THE ROLE OF STAKEHOLDERS IN ETHNO-CULTURAL TOURISM DEVELOPMENT PLANNING IN KADUNA STATE, NIGERIA

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ABSTRACT

The paper evaluates the anticipated benefits and the perceived host community support for ethno-cultural tourism resource development in Kaduna State, Nigeria. Multi-stage sampling technique was adopted for this study. Six local governments' areas were chosen purposively because they accommodate different ethnic and cultural diversity within the state, representing about 33% of the total number of 23 LGAs in the state and have an estimated population of 1,639,621. The selected LGAs are also heterogeneous in terms of ethnicity, culture and religion. Semi-structured interview were administered to 316 respondents selected in the study area. Survey data were obtained through focus group discussion (FGD) in each ethnic community. FGD"s were held with youths, elders and aged. The sampled communities are Ham, Fulani, Hausa, Kagoro, Adara and Gbagyi, field observations were also carried out for holistic resource inventory in the ethnic communities. Documentary data were obtained from desk review method; information on tourism resources available in each ethnic community. The study reveals that the anticipated benefits of ethno-cultural tourism expected by the host communities are basically in terms of infrastructural development (road, water, electricity and communication services) and essential amenities (accommodation, restaurant, Tourist Travel Services, banking and bureau de change). The study recommends that lack of financial capital is a great hindrance for local communities to invest in the tourism industry. A mechanism for financial assistance, including provision of soft loans, needs to be in place in order to encourage host communities to invest in the industry. In turn, this would create employment opportunities to local communities, reduce poverty, improve living standards and make them much more supportive for tourism development.

Keywords: Ethno-Culture, Tourism, Host Community, Support, Benefits, Socio-Economic.

INTRODUCTION

It is seen as increasingly important for tourism planning in destinations to involve the multiple stakeholders affected by tourism, including environmental groups, business interests, public authorities and community groups (Gartner, 1996; Williams, Penrose and Hawkes, 1998). A stakeholder is defined here as 'any person, group, or organization that is affected by the causes or consequences of an issue' (Bryson and Crosby, 1992; Ashley, 2000; Aremu, 2001; Falk, 2008).

Although it is often difficult and time-consuming to involve a range of stakeholders in the planning process, this involvement may have significant benefits for sustainability. Participation by multiple stakeholders with differing interests and perspectives might encourage more consideration of the varied social, cultural, environmental, economic and political issues affecting sustainable development (Bramwell and Lane, 1993; Urry 1990; Beedie and Hudson, 2013; Buckley, 2014). Timothy (1998) and Darling (1998) argued that participation in tourism planning by many stakeholders can help to promote sustainable development by increasing efficiency, equity and harmony. For example, broad stakeholders involvement has the potential to increase the self-reliance of the stakeholders and their awareness of the issues, facilitate more equitable trade-offs between stakeholders with competing interests, and promote decisions that enjoy a greater degree of consensus and shared ownership (Williams *et al*., 1998; Warner, 1997; Gyimothy and Mykletun, 2004; Ashe, 2005; Banskota and Sharma, 2008; Falk, 2008; Holden, 2013). The underlying approach of tourism planning now is achieving sustainable development, a perspective that builds upon the merits of interactive planning whilst it includes new elements. This approach implies that "the natural, cultural and other resources of tourism are conserved for continuous use in the future while still bringing benefits to the present society (Darling, 1995; Godde, Price and Zimmermann. 2010).

THE STUDY AREA AND SCOPE

The study area is Kaduna State (Figure 1), six LGA's purposively chosen because of their overwhelming concentration of some ethnic groups which gives a fair representation of individual ethnic community (Ubale, 2010). The global location of the state is between Longitudes 06^0 00' and 09^0 00' east of Greenwich meridian and latitudes 09^0 00' and 11^0 30' north of Equator. The state has a population of 6,066,562 million (NPC Census 2006) and occupies an area of approximately 46,053 square kilometers. The state has a

population density of 130 people/sq km. Its population makes up 4.3% of Nigeria's total population. The sampled LGAs are Jaba, Kagarko, Zaria, Kaura, Katchia and Chikun with 2009 projected population of 1,639,621 having 836,523 males and 803,098 female.
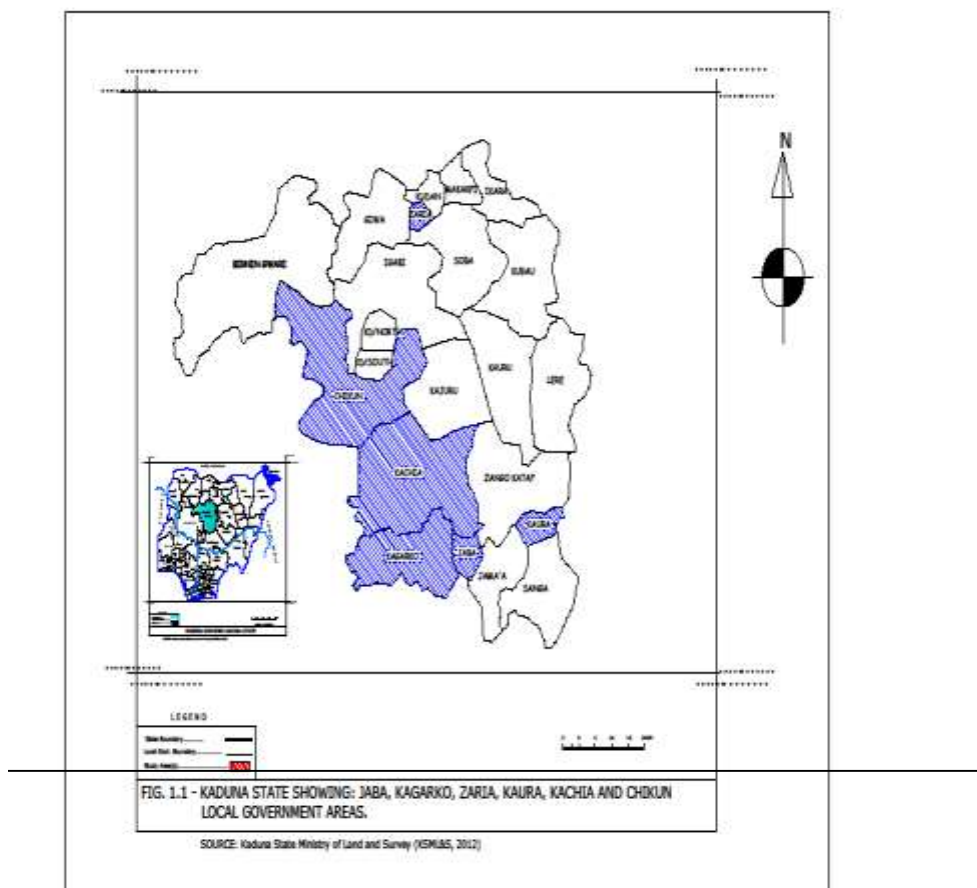
THEORETICAL FRAMEWORK
Collaborative Tourism Planning and Development:
Collaborative planning has been defined as a 'collective process for resolving conflicts and advancing shared visions involving a set of diverse stakeholders' (WTO, 2010). Jamal and Getz (1995) describe collaborative planning in a tourism context as 'a

process of joint decision-making among autonomous, key stakeholder to resolve planning problems, and/or to manage issues related to the planning and development'.

Much collaborative planning is made in working groups with a small number of individuals, who often are representatives of organizations or stakeholder groups (Needham and Rollins, 2005). The number of individuals participating on a working group may be restricted in order to ensure the group is not unwieldly, to promote familiarity, understanding and trust among participants, and to encourage joint decision-making and consensus-building (Trauer, 2013).

FIG. 1.1 – KADUNA STATE SHOWING: JABA, KAGARKO, ZARIA, KAURA, KACHIA AND CHIKUN LOCAL GOVERNMENT AREAS.

SOURCE: Kaduna State Ministry of Land and Survey (KSML&S, 2012)

APPROACHES TO STAKEHOLDERS ASSESSMENT
The approaches used in assessing the stakeholders who are affected by a tourism project and who might participate in collaborative tourism planning arrangements. There are three basic approaches among which include:

A *first* potential approach is to examine whether the stakeholders are involved in collaborative planning arrangements for a tourism project development in local destinations. If the collaborating stakeholders are not representative, then some

needs might not be articulated and related planning alternatives could be ignored, and stakeholders who are excluded might reject the resulting planning and development proposals (Gregory and Keeney, 1994). Finn (1996) also suggests that problems can arise if some stakeholders are excluded from the early stages of the collaboration process. For example, it risks having to begin all over again as members joining at a later stage insist on discussing and negotiating about their understanding of the issues and about their views on planning options (Gray, 1989). Another consideration is whether the stakeholders

involved in collaborative planning includes parties with significant financial, institutional or political power and whose involvement might significantly broaden the planning options which are feasible for the other stakeholders (Ogundele, 2002; Tosun, 2006).

A *second* approach to assess relevant stakeholders is to show the relationships in the opinion of participant stakeholders and non-participant stakeholders in the planning process of tourism development in resident's community. A network of arrows can then be used to show existing or likely relationships between the stakeholders or simply illustrating views of respondents in a table or chat, such as the involvement of some of them in collaborative planning arrangements.

A *third* approach involves examining the opinion of stakeholders in collaborative planning and development arrangements in order to improve their understanding of the interests and viewpoints of other stakeholders (Finn, 1996). The information from these assessments might also assist the stakeholders to identify strategies to secure specific management or political outcomes (Warner, 1997). For example, such information could enable stakeholders to identify parties who are supportive, opposed or neutral to their collective interests. It can also give specific clues to the need, desire and aspiration of the resident's community in tourism development project (e.g. infrastructure development, tourism product, enlightenment campaign, etc). These stakeholders might even form coalitions among supportive stakeholders in order to enhance their power and also target neutral or 'swing' stakeholders with special lobbying (Ritchie and Spencer's, 1994; Rowe *et al.*, 1994).

However, this research adopted the stakeholder's assessment approach of Finn (1996) and Boiko, *et al.* (1996) and also supported by Ogundele, (2002); Tosun, (2006) as the widely used and accepted approach in the assessment of stakeholder's

role in tourism project planning and development.

RESEARCH METHODOLOGY
Instruments for Data Collection:
In-depth interviews were carried out with custodian of culture, religious leaders (Imam and Pastors), traditional rulers, potential tourist, media houses (print and electronics), KSMC&T staffs and head of tourism and environment in each local government area and private tourism investors (Nanet Tourism and Hospitality Co. Ltd, Jacaranda Resort Ltd and Bush Park Ltd).

In-Depth Interview
In-depth interview was conducted with the Director (tourism and recreation) and two (2) other desk officers of KSMC&T, 3No. Private tourism investor, 6No. Media houses (print and electronics), Head of Tourism and Environment in each of the sampled local government areas, 24No. potential tourist and traditional leaders such as one emir/chief, religious leaders such as one imam and pastor from each ethnic community, one custodian of culture and tradition from each sampled LGA on their views and perceptions about ethno-cultural tourism. The interviewees were met in their homes and offices by the interviewers, except in the case of the potential tourist that were met at various tourism/recreational sites within Kaduna. In all, 66 stakeholders were interviewed.

Sampling Design:
Purposive sampling was used to choose all respondents as shown in table 1, who according to Nachmias and Nachmias (2009) are those considered to have intimate knowledge or judgment of their local environment. They composed of community leaders, custodian of culture and tradition and religious leaders, local government officials, ministry officials and private tourism investors.

Table 1: Summary of Stakeholders that Participated in the In-Depth Interview

S/No.	Stakeholders (Interviewed)	No. of Respondents	%
1.	Custodian of Culture and tradition	6	9.10
2.	Religious Leaders	12	18.2
3.	Traditional Rulers	6	9.10
4.	Potential Tourist	24	36.36
5.	Media Houses	6	9.10
6.	Government Tourism Agencies (3 Staffs KSMC&T & 6 LGA Tourism Head)	9	13.64
7.	Private Investors	3	4.50
Total		**66**	**100**

Source: Researchers Fieldwork, 2019

RESULT AND DISCUSSIONS

THE OPINION OF STAKEHOLDERS ON ETHNO-CULTURAL TOURISMDEVELOPMENT
This section discusses summary of the outcome of in-depth interview conducted on some prominent personalities such as custodian of culture and tradition, religious leaders, traditional rulers, head of tourism in all the sampled local government areas, others include staff of media houses, private tourism investors and KSMT&C. Ritchie and Spencer's (1994)

'framework' approach was used to analyze the interview schedules, which involves the systematic steps of becoming familiar with the material, identifying a thematic framework, rearranging the data according to appropriate thematic references, identifying key characteristics of the data, and interpreting the overall findings. Analysis of the findings reveals the following responses:

Custodian of Culture and Tradition:
All the custodian of culture and tradition (people who have the

knowledge of culture and tradition of their people) interviewed started with a brief history of their ethnic group particularly the link between the settlement of the ethnic community and religion. There is general believe that they are sacred and historical places in all the ethnic communities that may not be completely open to tourist because of the spiritual and religious connotation related to such historical places and events.

Religious Leaders:
About 83% (10 out 12 pastors and imams) interviewed are of the opinion that there is serious misconception in the understanding of religious acceptability of tourism. It is always seen as an adventure that promotes promiscuous attitude especially among the youths. They however stress the acceptability of tourism as a viable socio-economic development project that will be supported if all religious rites and conditions are obeyed.

They agreed in totality that religion can hinder people's participation in ethno-cultural tourism pursuit especially the elders who perceive tourism as an irresponsible adventure. It was agreed that tourist are allowed to explore all religious rituals but they must be guided on the acceptable norms and values of the religious ritual in question. This result is not in agreement with Sulaiman (2006), that presented the fact that Islam regards travel as one of most importance source of knowledge and enlightenment, using Yusuf Al-qardawi dialogue to buttress his point that "mankind is encouraged and challenged to travel across the earth to see the wonder of creation in order to appreciate God's greatness". That Islam does not forbid tourism pursuit for purpose of education, wealth, worship including relaxation.

Traditional Rulers:
About 33% (2 out of 6 Hakimi's) interviewed are of the opinion that there is serious misconception between the understanding of traditional and religious rites, and this affected tourism pursuits because people see tradition trampling on religious rites through tourism. 67% (4 out of 6 Hakimi's) belief that the misconception is as a result of religious extremism, hence they are of the opinion that traditional rites can be completely separated and defined from religious rites.

Potential Tourist:
The potential tourists were randomly selected from four different tourism/recreational centres within and around Kaduna metropolis. A total of 24 potential tourists were interviewed on the factor that determines tourist's willingness to participate in tourism activities and their response were factors like security, infrastructure and affordability among others. The major factor that can hinder their participation is mainly security and affordability, while issues of tourism choice were predominantly festivals, historical sites and museums. The tourism/recreational centres and the number of respondents are shown in table 2 below:

Table 2: Potential Tourists Interviewed

S/No.	Tourism/Recreation Centres	No. of Respondents
1.	Gen. Hassan Usman Park (Gamji Gate)	6
2.	Galaxy Amusement Park	6
3.	Bush Park, Kaduna	6
4.	Jacaranda Resort Centre, Kaduna	6
Total		24

Source: Researchers Fieldwork, 2019

All the potential tourists interviewed about the maximum distance they are willing to travel for tourism pursuit says that they can travel to any distance their financial capability can cover. The result of Yuksel *et al*., (1999), shows that security of tourist and the provision of social basic infrastructure is paramount in the planning and development of any tourism destination.

Media Houses:
Multi-media channels like newspapers, television and radio are vital for promoting environmental values and awareness in Nigeria with a focus on community participation in creating awareness among individuals. Many media practitioners and professionals agree that media campaigns would result in effective ethno-cultural tourism policy and project implementation in Africa.

Six media houses including; Nigeria Television Authority (NTA), African Independent Television (AIT), Federal Radio Corporation of Nigeria (FRCN), Karama Radio, Desert Herald Newspaper and Daily Trust Newspaper were interviewed about the role they played in the dissemination of information to potential tourist and the general citizenry on the available ethno-cultural tourism potentials that abound in Kaduna state, their reply are unanimous as they belief that all programmes are run on request as they are all profit generating business ventures. They only disseminate touristic information's if they are only commissioned to do so. The media houses believe their role can influence tourist willingness to participate in tourism activities through collaboration with government agencies, tour operator and potential tourist through sensitization, advertisement and educating the general public on the socio-economic benefit of tourism activities, this they emphasize will be at a discounted cost affordable to tour operators.

Government Tourism Agencies:
The staffs of government agencies interviewed were of the opinion that there has not been adequate plan for ethno-cultural tourism development because this branch of tourist is alien to this part of the world but effort are on ground as numerous investors are showing interest in exploring ethno-cultural tourism development especially in Kagoro and Ham ethnic communities, basically because of the abundant resources that abound across Kagoro hill and the Nok.

Table 3: Factors That Can Enhance Ethno-Cultural Tourism Development

S/No,	Reasons	Percentage in Agreement
i.	Infrastructural Development	62.5%
ii.	Easy Access to SME's loan	0%
iii.	Political will by government to formulate policies	12.5%
iv.	Enlightenment Campaign	25.0%
Total		**100%**

Source: Researchers Fieldwork, 2019

A larger percentage of the interviewee (table 3 above) are of the opinion that the major constrain hindering the development of ethno-cultural tourism are infrastructural development and enlightenment campaign. Lack of political will by government to initiate ethno-cultural tourism regulation and codes of conduct is very vital to the sustenance of ethno-cultural tourism planning and development.

Private Investors:
All the three (3) private investors interviewed were unanimous to say that the major constrain hindering the development of ethno-cultural tourism are infrastructural development and absence of collaboration between the government and the major stakeholders in the tourism sector. The lack of political will by government to initiate ethno-cultural tourism regulation and codes of conduct is very vital to the sustenance of ethno-cultural tourism planning and development especially in communities with diverse ethnic groups like Kaduna State

FRAMEWORK FOR THE PLANNING AND DEVELOPMENT OF ETHNO-CULTURAL TOURISM IN KADUNA STATE
Planning for the Development of Tourism Resources:
The characterization and analysis of the available tourism resources in the ethnic communities of Kaduna State gives a perspective of the enormous tourism resources that is left untapped in the study area. It is obviously clear those festivals, cultural heritage, artifacts, historical and archaeological sites are one of the most fundamental resources of the ethnic communities.

To develop this resource for optimal use, both the already developed, abandoned and undeveloped resources of the area must be planned together to ensure that all the attraction sites are well organized and designed to international standard (Tosun, 2006). Also, sequel to respondent's opinion in the interviews on the factors that can enhance tourist willingness to participate in tourism activities and the preference of potential tourist on the type of touristic pursuit, infrastructural development and creation of socio-economic advantage are vital to this development plan.

The Framework of the Plan:
The proposed plan is intended to rapidly accomplish its aim and objectives within a relatively short period of time. Therefore, a five years period is envisaged for the implementation of the plan. The plan is sub-divided into four (4) different parts:
i.   The delineation of the whole resource attractions into three (3) different ethno-cultural tourism units, which will also serve as planning units.

ii.   Renovation and rehabilitation of existing facilities and infrastructures within the planning units and development of potential attractions.
iii. Provision of some basic social infrastructural facilities to both the existing and potential tourism resources and for the benefit of the entire study area.
iv.   Commencement of massive media enlightenment campaign and orientation of citizens on the available ethno-cultural tourism resources that abound within the neighborhood and relative investment/job opportunities that goes along with it.

i.   The Proposed Ethno-Cultural Tourism Planning Units
Three (3) different ethno-cultural tourism resource areas are proposed for onward resuscitation, rehabilitation and development. This is the first part of the plan as illustrated in table 4, which is very essential considering the nature of the spatial distribution of the identified resources, which have a clustered pattern of distribution.

ii.   Renovation and Rehabilitation of Existing Facilities and Development of Potential   Sites:
The proposed renovation and rehabilitation will be targeted at those sites where facilities are in place but not operational. These are same for all the units (units 1, 2 and 3), the proposed renovation and rehabilitations of the planning units are detailed below:

a.   The Nerzil Planning Unit
The major planning strategy needed here is the renovation of the historical and archeological sites (caves and tombs) that are almost approaching extinction level. The facility that requires renovation, rehabilitation and development includes the following:

1.   The upgrading of the festival ground in Kagoro, Ham and Adara by the defining the   walk areas, the roofing of the executive seating and the fencing of the festival ground   to ascertain control and security.
2.   Defining the artifact shops and market separately away from the festival ground.
3.   Renovating completely the stairway leading to the Afan and Kwoi hilltop and also   providing an alternative means of reaching the hilltop (e.g., Cliff railway, Cable rails).
4.   There is the need for adequate and defined parking spaces at the festival ground and   other resource centres.
5.   The renovation and face-lifting the tomb of 'Yamuang and Katagwan' at Ham and   Afan (Kagoro).
6.   The renovation of the tomb of 'Wallack' in Kachia

(Adara ethnic community).

7.   The rehabilitation of the road leading to Nok and renovation of the Kwoi cave.

8.   The renovation of the shrine of 'Gbu Kyu' at Ham (Jaba LGA).

9.   The resuscitation and renovation of "Unak Shrine" ritual rites performed by the Ham   people.

10.   Provision of outdoor facilities (artifact shops, recreation facilities, restaurant and fast food joints,

landscaped lawns, sitting areas, etc.) in most of the tourism resource site is highly advisable.

Table 4: Requirements for the Proposed Planning Units

S/No.	Planning Units	ATRRC Classification	Management Requirement
1.	The Nerzil Planning unit (Kagoro, Ham and Adara ethnic communities)	Class II – (General outdoor, festivals, art and craft and archeological resource area), high level of development and provision of recreational facilities, Large number of users expected and opportunity for a wide range of activities.	*Provision and maintenance of large number of facilities and services for large number of users. \n\n*Beautification of the site to international standard
2.	The Hausa/Fulani Planning unit (Hausa and Fulani ethnic communities)	Class III – (cultural, historical, museums, festivals, art and craft and indigenous sports sites) and advanced supporting services development (e.g., hotel, travel agency, restaurant, entertainment, souvenir center, etc.). \n\nClass IV – (cultural, historical, festivals, art and craft and natural environment).	*Preservation of the natural, historical, traditional and cultural environment. \n\n*Artificialities are not expected, hence will cause the problem of cultural authentification..
3.	The Gbagyi Planning unit (Gbagyi ethnic community)		*Preservation of the natural, historical, traditional and cultural environment. *Artificialities are not expected, hence will cause the problem of cultural authentification.

Source: Researcher's Compilation, 2019

b.   The Hausa/Fulani Planning Unit

The major planning strategy needed here is the renovation of the historical and archeological sites (city entrance gates and tombs) that are almost approaching extinction level. A higher percentage of respondent's have shown interested in visiting historical sites, as such large number of tourists are expected to patronize the sites. Improvement and renovation proposal for this unit includes:

1.   Rehabilitation of the road leading to Kagarko festival ground

2.   The residence of Hakimin and Galadiman Kagarko needed to symbolize the Fulani architectural heritage and a motif/elemental sample of tradition and culture needed to   embedded on the structures (table 4).

3.   Rehabilitation of Kofar Kibo, Kofar Kona and Kofar Galadima in Zaria City.

4.   The renovation of the city walls, most of the Zaria city walls are falling off and   approaching extinction.

5.   The tombs of Bono and Madara on Kufena and Madarkachi Inselbergs needed a   pathway that

can lead tourist to the hilltop.

6.   Defining the road path of horses during Hawan Daushe and also the provision of   roofed area   for dignitaries at the Doka festival ground in Zaria city.

7.   The road leading to Kufena Hill from Tukur Tukur needed to be rehabilitated for easy   access by tourist.

8.   Provision of outdoor facilities (artifact shops, recreation facilities, restaurant and fast food joints, landscaped lawns, sitting areas, etc.) in most of the tourism resource site is highly advisable.

9.   Resident herdmen in Kagarko should be provided a large site that can house their cows instead of seeing batch and batches of cow parading the Kagarko town.

c.   The Gbagyi Planning Unit

The major planning strategy needed here is the renovation of the historical and cultural sites. The facility that requires renovation and improvement includes the following:

1.   The new Gbagyi community centre in Chikun along Abuja/Bwari express way should be properly link and

defined, so that tourist could easily locate the site.

2. There is the need for adequate and defined parking spaces at the festival ground and   other resource centres.

3. There is need for the speedy completion of the gbagyi palace so that a contact point can be established.

4. Provision of outdoor facilities (artifact shops, recreation facilities, restaurant and fast food joints, landscaped lawns, sitting areas, etc.) in most of the tourism resource site   is highly advisable (table 4).

5. Kujama and Kufana hill should be provided with a defined stairway leading to the   hilltop.

6. Demarcation of Kujama hill and the surrounding area should be fenced to serve as a form of demarcation and security checkpoint.

7. The shredded trees that grew along the valley of Kujama and Kufena hill should be   facelifted   and maintained to enhance the beauty of the site.

8. Provision of artifact shop, restaurant and entertainment centres should be paramount at Kujama hill as tourist are seen lobbying around without seats and drinks to pass out time.

iii. Provision of Infrastructural Facilities

Apart from the renovation and rehabilitation of existing infrastructural facilities that was proposed above, additional facilities and amenities that are not available in the study area is required to boost the interest of tourist and the commitment of the resident's community. This is in line with the basic principles and objectives of this proposal.
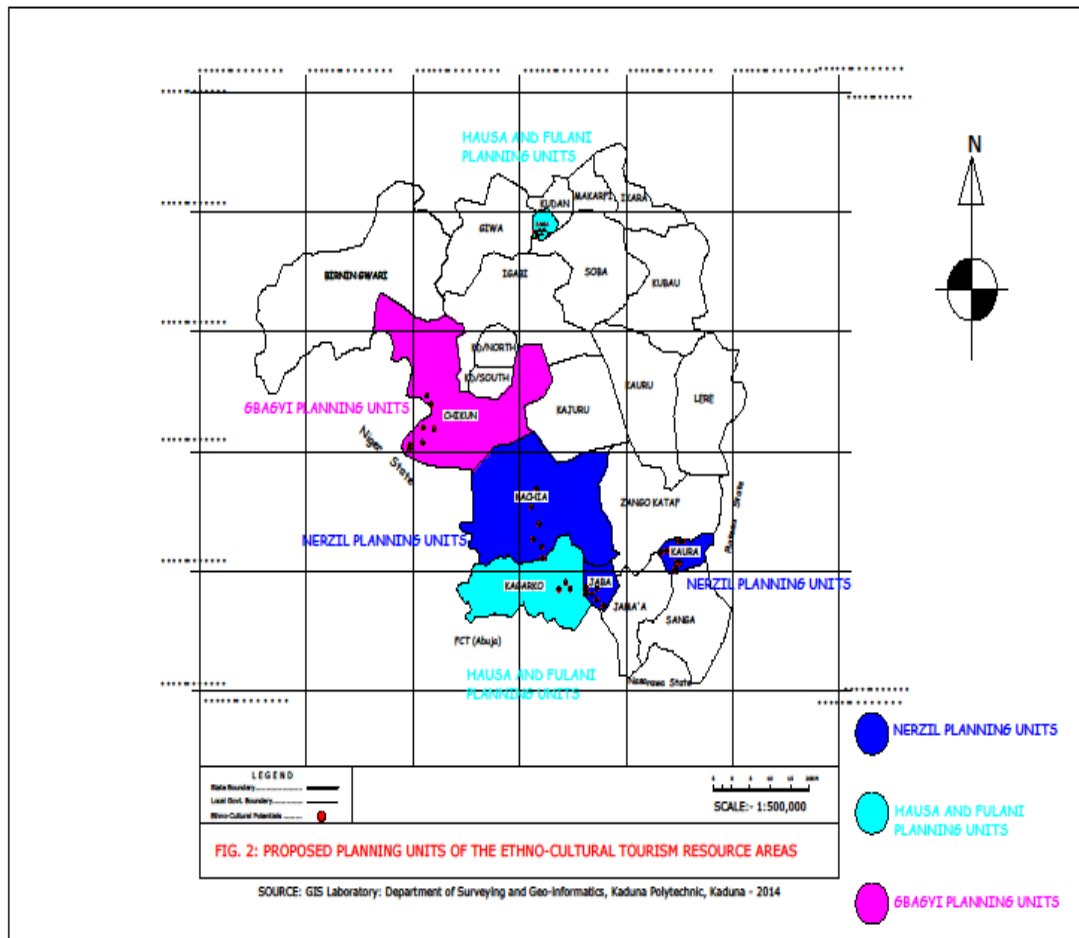
- The water supply schemes available within the ethnic communities (e.g. Kubanni River, Kadarko River and Kagarko Dam) should be channeled to effectively supply adequate water to the ethnic communities (table 4).

- Some of the resource areas that are located in areas that are not connected to the national electricity grid should be given urgent attention as no tourist will like to reside in an environment where there is no access to electricity.

- Designated transport services to resource areas should also be considered because most of the tourist might not posses a car and driving to some remote areas in luxury cars can be discouraging.

- The commercial telecommunication services such as MTN, Glo, Airtel and Etisalat should also be provided to cover the entire study area to ease communication problem of tourist. For example, there is no MTN and Etisalat service in Kadarko and Nok.

iv. Public Enlightenment Programme

The results obtained from the in-depth interview have pointed to the fact that there is a very low level of awareness on ethno-cultural tourism potentials that abound in many ethnic communities of Kaduna State. This could definitely be one of the problems responsible for the underutilization of resources noticed in many communities. To stimulate large flow of tourists to these ethnic communities therefore, the public must be enlightened about the tourism opportunities that abound in that area.

- A programme of enlightenment campaign at three different levels is hereby proposed. The first is the state-wide enlightenment campaign, which will cover the entire state, bringing the tourism resource area into limelight. This should be done through the media (both print and electronic) houses like FM stations, Newspapers, private and public television stations, etc.

- The second level is by broadening the enlightenment programme to national level. The target here are not restricted to the state alone, but rather the entire potential tourist within the country bearing in mind that Afan festival is a national festival that requires national publicity and same with other planning units.

- The third level is international enlightenment campaign through international media houses; presentation of international journals and conferences that will illustrates the ethno-cultural tourism potentials that are available in Kaduna State.

FIG. 2: PROPOSED PLANNING UNITS OF THE ETHNO-CULTURAL TOURISM RESOURCE AREAS

SOURCE: GIS Laboratory: Department of Surveying and Geo-Informatics, Kaduna Polytechnic, Kaduna - 2014

IMPLEMENTATION STRATEGY FOR A SUSTAINABLE ETHNO-CULTURAL TOURISM DEVELOPMENT PLANNING IN KADUNA STATE

The plan, as earlier stated, is intended to accomplish its aim and objectives within a relatively short period of five (5) years. It is obvious that all the requirements of the proposal cannot be implemented at once; hence, the plan's implementation should be divided into three (3) phases to be spread over the five years envisaged for the completion of the execution of the plan. First year implementation period shall be labeled phase one, second and third year implementation period shall be regarded as phase two, while the forth and fifth year implementation period shall be labeled phase three of the implementation plan shown in table 5.

Table 5: Phases of Implementation Process of the Plan

S/No.	Period of Implementation	Implementation Phases
1.	First Year	a. Commencement of a state-wide media awareness campaign on the ethno-cultural tourism opportunities available in the study areas. b. Tendering for expression of interest from private investors and public private partnership (PPP) schemes c. Land acquisition, building demolitions and compensation exercises in the proposed units d. Renovation, rehabilitation and improvement works at the existing tourism attraction sites e. Rehabilitation and construction of roads leading to the attractions.
2.	Second Year	a. Development of stairways to the hill tops leading to caves and tombs b. Development of recreational facilities like artifacts souvenir shop, restaurant and relaxation points within the resource areas. c. Development of defined parking spaces within the festival exhibition ground. d. Fencing of the festival exhibition ground to ascertain security and control. e. Continuation of a state-wide media awareness campaign on the ethno-cultural opportunities available in the study area.
3.	Third Year	a. Provision of road infrastructural facilities leading to the various resource areas. b. Provision of pipe-borne water to Planning units 1 and 2. c. Commencement of a nation-wide media awareness campaign on the ethno-cultural opportunities available in the study area.
4.	Fourth Year	a. Provision of electricity to ethnic communities that are yet to be connected to the national electricity grid. b. Continuation of a nation-wide media awareness campaign on the ethno-cultural opportunities available in the study area.
5.	Fifth Year (Final Year)	a. Provision of telecommunication services in all the planning units that are presently lacking such services especially the planning units 1 and 3. b. Commencement and continuation of a state, national and international media awareness campaign on the ethno-cultural opportunities available in the study area. c. Opening the tourism resource destination for pilot patronage

Source: Researcher's Compilation, 2019

Implementation Agencies and Corresponding Responsibilities:

According to Nwogu (1974) and Ojo (1978), tourism alone cannot find its own footing relying on its own "vote". This is to say, tourism as a multi sectoral phenomena must encompass the cooperation and services of several other ministries, parastatals and agencies. One of the principles of this plan is the involvement of both the public and private agencies in the full development of the study area. The agencies that would be charged with the responsibility of implementation and coordination of the plan are presented in table 6 below.

Table 6: Plan Implementation Agencies and Responsibilities

S/No.	Implementation Agency	Responsibility
1.	Kaduna State Ministry of Culture and Tourism (KSMC&T)	a. Implementation of the entire plan as well as the coordination and overseeing of the activities of other ministries, agencies and private companies. b. Land and property acquisition and compensation exercises. c. Renovation, rehabilitation and improvement works and provision of facilities and services at the sites. d. Selection of individual and private firms that would serve as partners in the development process. e. Management and supervision of the entire resource and facilities as well as revenue collection.
2.	Kaduna State Ministry for Local Government and Chieftaincy Affairs	a. Coordination of community property acquisition and compensation. b. Relating with concern community leaders (Hakimi, Sarki, Galadima, Kuyanbana, etc) on ethno-cultural tourism development projects.
3.	Kaduna State Ministry of Information (KSMOI) and other media outfits.	a. Public awareness on the tourism opportunities explorable in the study area.
4.	NTDC, NIHOTOURS, International Air Transport Association (IATA) and Hospitality and Tourism Management Association of Nigeria (HATMAN)	a. Preservation of historical, archaeological and cultural attractions. b. To undertake further researchers on historic, archaeological and cultural data of the area. c. Organizing seminars, workshops and conference on capacity building and resource sustainability.
5.	Kaduna State Ministry of Finance - NGO's - PPP Scheme; - Banks and - Donor Agencies	a. Provision of funds for the planning and development of the project. b. Investing in infrastructural services through Build Operate and Transfer (BOT) or Build Own Operate and Transfer (BOOT).

Source: Researcher's Compilation, 2019

CONCLUSION AND RECOMMENDATIONS

CONCLUSION

The process of attracting ethnic communities to take part and make profits from tourism activities is very important and necessary. It will be reflected in increasing the income and improving the living standards of ethnic communities and reducing pressure on their natural resources. Further, it will also improve their knowledge of how to deal with businesses, widen their understanding of the surrounding world, and create a base for further economic and social development.

The interview with stakeholder shows that many of them perceived there was a very strong public sector involvement and relatively weak private sector involvement in the project planning. Some of those interviewed hoped that the private sector would become more involved once the public sector had led the way by developing the initial infrastructure.

RECOMMENDATIONS

i. Planning and development of ethno-cultural tourism should be geared towards stakeholder's participation so as to ensure easy policy implementation as strongly advocated by the host communities so as to gain their support for a sustainable tourism development initiative.

ii. The trend of investment and tourism development should be in line with the anticipated need of the ethnic communities to ensure sustainability.

iii. Policy makers should try to develop ethno-cultural management standards for better tourism and publish its regulations and codes of conduct as well as to develop public awareness campaign strategy to mitigate potential negative cultural and social impact of ethno-cultural tourism in Kaduna state.

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