of implementation of goal four targeted proposal, the achievement of this goal is simply a



fantasy and is far insufficient to results in achieving the stated goals of the master plan. Fig. 4.01 shows the level of implementation the take-off projects.

**Fig. 4.01:Level of Take-off Projects Implementation**



**Source: Field Survey, 2011.**

#### **4.4.2: The Critique of Phase I Project**

In the phase 1 projects scheduled for 2006 to 2010, there are 24 individual proposed projects including the phase 1 supportive projects targeting the goals of KCTMP (see table 40.2). The level of implementation of the Emir’s palace project and rehabilitation of the central mosque which was first built early 19<sup>th</sup> century during the reign of the emir of Kano Rumfa were all partially implemented.



Three other projects targeting goal 1 in this phase, are the Kano city wall project which cut across four of the six metropolitan local governments areas. These are Dala, Fage, Gwale and Municipal local governments. The Kano wall city, which is more than 900 years old (Daily Trust 25/4/11) is also one of the most influential attraction in the ancient city. Its renovation and conservation will continue to attract tourists from both far and near including the Asia and the Arab world as targeted by this goal. However, its level of implementation is the same with that of Magwan water restaurant and Central hotel both of Nasarawa local government area respectively. This insignificant level of implementation of these four projects would not in any way results in the successful attainment of this goal.

Eleven other projects were unimplemented, (see table 4.07). Out of these, is the Sallah Durba (festival). This is the most existing and vibrant visitors not only from Asia and Arab world, but from different parts of the world. The implementation of the proposal relating to Sallah Durbar (festival) alone could boost tourism activities in the state if effectively implemented; as visitors came from far and near to witness it. The implication of not implementing project proposal relating to essential and imperative tourism attractions like Sallah Durbar (festival) has led to the decline of visitors in Kano as evident in the Implication for the Outcomes of this work (see fig.4.7, 4.8 & 4.9). Also with this immaterial level of implementation of these momentous proposals, the attainment of this goal remains complex.

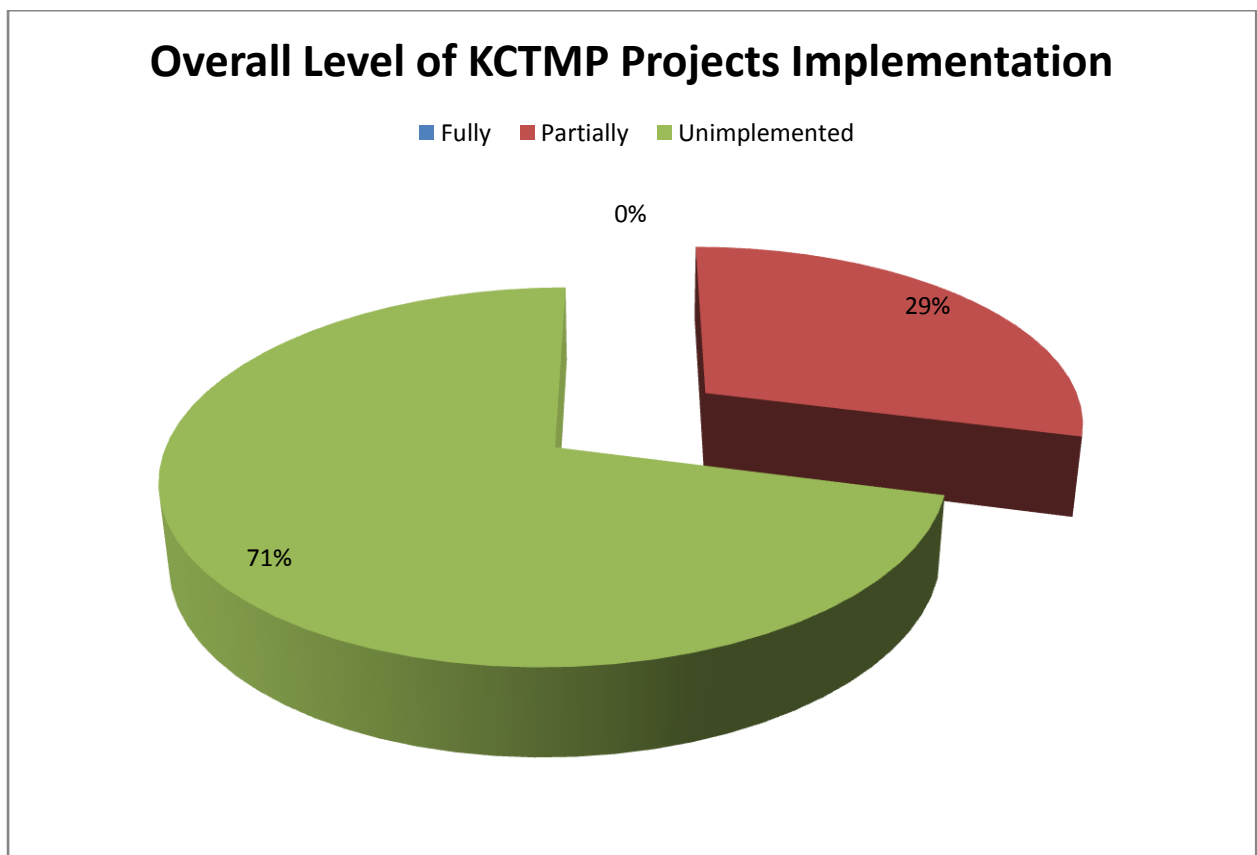
There are only two projects targeting goal 2 in this phase (see table 4.02.). First is the development of new tourism facilities at Dawakin Tofa Pottery centre. This attraction site is one of the most existing places to visit in Kano. But nothing has being done towards its implementation. The second relates to the development of the Minjibir weaving centre. It is apparent that, with this partial level of implementation, the attainment of this goal would be difficult.

There are four proposal in the phase1 targeting goal 3(see table 40.2). These are Bagauda lake resort, Falgore tourist lodge, Rurum leisure resort and additional documentaries of festivals. These 3 resorts are among the major attraction sites in the state were both domestic and international visitors frequently attends. They are places where even the urban-dwellers visit to ease away the city pressure when ever the need arises. However, no thing was done to improve the condition of these sites talk less of provision of additional tourism and hospitality facilities at these sites. Also nothing was done in terms of the provision of



additional documentaries of festivals. Therefore, with this diminutive level of implementation of these projects the attainment of this goal is impractical.

The only project targeting goal 4 in this phase is the development of recreational parks and beautification of public sports. The implementation of this proposal would no doubt stimulates the urban dwellers to visits and spend more time in these parks. Unfortunately, this vital project was not implemented at all. It can therefore be stated categorically that, with this insufficient level of implementation of these earmarked projects, the realization of these goals is unworkable. Fig. 4.01 shows the overall level of implementation of the KCTMP projects.



Source: Field Survey, 2011.

#### 4.5: THE EXPLANATIONS FOR OUTCOMES

##### 4.5.1: Insufficient Funding

One of the major bottlenecks to the effective implementation of the KCTMP is the need for adequate financing. The capital available is grossly insufficient to implement the proposed tourism development projects. For instance, the sum of 1.08 billion naira was budgeted for the execution of the Kano tourism policy target projects. However, the Kano state Tourism Board received only three hundred million naira throughout the period (2005-2007) for such



projects. This militated against the successful implementation of the proposed tourism development projects and subsequently results in the poor level of implementation as observed in table 4.05, 4.08 and fig. 4.01 respectively.

#### 4.5.2: Poor Stake Holders involvement in the Implementation Process

In the course of this study, various views and opinion of stake holders who directly or indirectly influence the implementation of KCTMP were examined. Their opinions indicated that, their involvement in the implementation of KCTMP was poor. Table 4.10a ,b and fig.4.03, indicate that financiers (banks and other financial institutions), traditional rulers, tours operators, tours guides and hoteliers were not adequately involved or mobilized in the plan implementation processes. The implication for poor stake holders and public participation do not only affects the implementation processes, but also had a negative effect on the sustainability of a project.

**Table 4.10a: Stake Holders Involvement in the Implementation of the Tourism Master Plan**

Respondents	N0. of Respondents	Highly	Moderately	Partially	Not involved
Nigerian Tourisms Development Cooperate (NTDC)	5				*
Ministry for Agriculture and Natural Resources	5				*
Kano State Art and Culture Bureau	5			*	
Ministry of Transport, Works and Housing	5				*
Kano State Tourism Board	5		*		
Hoteliers	20				*
Parks and Recreation Department	5				*
Tours Operators Associations	10			*	
Total	60		1	2	5 8
Percentage	0		12.5	25	62.5 100

Source: Field survey, 2012

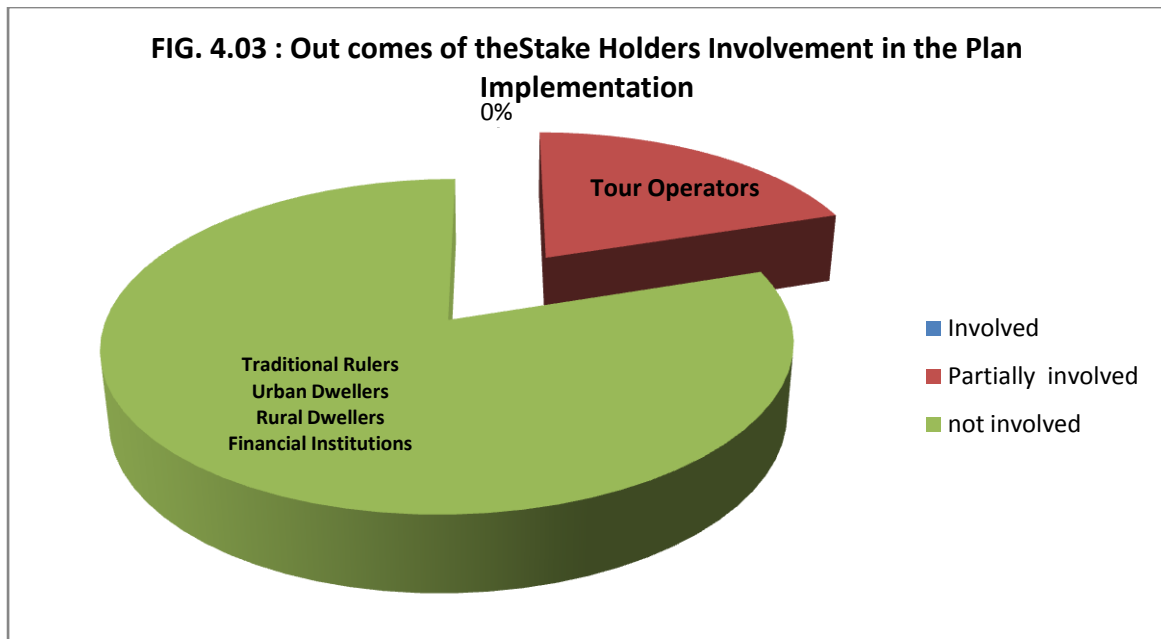
**Table: 4.10b: Stake Holder Involvement in the Plan Implementation**

S/N0	Respondents		Involved	Partially involved	Not involved
1	Traditional Rulers	10			*
2	Urban Dwellers	100			*
3	Rural Dwellers	50			*
4	Financial Institutions	5			*
5	Tour Operators	10		*	



Total	175		
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Source: Field survey, 2012



Source: Field Work, 2011

#### 4.5.3: The Shortcomings in the Master Plan Document

These are the various identified shortcomings associated to the KCTMP documents. They include the followings:

- A. Absence of detailed information on the actual socioeconomic contributions of the tourism sector of the state, especially in the areas of job opportunities and income generation. This made the proposals of the document unattractive to stakeholders who are responsible for the implementation of the proposed projects.
- B. It does not contain adequate information on the Structure of Tourism Sector of Kano which will show the available hotels and their classification, rooms' capacity, restaurants of good standards and the existing tour operators in the area. These made it easy for the private investors to know the existing and future demand in accommodation, restaurants, etc and how or what to provide.
- C. The Identification and selection of tourism elements were subjectively done without any scientific method for evaluation. This results in the poor identification and selection of tourism elements that could not attract entrepreneurs who may be ready to invest in tourism development programs.



**D. Poor Costing of the Proposals:** In the costing stage of a project, series of action plans are developed to reflect the key initiatives identified in each stage. These action plans summarized the implementation program for the entire period scheduled for the plan's implementation. The estimated cost of each program is allocated to it with priority for implementation. In the case of KCTMP, only those projects/programs scheduled for 2005-2007 (see table 2.01) were assign their estimated costs. Other projects/programs were not assigned their cost estimate. Even in the coasting of the above projects, the sum is not equivalent to the total individual coasting. This could installed fear and doubt in the mind of those responsible for financing the implementation of the plan over the authenticity and adequacy of the plan as tool for guiding effective tourism development in Kano state. This is because comprehensive tourism master plans are known to contain a detail and proper costing of the entire proposed projects like in the case of Tinapa Leisure & Tourist Resort, 2008 had a total estimated cost of (N 56,billon) and Abuja Tourism Master Plan, 2000 had (N 5,933,585,000.00) as its gross total estimate (Idris, 2012). Hence, this is also one of the reasons behind poor level of the KCTMP implementation as established by this work.

#### **4.5.4: Conflicting roles in executing Tourism Development projects**

There are several institutions that have conflicting mandates for tourism development in Kano state. For instance, Kano state ministry of agriculture and natural resources, Kano state Arts and culture bureau, Kano zoological Garden and Ministry for Youths and Sport. These institutions some times share responsibilities with Kano Tourism Board with respect to some tourism attraction sites / activities. As well as in monitoring and evaluation of standards, licensing and inspection of hotel, restaurants, tours and travel agencies, hunter, tour guides and other tourism enterprises. Table 4.11 and figure 4.04 show the departments and areas of conflicts and duplication of functions in the execution of tourism development related functions. This leads to the in effective performance in the execution of the developments projects including those for tourism sector in the state. Conflicting roles among some governmental agencies in Kano state is therefore one of the causes of the low level of KCTMP implementation as observed by this research.

**Table: 4.11: Conflicting roles of Tourism Development Agencies in Kano State.**

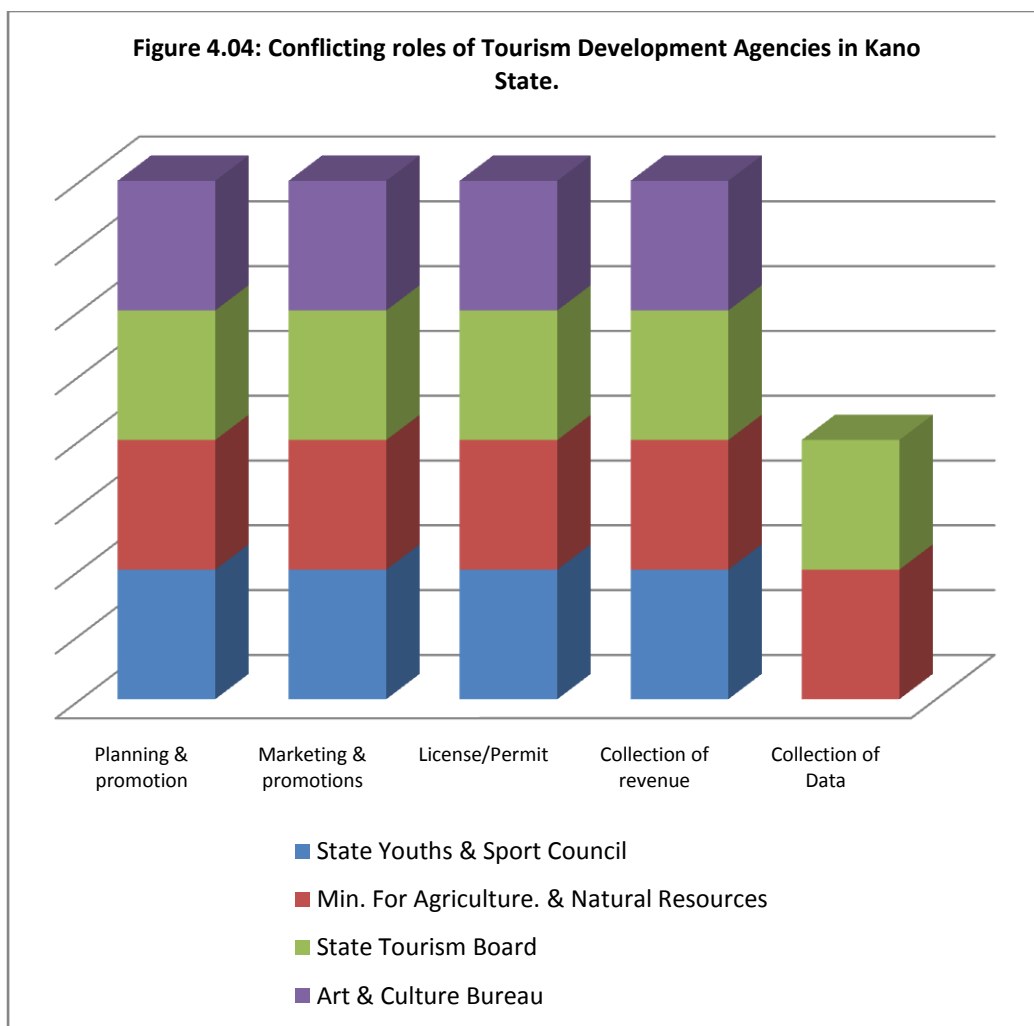
S/No	Agencies	Responsibilities/ Functions
------	----------	-----------------------------



		<b>Planning &amp; promotion</b>	<b>Marketing &amp; promotions</b>	<b>License/ Permit</b>	<b>Collection of revenue</b>	<b>Collection of Data</b>
1	State Youths & Sport Council	*	*	*	*	×
2	Min. For Agriculture. & Natural Resources	*	*	*	*	*
3	State Tourism Board	*	*	*	*	*
4	Art & Culture Bureau	*	*	*	*	×

**Source: Field survey, 2012**

*\* Performs × Not performing*



**Source: Field Work, 2011**

#### **4.6: THE IMPLICATIONS FOR OUTCOMES**





One of the strong indicators of a tourism industry performance is the visitors' turn out at a destination. A rise in the number of visitors indicates a better performance, whereas a decline indicates a poor performance. In the course of this research, an investigation in to the visitors' trend in Kano reveals that there is a decline in the number of visitors in recent time despite the preparation and partial implementation of KCTMP.

482 samples of international tourists' receipts were collected from Kano state Tourism Board and analyzed in order to identify the implications of the KCTMP implementation. These 482 tourists' receipts were collected from three distinct months of three different years. (See table 4.12).

**Table 4.12: International Visitors to Kano and their Sources in 2006 – 2010**

S/N	COUNTRY/ Citizens	NO. OF VISITORS December 2006	NO. OF VISITORS July 2008	NO. OF VISITORS April 2010	TOTAL
1	AMERICANS	16	13	8	37
2	AUSTRIALIANS	-	01	2	03
3	BELGIANS	01	-	-	01
4	BRITISH	20	15	12	47
5	BULGARIANS	-	-	02	02
6.	CAMEROUNIANS	02	01	-	03
7.	CANADIANS	08	01	2	11
8	CHADIANS	02	2	2	06
9	CHINESE	10	37	11	58
10	DANISH	02	06	01	09
11	DUTCH	05	01	02	08
12	EGYPTIANS	07	04	02	13
13	ERITREANS	-	-	01	01
14	FRENCH	03	06	02	11
15	GERMANS	09	06	02	17
16	GREEK	02	-	-	02
17	HONKONG	-	-	01	01
18	INDIANS	19	07	05	31



19	ISRAELIS	-	-	01	01
20	ITALIANS	07	02	01	10
21	JAPANESE	-	-	01	01
22	JORDIANANS	-	-	01	01
23	KENYANS	02	-	-	02
24	KUWAITESE	01	-	-	01
25	LEBANESE	22	-	18	40
26	LIBYANS	02	02	00	04
27	MALAYSIANS	-	02	-	02
28	MAURITIUS	-	-	01	01
29	MEXICANS	-	01	01	01
30	MORACCANS	-	01	-	01
31	NORWEGIANS	-	01	03	04
32	PAKISTANIS	06	03	03	12
33	PALESTINIANS	02	02	-	04
34	POLISH	-	-	01	01
35	RUSSIANS	01	1	-	02
36	RUWANDANS	01	-		01
37	SAUDI ARABIANS	14	07	04	25
38	SPANISH	04	01	01	06
39	SUDANESE	32	19	10	61
40	SWEDISH	-	01	01	02
41	SWISS	01	-	-	01
42	SYRIAN	04	08	03	15
43	THAI	-	02	-	02
44	TAIWANESE	01	-	-	02
	Total	226	153	103	482

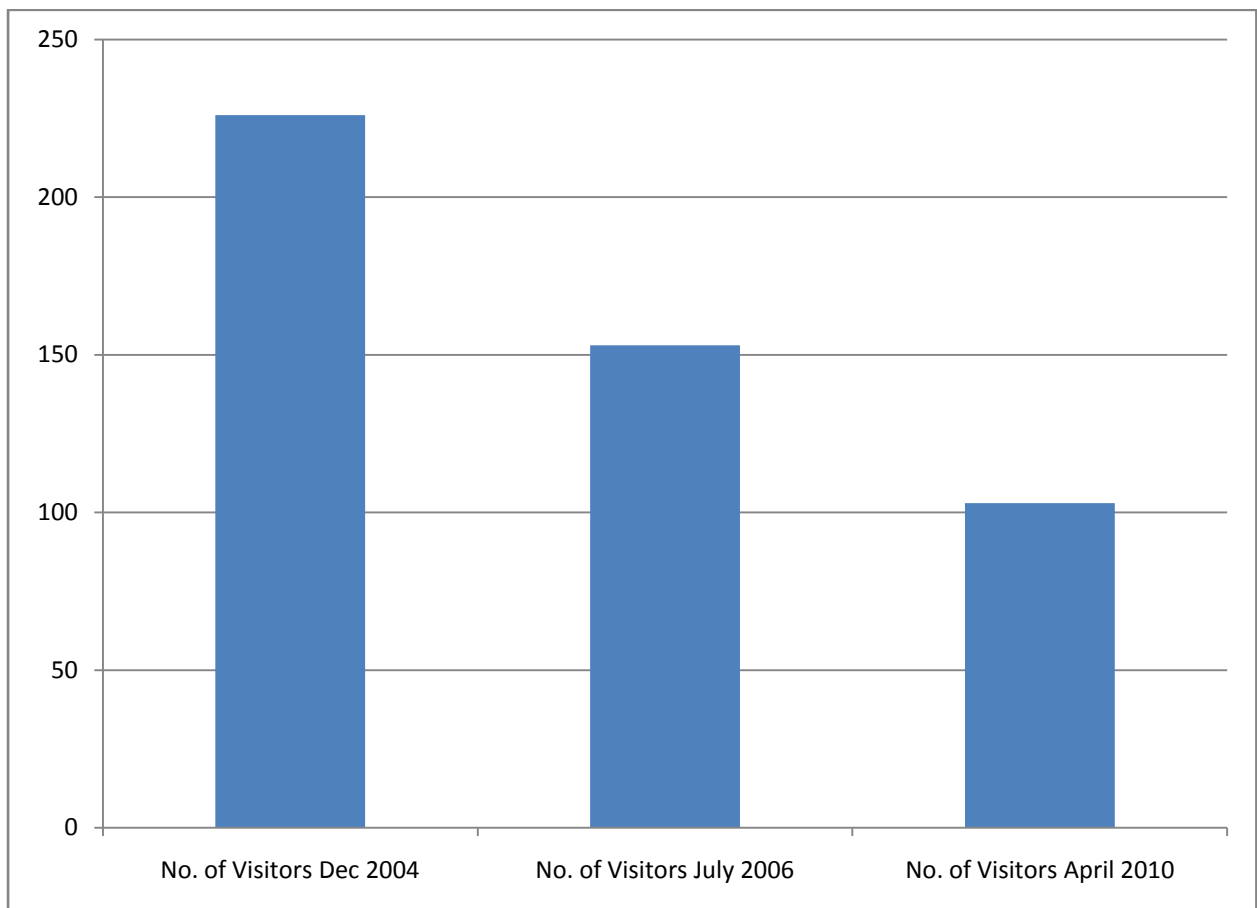
Source: Kano State Tourists' Camp (2011).

From table 4.12, it can be observed that, Kano state is a destination to many tourists from different part of the world. However the major tourist's *water shed* of the state include China,



Britain, USA, Sudan, Lebanon and Saudi Arabia. It can also be observed that, in December, 2004 the inflow of tourists into the state was comparatively higher 226. That was prior to the KCTMP conception. Probably this may be one of the reasons why the state began to develop the idea of conceiving the plan. However, the number decreased three years later in July, 2007 which has 153 international tourists. This was just one year after the plans conception. Four years later (April 2010), one might have expected an improvement in the number of tourists visiting the state. But instead the number fell drastically to 103 which is far less than that of July 2007 and less than half of what was recorded in December, 2004. This indeed questions the extent to which the implementation of KCTMP provided an enabling environment for sustainable tourism development in Kano.

**Fig. 4.05: The trend of International Tourist in Kano (2004 – 2010)**



Source: Field Survey 2011.

**Table: 4.13: Tourists' turns up at Ni'ima Guest Palace Hotel (2004-2010)**

Months	2004	2006	2008	2010
January	92	108	101	98



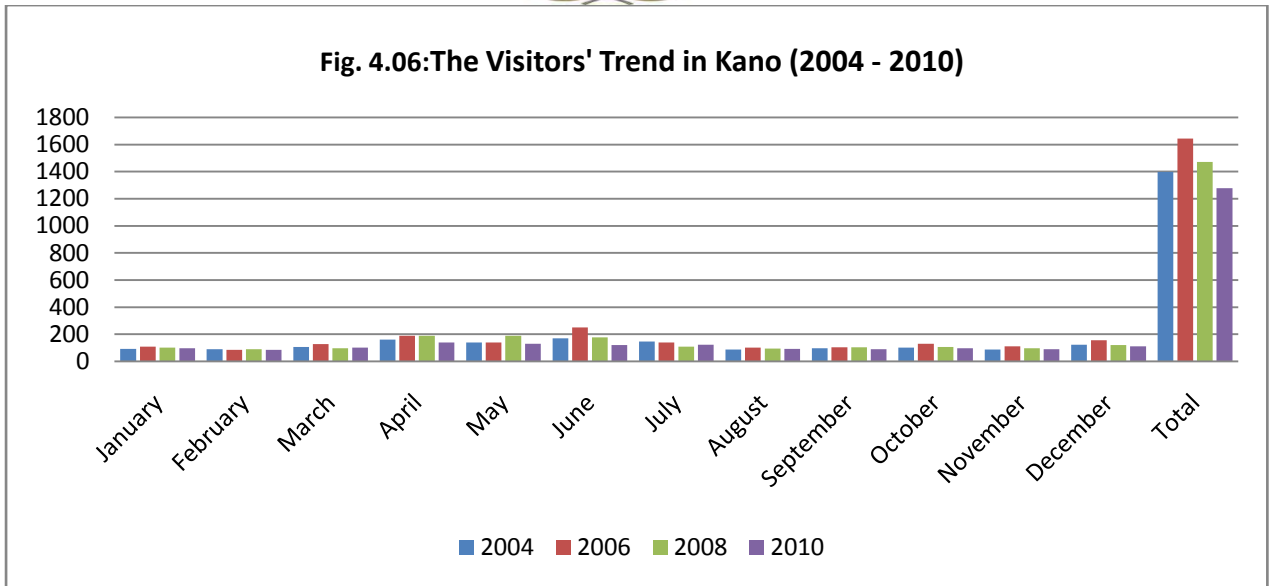
February	89	86	90	86
March	107	128	96	102
April	160	190	188	140
May	140	140	190	130
June	170	250	176	120
July	146	140	108	122
August	88	102	95	92
September	96	103	103	90
October	101	130	106	97
November	87	111	98	89
December	123	155	120	112
Total	1399	1643	1471	1278

**Source: Field survey, 2011.**

Table 4.13 show the records of tourists receipt obtained at Ni’ima Guest Palace, Kano in four different years. It was analyzed with a view to assist in visualizing the estimate of tourists’ patronage, the visitors’ trend and whether there is growth or fall in the tourism industry across the period under study. The selected years were 2004, 2006, 2008 and 2010 respectively.

The result of the analysis shows that 1399 tourists lodged at Ni’ima Guest Palace Hotel in 2004 between the months of January to December. There were also 1643, 1471 and 1278 tourists who lodged at the destination in 2006, 2008 and 2010 respectively. This indicated that there were more tourists in 2006 and 2008 having a record of 1643 and 1471, this is followed by the year 2004 with 1399 tourists and the list was 2010 with 1278 tourists.

This also show the visitors’ trend as well as the industry’s growth pattern which indicated gradual decline from 2006 to 2010 after recording a rise from 2004 to 2006 see figure 4.06. The implication of the low turnover of visitors include decreased in the sale of tourism receipt at hotels, little demand for tour guides and tour operators as well as for catering and laundry services. These would in turns results in lost of jobs to many locals, development of substandard hotels and lack of encouragement to develop more tourism facilities in both Kano metropolis and the rural areas as proposed in the goals of KCTMP.



**Source: Field survey 2011**

**Table 4.14: Tourists' turns up at Prince Hotel (2004-2010)**

Months	2004	2006	2008	2010
October	182	201	150	103
November	136	221	205	132
December	207	231	220	180
Total	525	653	575	415

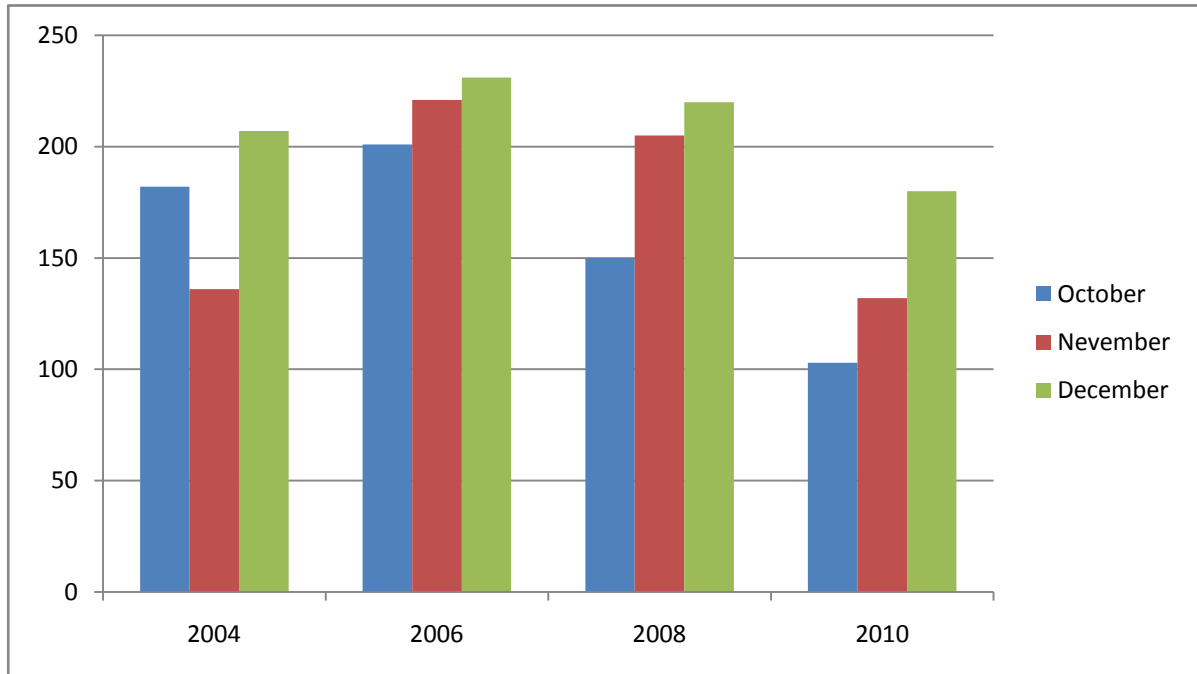
**Source: Field survey, 2011.**

Table 4.14, Shows the records of tourists obtained from the prince hotel Kano at a selected months and years. The selected months and years includes; October, November and December of 2004, 2006, 2008 and 2010. The analysis reveals that, 525 tourists lodged at this destination in 2004 between the months of October, November and December. There were also 653, 575 and 415 tourists who lodged at the destination in 2006, 2008 and 2010 within the months under study respectively. This indicated that there were more tourists in this destination in 2006 and 2008 having a record of 580 and 524, this is followed by the year 2004 with 470 tourists and the list was 2010 with 390 tourists. This also show the rise and falling in the visitors' trend as well as the industry's growth pattern which indicated gradual decline from 2006 to 2010 after recording a rise from 2004 to 2006 see figure 4.7. The implication of the low turnover of visitors in the state could also affect the decision of the private investors who could have venture into the business of hospitality, by building hotels



and restaurants and provide employment to the locals to revert their decision. This as observed would adversely affect the attainment of the goals of KCTMP.

**Fig. 4.07: The Visitors trends in Kano (2006 – 2010).**



**Source: Author, 2011.**



## **CHAPTER FIVE**

### **5.0: SUMMARY, RECOMMENDATIONS AND CONCLUSION:**

#### **5.1: Summary**

This study appraised the implementation of KCTMP vis-a-vis the stated goals it targeted to achieve using on-going or process evaluation. Having interpreted the data collected, the results obtain revealed that, the preparation of KCTMP leads to the identification of many tourism attractions and potentials in the state. The study also found out that 41 important projects were proposed, to facilitate the achievement of KCTMP goals. However the outcomes of the assessment of the implementation of these proposed projects shows that only one was fully implemented and 17 projects were partially implemented. While 24 projects were not implemented at all, this indicates poor implementation outcomes.

The study found out that, there was a decline in the number of international visitors in Kano from 2006 to 2010 which has adverse effect on the tourism industry of the state.

The study shows that there are so many vital proposals in KCTMP whose implementation can boost tourism activities in the state but they were not implemented. These include the Sallah Durbar (festival), the Dala hill and the rehabilitation of the various resorts and the development of standard amusement parks around the city.

The study indicated that in adequate funding, poor stake holders' involvement and complicating roles are some of the problems militating towards the successful implementation of the KCTMP.

Moreover, from the review of the KCTMP document, the study also indicated that, the master plan does not contain some relevant components of a comprehensive tourism master plan. Those components missing include: the structure of tourism sector of the state, detail analysis of the socio- economic contributions of the tourism industry, and the tourism attractions and potentials identification and selection process were subjective.



In all, the KCTMP document was reviewed, the levels of implementation of the various proposed tourism developments projects were assessed and the outcomes, explanations and the implications examined. The problems attributing to the low level of implementation were identified.

## **5.2: Recommendations**

Considering the major findings of this study, the following recommendations are here by made with the view to betterment the implementation of the subsequent phases of the KCTMP projects and the improvement of the document towards achieving its goals for an efficient and effective development of the Kano tourism sector in particular and tourism master plans preparation and implementation in general.

1. The phasing of the identified projects should be reviewed; the most important or dominant attractions such as Durba festival, rehabilitation of Dala hill, the rehabilitation of resort sites and the development of standard amusement parks have to be implemented immediately. This is with the view to boost tourism activities in the state.
2. The proposal relating to marketing and promotion have to be given priority and their implementation to be executed with a view to export the Kano tourism products to the outside world and to sensitized and motivate the city dwellers to participate in tour activities.
3. Private sector to be encouraged to sponsor tourism promotional activities using the appropriate tools.
4. Encourage the formation of tourism clubs especially in the secondary and tertiary institutions of Kano state. This will improve the level of participation in the activity and also help to disseminate the idea among the town folks.
5. The various open air theatres in the state for the performance of Sharo, local wrestling etc to be rehabilitated. Their improvement should include the renovation of existing services and facilities (water supply, toilets, security, fire extinguishers etc) in those theatres and the construction of some shaded hurts with chairs. This will cater for easy relaxation of the visitors from stress and would also facilitate their prolong stay at these sites.
6. There is need to construct standard restaurants and bar complex at the various tourism resorts and open air theatres of the state.
7. Government should improve the standard of roads in the local government areas, especially those connecting to the identified and functional attractions sites.





8. Private sectors to be encouraged by government through the provision of free land to develop good accommodation/ guest house at D/tofa, Minjibir, Danbatta, Bichi and Baguada. This will encourage visitors both domestic and international to spend their nights outside the city and there by increasing their spending on sites.
9. Government should partner with private organization for better funding, implementation and management of tourism activities in the state. This will help in generating employment and could raise the income level of the locals.
10. The KCTMP have to be reviewed for it to be implementable, adequate and effective in achieving its goal. The review should center on the following areas:
  - A. The review should contain a detail analysis of the present employment opportunities and financial contribution offered by the industry to the locals. This will inspire both the private investors and government to easily justify its development and serve as a basis for the sectors evaluation in future to ascertain its role in transforming the lives of the locals.
  - B. The fundamental tourism apparatus of the master plan have to be reviewed to take account of the indispensable potential resources that will attract investors who could finance the implementation of tourism development projects. The development of vital tourism attraction like Durbar festival will facilitates the achievement of the KCTMP goals. The more the tourism facilities are well developed, the more the number of personals would be required to manage them and hence the more the employment opportunities to be generated by the industry.
  - C. The review has to contain sufficient information on the Structure of Tourism Sector which will show the available hotels and their classification, rooms' capacity, restaurants of good standards and the existing tour operators in the area. These will increase visitors curiosity, and made it easy for the hoteliers to know the existing and future demand in accommodation and how or what to provide.
  - D. Also the review has to consider the use of a more scientific technique in evaluating the identified attractions and potentials so as to avoid subjective classification and inclusion of tourism elements that may not stimulate the growth of industry. It is only when the right attractions and potentials are selected for development, that private investors would be encourage to partake in the development process of the tourism industry which will promote the development of tourism facilities at both urban and rural areas.



11: McNamara Doctrine, which called for projects, focused directly on the rural poor and for the participation of local people in project identification, design, implementation and evaluation should be employed in the course of the plan's preparation and implementation processes. This will ensure stakeholders involvement and sustainability of the industry.

12: The three participation processes viz; Empowerment approach, Mobilization approach and Stakeholder approach has to be employed. While gender issue ought not to be neglected, as the link between women and environment is becoming increasingly recognized in sustainable development. Within participatory management structures, the role of women can be enhanced through a variety of actions including the following: promoting gender awareness; establishment of gender sensitive user groups and ensure equitable access to service. This is with a view to transforming the lives of the locals in the aspects of job creation and income generation.

13: The study also deduced that, identification of tourism potentials and attraction for planning and development is fundamental to the implementation of a plan. This has been attempted in this study and shown in Tabl 5.01 and appendix I. The identification process is the major determinant of the successes or failure of tourism plan. This is because were prosperous attractions and potentials are identified, private investors could easily be attracted and partake in the implementation processes. This will help in preparing and implementing flourishing tourism master plan that could attract investors from both public and private organizations.

14: The preparation of KCTMP has to contain a map of Kano state and Kano Metropolis showing the distribution of tourism attraction, potentials and hospitality facilities as attempted in this study and shown in appendix II and III. This would serve as a guide for the tourists to make decision on how and where to visit and when. This would also make it easy for the tour operators, tour guides and managers to visualize and select places of interest incase of visits or development whenever the needs arise.



**Table 5.01: Tourism Attractions, Potentials and Hospitality Facilities in Kano Metropolis**

S/N	Local Government Area	Tourism Attractions	Tourism Potentials	Hospitality Facilities
1	Dala	Dala Hill, Ruins of Ancient Walls and Gates, Traditional boxing and wrestling Activities, Dala Orthopedic Hospital, YanKatako and Kofar Ruwa Markets and Garage.	Camel Market, Blacksmithing Activities	Hotels, Standard restaurants, Fura da Nono and Suya Joints
2	Fagge	Sani Abacha and Kano Pillars Stadia, Sabon Gari and Kantin Kwari Markets, Traditional boxing and wrestling Activities, Aminu Kano International Airport.	Leather Works, Kufta (Stretchers Activities), Dandalin and Kofar Kudu,	Hotels, Night Clubs, Standard restaurants, Fura da Nono and Suya Joints
3	Gwale	B.U.K, F.C.E, Dorayi Royal Palace.	Dyeing Pits, Blacksmithing	Hotels, Standard restaurants, Fura da Nono and Suya Joints
4	Municipal	Emir's Palace, Gidan Makama Meseum, Kurmi Market, International Hospital, Kofar Mata Dyeing Pits. Durbar Celebrations	Karofi Dyeing Pits, Hawan Kekuna, Hawan Jakai, Takutaha, Maukibi.	Hotels, Standard restaurants, Fura da Nono and Suya Joints
5	Nasarawa	Magwan Water Restaurant, Tourist Camp, Polo Ground, Race Course, Golf Ground.	Traditional boxing and wrestling Activities	Hotels, Night Clubs, Standard restaurants, Fura da Nono and Suya Joints
6	Tarauni	Gidan Dan Hausa (Hall of Fame), Murtala Muhammed Meseum, Aminu Kano Teaching Hospital, Na'ibawa and Unguwa Uku Motor Parks	Traditional boxing and wrestling Activities, Blacksmithing	Hotels, Standard restaurants, Fura da Nono and Suya Joints

**Source: Field Survey, 2012.**



### **5.3: Conclusion**

From the review of the concept of tourism and KCTMP, assessment of the implementation outcomes and the explanation for the factors responsible for the poor level of its implementation and the implications, it is apparent that the problems militating against the implementation of the plan stemmed from the processes of its preparation.

However, insufficient funding, duplication of responsibilities, low stake holders involvement, inadequate marketing and promotion and poor publicity were identified to have contributed to the poor level of implementation of KCTMP. The KCTMP document failed to establish the role of the Kano tourism industry in the areas of job creation and income generation.

There is also the absence of any relevant information on the existing growth pattern of the industry which can serve as a basis for benchmarking towards future evaluation. Tourism attractions and potentials were also poorly identified as they were subjectively selected which later became a bottle neck to private investors.

There is also inadequate stake holders and public participation in the course of the plan's preparation and implementation. These and many other problems as identified in this study made the implementation of KCTMP low and its provision inadequate and ineffective in attaining its goal. Several lessons were learnt regarding the short coming of the plan and its implementations. Recommendations are subsequently made to address the short comings in ensuring that the subsequent phases are successfully implemented.



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## Appendix I: Tourism Attractions, Potentials and Hospitality Facilities in the LGAs of Kano

S/No	Local Government Area	Tourism Attractions	Tourism potentials	Hospitality Facilities
1	Albasu	Tsangaiya hill.	Bataiyya Fagalwa Settlement	Local restaurants, Fura da Nono and Suya Joints
2	Bebeji	Bagauda lake/Tiga Dam, Rock Castle, Bagauda Fishing Festival.	Spectacular Rocky Sceneries	Local restaurants, Fura da Nono and Suya Joints
3	Bichi	Danwaire War Hill, Ancient Underground route (Ramin Beguwa), F.C.E.Tech.	Local wrestling and boxing	Hotels, Standard restaurants, Fura da Nono and Suya Joints
4	Bunkure	Gafan Forest Reseve,	Dyeing Pits, hunting expedition festival.	Local restaurants, Fura da Nono and Suya Joints
5	Dawakin Kudu	Dyeing pit, pottery	Blacksmithing	Hotels, Standard restaurants, Fura da Nono and Suya Joints
6	Dawakin Tofa	D/Tofa Pottery Center	Weaving Center	Local restaurants, Fura da Nono and Suya Joints
7	Doguwa	Falgore Game Reserve, Riruwai Mining Site, Zainabi Water falls.	Adorable sunrise and sunset, Rock scenery sight seeing	Lodge, Local restaurants, Fura da Nono and Suya Joints
8	Gabasawa	Joda River Banks, Sharo festival	Gumawa weving Center	Local restaurants, Fura da Nono and Suya Joints
9	Garko	Kafin Chiri Dam, Dal and Lamiri Hills	Pottery making, Weaving	Local restaurants, Fura da Nono and Suya Joints
11	Garun Malam	River Side, Cin-cin Rock Formation	Landinawa Weaving Center, Leather works	Local restaurants, Fura da Nono and Suya Joints
12	Gaya	Jirjir Hill, Hunting, Shanti cultural performance (was an mahaukata), Sharo.	Pottery, Blacksmithing	Lodging, Standard restaurants, Fura da Nono and Suya Joints
13	Gezawa	Rijiyar Garu (over 200yrs old), Kalankuwa festival	-	Hotels, Standard restaurants, Fura da Nono and Suya Joints
14	Gwarzo	Fishing, Koya hills	Getso old town wall	Hotels, Standard restaurants, Fura da Nono and Suya Joints
15	Kabo	Magaga and Guzuguzu Dams, Kwauro hills	Pottery center, Chin-Shinkafa Festival	Standard restaurants, Fura da Nono and Suya Joints



16	Karaye	Kusalla and Chalawa Gorge Dams, Rijiyau(over 500yrs old well)	Forest resrves, pottery	Standard restaurants, Fura da Nono and Suya Joints
17	Kibiya	Yan-Naniya Rocky Rooms, Funcu Mirro Rocks	Calabash Carvings, Sharo	Local restaurants, Fura da Nono and Suya Joints
18	Kiru	Dansoshiya Forest Reserve, Dutsin Koka Rocks and caves	Maraku Weaving Center, Calabash Carving	Standard restaurants, Fura da Nono and Suya Joints
19	Kumbotso	Dum Hills (Dutsin Wali) Panshekara, Brown (building Building)	Wali Tomb, Weaving Actities.	Hotels, Standard restaurants, Fura da Nono and Suya Joints
20	Kunchi	Gari Dam, Town wall	Jagai Wonderful Bamboo tree	Local restaurants, Fura da Nono and Suya Joints
21	Kura	Butalawa Lake, Organised Hunting Routine.	Blacksmithing and Weaving	Standard restaurants, Fura da Nono and Suya Joints
22	Madobi	Kubarachi and Chinkoso River	Durbar, Leather Work	Standard restaurants, Fura da Nono and Suya Joints
23	Makoda	Tomas Dam, Dutsin Nika Hills	Oldest Mosque(Over 1,000yrs), Ancient well(over 500yrs)	Local restaurants, Fura da Nono and Suya Joints
24	Minjibir	Jakara Dam(Wassai), Kautama Weaving Center	Sarari Wells, Kwandarma attraction	Lodging,Standard restaurants, Fura da Nono and Suya Joints
25	Rano	Kurgum and Mairama Hills, Leisure/Tourists' Camp	Rano Ancient Town, Relics of Old Town	Standard restaurants, Fura da Nono and Suya Joints
26	Rimin Gado	Karofi Dyeing Pits, Shiri Hills, Danbisa Mountain	Blacksmithing, Archery	Standard restaurants, Fura da Nono and Suya Joints
27	Shanono	Koya Hills	Kalankuwa festival	Local restaurants, Fura da Nono and Suya Joints
28	Sumaila	Gumo Forest Reserve, Baji Hills	Mini Durbar, Kalnkuwa	Local restaurants, Fura da Nono and Suya Joints
29	Takai	Rock Formation	Takai Drums	Standard restaurants, Fura da Nono and Suya Joints
30	Tofa	Dyeing pits,	Weaving and Blacksmithing Actibities	Standard restaurants, Fura da Nono and Suya Joints



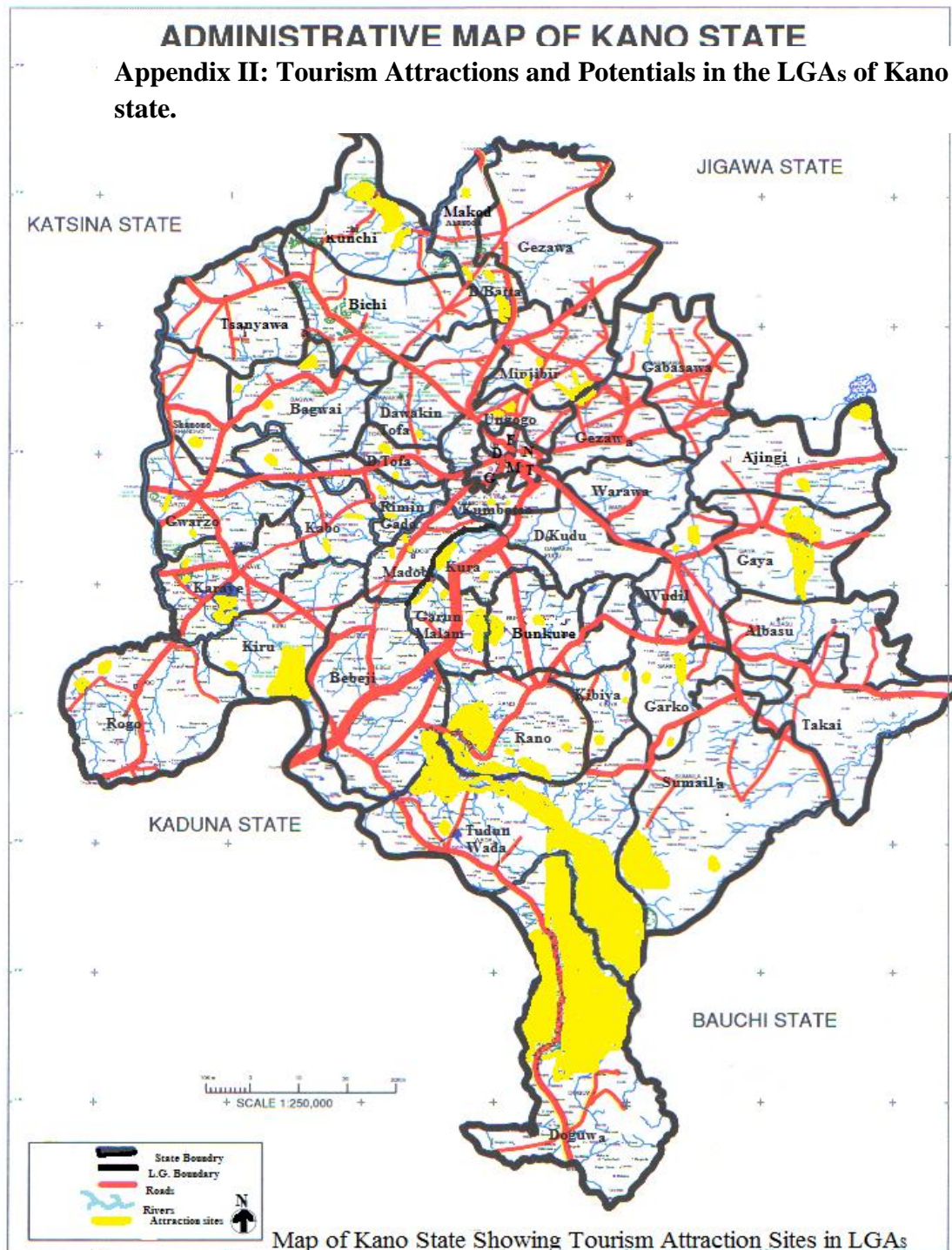
31	Tsanyawa	Hunting	-	Local restaurants, Fura da Nono and Sua Joints
32	Ungogo	Over 600yrs Palace, Panisau Rock	Blacksmithing,	Lodgings, Standard restaurants, Fura da Nono and Sua Joints
33	Warawa	Sarki Sunusi Royal House, Tanagar Hills	Calabash Curving, Weaving Center	Local restaurants, Fura da Nono and Sua Joints
34	Wudil	Rafin Duhuwa	Blacksmithing activities, Weaving Activities	Lodgings, Standard restaurants, Fura da Nono and Sua Joints

**Source: Field Survey, 2012.**



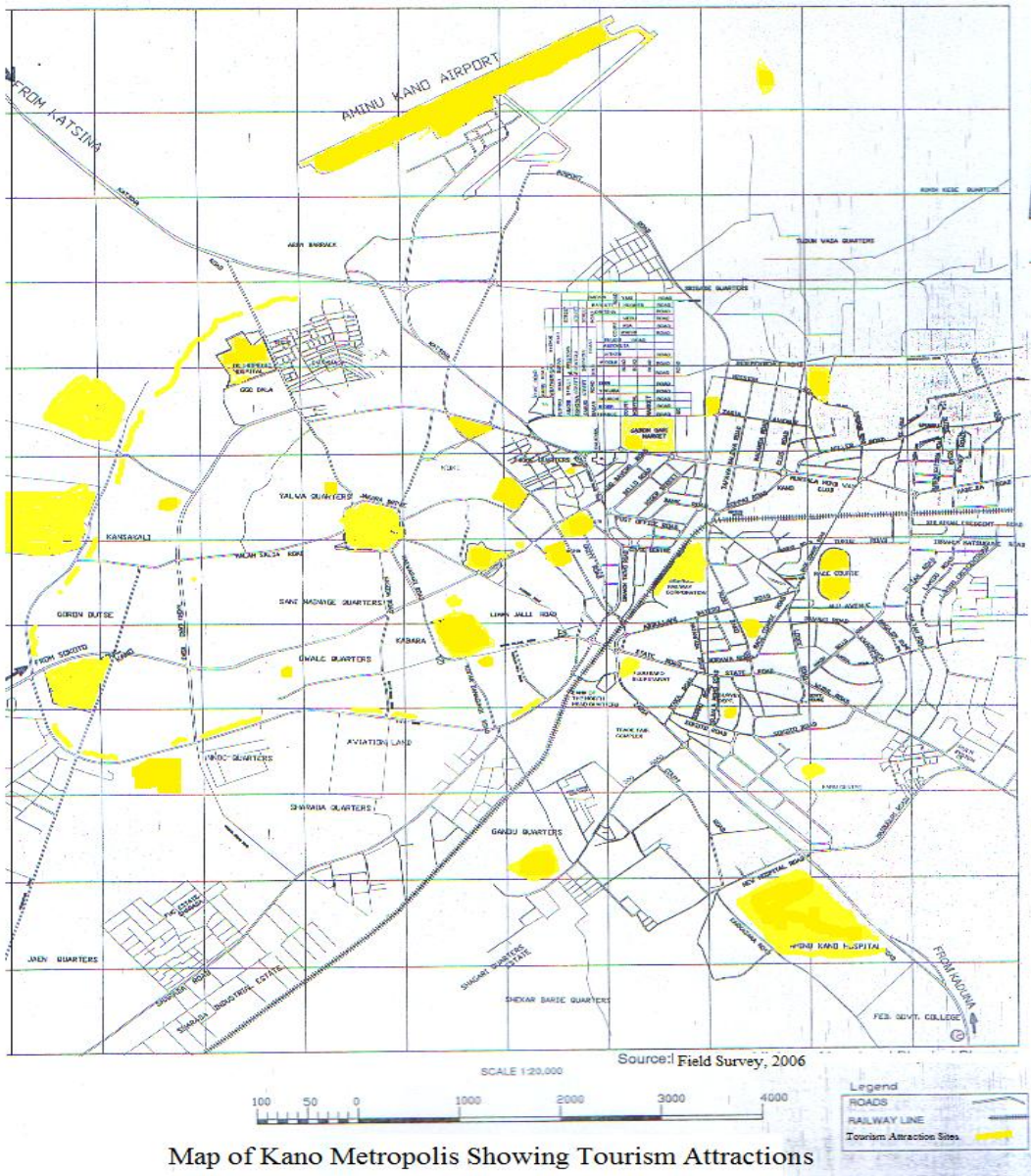
## ADMINISTRATIVE MAP OF KANO STATE

Appendix II: Tourism Attractions and Potentials in the LGAs of Kano state.





**Appendix III: Tourism Attractions and Potentials in Kano Metropolis**





## ORAL INTERVIEW CHECKLIST

### STAKE HOLDER INVOLVEMENT IN THE KANO COMPREHENSIVE TOURISM MASTER PLAN PREPARATION AND IMPLEMENTATION

Ministry/Organization .....

Department .....

Rank/Position .....

\*Are you aware of the existence of a document called Kano Comprehensive Tourism Master Plan?

\* If yes, when was it prepared?

\* Were you/your department contacted during its preparation?

\* If yes, to what extent?

\* Are you/your department performing any role in the implementation of the master plan?