

**An Examination of Policy and Planning Processes
Towards Developing a Comprehensive Plan
Applying Rational Tourism Models: The Case of
Cameroon**

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ABSTRACT

It has been noticed that tourism can act as an effective tool to enhance development especially in developing countries as in the case of Cameroon. Tourism can be beneficiary when stakeholders and communities are involved in the decision making process, but this is not the case in Cameroon. This paper will examined how tourism has been view in Cameroon, the resources of tourism and the drawbacks faced in this industry. Cameroon is a country that is rich in tourism potentials but has been greatly abandoned by the government of this country because more attention has been paid to political and economic development. Another objective of this study will also be to answers questions about tourism planning, how tourism has contributed towards sustaining the communities. The participation of tourism planning approaches by communities has not been fully absorbed in the context of developing countries such as Cameroon. Research questions such as who can help in the process and in what stage will it become a reality. Cameroon is also one of those countries in West African that is rich in natural resources such as timber but has been greatly abandoned by the government. These resources should be exploited and maximized to the fullness in other to increased tourism potentials in the country. There are different types of tourism that the government of Cameroon can take advantage of; such as alternative tourism, cultural and participative tourism. The research has reveal that there is a little or low commitment when it comes to policies and the implementation of plans in this sector. There is no collaboration between the public and the private sectors as well as the stakeholders and the ministry of tourism (MINTOUR) which is the center and the pillar when it comes to decision making process. The research was carried out based on a qualitative study. Thirty-two

questions were designed to be answered by the top officials of tourism such as the minister, provincial and regional delegates of tourism, tour operators and non-governmental organizations (NGOs) both from the public and private sectors. Therefor this study is one of a kind that will furnish a clear picture of problems and pitfalls that are associated with tourism development in Cameroon.

Keywords: Tourism; Planning; Development; Policy; Implementation Cameroon.

ÖZ

Kamerun gibi gelişmekte olan ülkelerde kalkınmayı geliştirmek için turizmin etkili bir araç olduğu fark edilmiştir. Paydaşlar ve topluluklar karar verme sürecine dahil olduğunda Turizm yarar gösterici olabilir, ancak bu durum Kamerun için geçerli değildir. Bu araştırma ile Kamerun'daki turizmin gelişimini ve turizm kaynakları ile bu sektörde karşılaşılan sakıncaları incelenecektir. Kamerun turizm açısından oldukça verimli potansiyele sahip bir ülke olmasına rağmen hükümet tarafından çok fazla önemsenmemekte, daha çok politik ve ekonomik açıdan harcamalara öncelik verilmektedir. Bu çalışmanın bir diğer amacı da turizm planlaması, turizmin topluluklar tarafından nasıl desteklendiği ile ilgili soruları cevaplamaktır. Kamerun gibi gelişmekte olan ülkeler bağlamında topluluklar tarafından yapılan turizm planlama yaklaşımları tam olarak kavranamamıştır. Cevaplanması gereken soru gerçekte bu sürecin hangi aşamasında kimin yardım edeceğidir. Kamerun kereste gibi doğal kaynaklar açısından zengin olan ancak hükümet tarafından terk edilmiş Batı Afrika ülkelerinden biridir.

Turizmin çeşitli türleri örneğin alternatif turizm, kültürel turizm ve katılımcı turizm sayesinde Kamerun hükümeti avantajlar elde edebilir. Araştırmalar bu sektörde politika ve planlama uygulanmasına gelince biraz daha düşük bağlılığın olduğunu ortaya çıkarmıştır. Kamu sektörü ve özel sektörün yanı sıra paydaşların ve Turizm Bakanlığı'nin karar verme sürecinde aralarında işbirliği yapılamamaktadır.

Bu çalışma niteliksel verileri barındırmaktadır. Turizm Bakanı, Turizmin il ve bölge temsilcileri, tur operatörleri, kamusal ve özel sivil toplum örgütleri tarafından cevaplandırılmak üzere otuz iki soru hazırlanmıştır.

Bu çalışma ile Kamerun turizminin gelişimi ile ilişkili sorunları ve tehlikeleri net bir şekilde ortaya konulmuştur.

Anahtar Kelimeler: Turizm; Planlama; Yazilimi; Geliştirme; Politika; Uygulama
Kamerun.

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LIST OF ABBREVIATIONS

WTO	World Tourism Organization
RDCP	Regional Development in the Capan Valley
IMF	International Monetary Fund
CEMAC	Communité économique et monétaire de la Afriaue Central
NGO	Non-Governmental Organizations
AUEDP	Africa Urban Entrepreneurs Development Programs
MINTOUR	Ministry of Tourism

Chapter 1

INTRODUCTION

1.1 Introduction

Tourism can be used as an effective tool for development, especially in developing countries such as Cameroon and African in general. It has been agreed that tourism can enhance the economy and bring prosperity to the residents, especially at the local level and in the underdeveloped regions. The role of tourism in social and economic development can served as a vital tool in third world countries, but has been considered as a foregone conclusion (WTO, 2008; Hall 2000; Gunn and Var, 2002; Qian; 2007. Tourism can be profitable and sustainable as a development tool in the aspect that it will enhance visitor's satisfaction, improved economy and business success (Frechtling 1987; pp. 328) community and area integrations, more jobs opportunities and greater natural parks, shopping centers, hotels and restaurants can be improved. This should be a motivational force for all stakeholders in tourism to plan and developed the needed objectives in the strategy to carry them out. Using site scales is very important nowadays for the development of tourism planning. Individuals' property development for hotels, restaurant, resorts, roads and attractions for better tourism success. The government should employed professionals to plan and design properties. Opportunities have been found by architecture, landscape and in engineering in the field of tourism.

For tourism planning to be successful planners have to come up with strategies that will be beneficiary to the community because communities relied so much on planners because they can facilitates changes in the community and served as skill voices, for example, the effort to enhance transport facilities especially automobile travel “I just want to be able to drive where I want”. (Tood Litman; 2007) especially from people who don’t look forward, environment, infrastructure and the overall quality of life. There should be a bound between Planners and skill expert and the community as their partners in the process of planning and implementation (Litman; 2007).Unfortunately, the past experiences have demonstrated a great deal of neglect of application and incorporation of planning principles where ever tourism planning development was at work (Gunn & Var 2002) in response to this pitfalls, various authors began to come up with different tourism planning models, to name a few: Inskoop,1999; Hall, 2008; Gunn & Var, 2002; Baund-Bovy,1982; Ritchie & Crouch, 2003; The concept of the regional models landscape expressed the geographical content, rural –urban destination zone models, organic / rational planning process) this and many similar models aimed to restructure the development which finally culminated in (community base-tourism) and ‘sustainable tourism.’

1.2 Organization of the study

This paper will introduce to us how tourism in general has been view in Cameroon, tourism resources, the drawbacks and as well as its potentials. Despite the fact that tourism is one of the rapid increasing industries in the globe today, Cameroon faces numerous problems and challenges in this industry, such as unemployment, persistence poverty, bribery and corruption just to name a few. Tourism began making headlines in the 1970s and 80s. Before then, the government of Cameroon has been seriously paying attention to its political, social and economic ambition.

During the 1990, the country was seriously undergoing economic crises that affected the country, economically and not leaving out the tourism sector. Tourism was been exposed to the spotlight when the government of Cameroon realized that the country was rich in tourism potentials that can be exploited in other to increase the country's revenue and also improved the financial situation of the country, that is when many writers such as (Kimbu; 2012) began publishing articles about tourism policy and planning in Cameroon, thus creating awareness of this sector. Cameroon is located in west of Africa with a land mass of 181,252 square meters (469,440 kilometers). The country is rich in natural resources such as petrol, iron and supplies some of its natural resources to its neighboring countries such as Gabon and Central Africa Republic. The aim of this study is to examine how tourism planning is been viewed and function in Cameroon, how policies are been implemented and by who. Questionnaires where been design to answer thirty-two questions from the "growth machines" in this sectors such as the minister of tourism, provincial and regional delegates of tourism, managers of tour operations and travelling agencies and whereas not leaving behind the owners of nonprofit organizations (NGOs) responses where gotten from a broad perspective in order to understand the concept of tourism.

1.3 Statement of the problem

Cameroon is one of the richest countries in West African in terms of natural resources such as timber. Cameroon has one of the best food products such as coffee, cocoa, plantains in West Africa, agricultural conditions are favorable, it has plenty of forest reserves and substantial mineral in oil reserves. Cameroon produces petroleum, bauxite, iron ore, timber, hydropower which are the later exported to neighboring countries like Chad, Gabon, Equatorial Guinea etc. Despite the abundant

resources found in Cameroon, the country is still faced with a numerous problems which thus slow down the development of tourism planning.

(Simon; 2003) which some of the problems can be summarized below:

1. Unemployment.
2. Civil Wars.
3. Cyber-crimes.
4. High level of corruption and bribery.
5. Lack of good infrastructures. In sufficient infrastructures for the development of a successful tourism sector.
6. Good roads and medical facilities.
7. Child labor and trafficking where thousands of children work in the plantation (cocoa) under hazardous condition which are later harvested and exported to western countries.
8. Persistent poverty yet to be eradicated.
9. Safety and security, tourism information services are also lacking, thus making it difficult to provide the standards of facilities and services which tourism requires.
10. Lack of knowledge and awareness of tourism planning.
11. No knowledge of promotional skills. Lack of professionals, the absent of weak publicity promotions and the limited technological services.
12. Lack of tourism investment, especially in the developing countries, it is very difficult to gain access to reasonable financing in tourism projects.

1.4 Significance of the Study

Despite the potentials of tourism, little attention has been paid to 'tourism plans' in Cameroon as the government focuses on its political and economic ambitions, knowing the fact that tourism is one of the rapid increasing industries in the globe as well as in Africa. The study will also aimed to defined tourism in Cameroon, the types of tourism appropriate, tourism potentials, if they are clear policy plans about tourism. One of the greatest challenged faced in this industry is the lack of transparency. Therefore, this study is one of a kind that will furnish a clear picture of problems and pitfalls that are associated with tourism development in Cameroon, specially, in relation to public sector as the vanguard of tourism development.

1.5 Logic and Rational of the study

Sustainable growth was recently achieved in global recognition as a major sector; it was focused on social, cultural and environmental footprints reaching almost every part of the globe. Tourism is at the center of a crossroad; struggling to cope with ecological effects, especially those in the ecotourism sector which is the subject of this special sector. Much has been said about ecotourism and many has try to define it but little is known about it consensus meaning. The international ecotourism in 1991 define ecotourism as being "responsible travel to natural areas that conserves the environment and sustain the well-being of the local people." If ecotourism is properly planned, it can be beneficiary to the government, private entrepreneurs and the local communities; and can be serve as an effective tool for the preservation of products and cultural potentials and all tourism activities such as holidays, business, conferences or fairs, health, adventure should aim to be sustainable, which means planning and developing of tourism infrastructures. Tourism should focus on environment, social, cultural and economic sustainability criteria. Cameroon

economic presents some drawbacks due to the presence of many references frameworks underpinning its economic actions. There is significant dysfunction, followed by the poor rationalization in the section of programs, unequal distribution in regional development. Cameroon has reconsidered its development process notably by mainstreaming into a broader and overreaching policy framework.

1.5.1 Intended Methodology and Relevant Questions

This study will be based on a qualitative search. Questionnaires are being designed to answer thirty questions by the top officials of the tourism industries in Cameroon, the problems associated with tourism and the measures taken by the government to come back to these problems, which were an open – ended answer, semi structure and in-depth answers. This research will give an insight scope on how tourism is being defined in Cameroon. Details will be elaborated in chapter four.

Cameroon operates under a strong system of a centralized government and thus making the decision process to be slow and narrow. Most of the decisions are made by the minister of tourism and then imposed on the private sectors and the stakeholders. If decision making can be highly decentralized or from the bottom to the top approach and involving stakeholders in this process then there will be a lot of potentials to derive from tourism.

1.5.2 Centralization and Decentralization Approaches

Centralization is when decision making is kept at the top level and thus making the implementation of strategies slow as in the case of most sub-Saharan countries and Cameroon in particular. Decentralization which is just the opposite of centralization can be defined as the “spread out of decisions” which can be from the bottom to the top, junior managers and the hierarchy as well as individuals, unlike the situation of Cameroon. For example, Cameroon is a country that operates on a strongly

centralized system of government where all forms of decision making comes from the presidency, although some African countries such as Ghana and south Africa are trying to implement the decentralized system of government but still in the slow motion .(Barroba & Dieke, 2008; Dieke, 2000; Tosun, 2006; Tosun 2006; Tosun & Dallen, 2001) suggested that tourism development can be greatly achieved if the government of Cameroon moved from a centralized to a decentralized system of government involving the stakeholders and enhancing decisions making from different perspectives. The difference between centralization and decentralization is that with centralization, there is a strong control of decision making from senior executives, accountability and responsibility is strongly centralized whereas decentralized organization would depend on the contracts to get tasks done, an example can be drawn from highly developed countries such as the United States.

1.5.3 Characteristics of Centralization and Decentralization.

Centralization

1. There is a little delegation of authority.
2. There is a maximum restrictions on operations in the organization whereas decisions are been centralized.
3. Centralization reduces the proper flow of communication.

Advantages of centralization

1. Decision makings are quick and faster. Decisions are been implemented by top managers and better coordinated.
2. Centralization will help to reduce inter depend conflicts as the decisions are been taking by top officials in the organization.
3. There is improvement in the policy control as in the case centralization.

Disadvantages

1. Involves extra layers in the hierarchy e.g. CEOs, presidents, vice president etc.
2. No freedom to increase motivations.
3. Production will be slow and inflexible as well as decision making.
4. Local junior's managers are likely to be closer to customers and understand their priority and putting them into practice (face to face contact) other than top executives.

1.5.4 Characteristics of Decentralization

Decision making can come from every angle or different perspectives e.g. from bottom to top and thus making the process faster and effective. Decision making is mostly done by those who have the knowledge, skills and ability and not necessarily those from the “top”

1. In decentralized, there is greater management input, making managers to have more control over results.
2. Managers have the tendency of looking at the overall results increased.

Advantages

1. It reduces the burden of top managers or officials, since decision making can come from all perspectives (bottom to top).
2. It motivates employees or people involved for high performance and increased morals.
3. Facilitates diversification.
4. Developed the quantity and quality of personnel.
5. Ensures there is effective control implemented.

Disadvantages

1. Decision making is not necessarily “**strategic**”
2. No compete or adequate person to provide strong leadership when needed, when crises occurs.
3. Difficult to achieved tight financial control.
4. Risk of overruns. Government and communities are not centralization and which decentralization is the key to effective tourism, foreign direct investments, export earnings from international trade, foreign aid technical resources. External resources can be monetarily consensus on financing for development.

Chapter 2

LITERATURE REVIEW

According to (Kimbu; 2010) a number of questions have arisen for e.g. what the major drawbacks are in involved in mobilizing destinations stakeholders into a system that allows for effective tourism's development? Tourism can be mobilized in the sub Saharan both external and internal resources. External resources can be monetarily consensus on financing for development, foreign direct investments, export earnings from international trade, foreign aid technical cooperation. Domestic or internal on the other hand, stem from house hold, firms and government generates savings; government generates taxes and other public revenues. (Bhushan C; 2008) Tourism in Cameroon should not only be planned by the top level officials, it should involve all stakeholders and also the participation of local residents, this will help to enhance development, create job opportunities for the local residents, increase revenue in the tourism sector and attract more tourists into the country. Tourism network in the country can be restructured in the country in other to enhance tourism development in areas that can attracts visitors into the country, such as the waza national park, located in the far north region of the country. It is characterized that the tourism industry in Africa is heterogeneous which is capable of facilitating resource mobilization, performance and institutional innovation of well managed people who do well somehow, better connected to stakeholders other private sectors which are not allow to make decisions, decisions are made based on a centralized system of government. Tourism in the context of political instability as the case of

most sub-Saharan African countries, may even act as a stimulus to attract tourists, motivated by a novelty experience different from conventional holiday experiences (Isaac; 2000). It will be difficult to attract or impossible to develop tourism potential. Visitors perceived political instability which will be interpreted as a hindrance to their security. Overall, it will not be easy to achieve any economic development in a setting where administrative constitutional laws are not supportive. Most studies have proven that tourism planning has not yet been able to penetrate successfully in the sub-Saharan regions due to the lack of dialogue and coordination between various community actors and problems associated with marketing and packaging. If tourism successfully penetrates into Africa, it will be a business of “selling dreams”. The crises faced in most African countries are due to relative roles of the private, local and foreign tourism development decisions of the continent. The key issue here is that, economic decisions are made by those who have wider economic consequences for Africa in general and Cameroon in particular. There is also a need to develop human resources particularly indigenous personnel both for delivering quality services and enhancing general skills for local work force. There is also small and medium-size tourism enterprises’ facing the local tourism industry. For most of them, life is a daily struggle with many of them operating at a margin of survival. The real challenge is for them to develop marketing strategies that will enable them to overcome some of these difficulties and thereby sell their products. To overcome this challenge, the national government should formulate tourism sector policies that will best reflect the new thinking policies that will enhance visitors’ length of stay, policies that will derive means which the benefits from tourism activities can be spread more evenly throughout the community and enhance satisfaction. The international and domestic tourism found that tourism plays an important part in

many Africa countries initiative programs, many people involved who are predominately focused on their own projects and lack wider vision (DEA & T;1999c) Tourism has become an urgent matter in the continent of Africa. Despite the fact is the poorest continent in the world. Africa resources are endowed for tourism is exceptional but most countries have only barely developed their potentials (Christe & Crompton 2001) Tourism has long been linked to social economic development. The ways in which this happens have shifted through time and reflect a broader paradigmatic change (Sindiga; 1991 pp. 21-23) Tourism in Africa is in its extremes at both regional and international level. It is constrained by various factors such as; inadequate accessibility to the attraction site, lack of adequate transport, insufficiently trained local personnel's. Personnel's are not trained properly to provide better and quality services to tourists; weak legal and regulatory framework; lack of communication facilities development of tourism in Cameroon and in Africa in general requires more integrated approach than as far been the case. The need to bring its standards up to international level or the recent growth rate will not be maintain (Barron & Prideaux 1998; Salazar; 2006) whatever strategies the government decides to come up with; she should take lead in promoting tourism abroad, involved high quality personnel's which will be able to provide better and quality services to the tourists. Hotels and other hospitality services should be responsible for the private sector. Marketing and experience is where most Africa countries are lacking. Recruiting foreign expertise is still recommended. A crucial factor in tourism development is political instability (Richter 1992; Teye 1986; 1988) tourism is very sensitive to political issues even at the minor nature, like deportation of foreigners by the country of destination. Tourism in Africa should have developmental roles and it should be inspiring for local people, (Mwalima Nyerere)

“must allowed people to developed them slaves. For tourism to be understood, we need to develop the impact of tourism, see it as a source of development and progress. Reasons why tourism planning has not really been successful or faces a lot of challenges is because most Africa countries operates a centralized system of government, most decisions comes from the top officials which means local people are not meant to make decisions but rather to adopt it. Third world economies are often anxious to plan but unable to govern or implements. In 1980, the world tourism organization concluded that 43.5 % 1.609 assorted tourism plans were never implemented and which that is one of the main problems in most developing countries. The primary objective of tourism is to increased foreign receipts, but many destinations of tourism are not taken into consideration and therefore tourism continuous to be driven by upper levels of government rather than the community interest. Tourism is developed, planned and managed by the central government, which is patron-client relations, in collaboration with international tour operations, who shaped tourism for their own interest rather than the interest of common good of the community in general.

2.1 Policy and Panning Approaches: Background

For a successful planning and development, there have to be the participation of a wider arena of stakeholders. The community should not be left out when it comes to decision making and the implantation of plans. Involving stakeholders and other network theories, tourism industry represents a social network policy. Cameroon represents an interesting case when it comes to tourism policy and planning due to the government attempts to implement institutional reforms aimed at creating a centrally coordinated tourism network that reaches out not only to all the public structures but also to local communities and private operators within the country's

tourism industry. In Cameroon, tourism has become the key development object since in the 1980s, when a presidential decree was passed for the creation of the ministry of tourism.

2.2 Historical Background of Policy and Planning

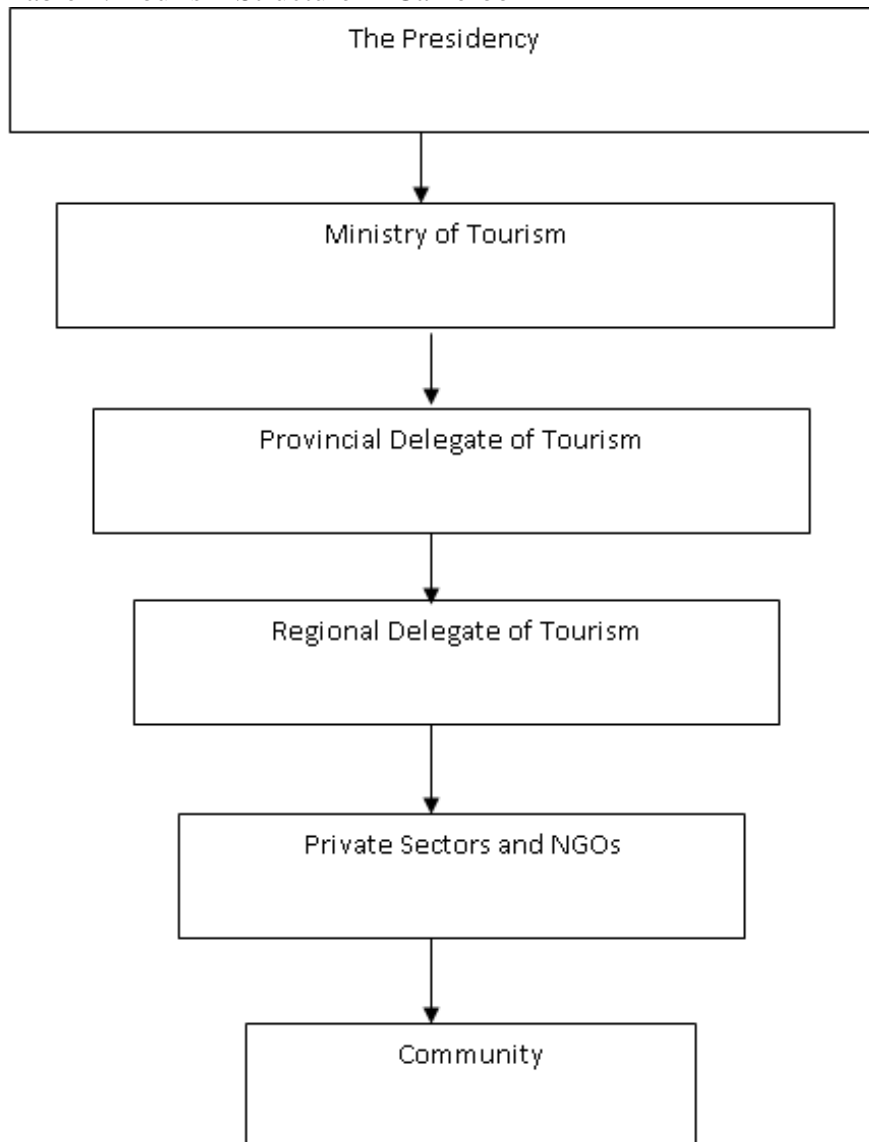
Understanding the tourism structure of Cameroon and how other ministries are surrounded around the ministry of Tourism and leisure, the ministry of tourism is the vital aspect by virtue of its potential responsibility for tourism development, in collaboration with tourism ministry, there are in charge of managing the conservation of national park and other major areas which represents major tourism attractions. There is also a better collaboration between the ministry and other supportive ministries resulting from active engagement and dialogue in The National Tourism Council (NTC) this council consists of different ministries, private economic operators and local community groups associations which are kind of similar to decentralized or bottom-up approach as it allows non-stakeholders to actively participate in tourism development. In 2010, discussions were led to the implementation of a series of measures by the general delegation of National security aimed at ensuring security and safety of nationals and tourists, improving traffic controls on high ways tourist attractions and sanctioning rudely policy officers. It can be seen that the government of Cameroon is doing everything under its power to ensure the lives of its citizens and visitors as well, but at a slow pace.

2.3 Tourism Structure

The diagram below shows how tourism operates in Cameroon, which is a highly centralized country. It shows that most of the decision comes from the presidency and there is little or no involvement of stakeholders when it comes to decision making. There should be the involvement of stakeholders and the communities in

particular because; ideas, knowledge, skills and abilities can be derived from multiple sources. Communities should be involved on time, communicated and as well listen to because this plans or projects are executed for the interest of the community.

Table 1: Tourism Structure in Cameroon



2.4 Pre Industrial Era

Cameroon has a distinct regional cultural, religious and political traditions as well as ethical variety. The ambition and perspective of tourism has come to stay for the

foreseeable future and cannot be cast aside even though the government has made major strides in the areas of trade facilitation by creating the single window transparency in the mining sector and the judiciary system; the business climate still remains unfavorable to economic activities. Cameroon is ranked 164th out of 181th economies assessed regarding ease of doing business. With regard to competitiveness, Cameroon faces high cost of factors and production due to the shortage of energy supply that falls short of meeting domestic demands and sufficient port services. Cameroon is a transit zone which gives a comparative advantage in the sub-Saharan; she plays a significant role in the management and conservation of the forest ecosystems of central Africa. Cameroon, as other country with the most commercial exchange with the other CEMAC countries, even though its main commercial partner in the continent is Nigeria. Cameroon has extremely diversified ecosystem, including the conservation on Biological diversity, the main issue will be the implementation, the creation of formal jobs and poverty reduction. Therefore in 2020, there will be a reduction poverty rate, to achieve this objective; the government has to come up with growth strategies, employment strategies in order to reduce the rate of unemployment, promotion of human development, financing the economy and the development of diversification of commercial exchange. Cameroon, known as “Africa in miniature has a vast potential in exporting agricultural products such as cocoa, coffee, banana, tobacco and coffee”

2.5 Planning during the Post Industrial Revolution

2.5.1 Growth and Expansion of Cities in Rural Areas

Urban growth, which can be capitalized as **urbanization**, which is the large movement of residents migrating into the cities in search for greener pastures in commercial industries such as factories. The most rapid growth took place over fifty

years ago. One third of the world's population lives in the cities. This urbanization can be greatly seen in Africa and Cameroon in particular. Humans find it more interesting to live in the cities especially the "young stars", they believe in the city they can achieve more since there are a lot of opportunities that can be exploited. In the case of Cameroon, most people from the same ethnic group prefer to settle and establish in a particular location rather than be spread all over the territory, this will be easier for the government to be able to provide electricity, drinking water and good transportation network to the population. Social amenities such as schools and boutiques can be easily accessed than in the rural areas. Cities have always been the center for economic growth. Urbanization is not a new concept in developing countries such as Cameroon. Douala which is the economic capital of Cameroon has increased drastically on terms of population growth as a result of many attractions in that city. Urbanization has been achieved through an uncoordinated program of land use management based on the internal filling up of aquatic under development and the absorption of inhabitants who have been able to cope with the inadequacies and problems of poorly managed areas like in Mabanda and Bonabale localities in the Bonaberi districts which present such poor physical locations with difficult hazardous conditions. The Douala region is properly known for slums, this is due to the lack of proper flowing drains in the core built up areas. This can be seen from the pictures below.



Fig: 1. Flooding in Douala Cameroon due to the block drains and water ways.



Fig: 2. Traffic Congestion in the Central Town of Douala.

This will lead to traffic congestion and accident due the bad packing and lack of urban planning.

For a better tourism planning, infrastructures have to be put in place, most tourist are sensitive to good infrastructures. (Gunn; 1988 & Iskeep; 1991) have considered the infrastructures of a country as a potential determinate of attractiveness of tourism destination. Infrastructures are a very important aspect in an integral part of tourism package, for example, the accessibility of road infrastructure enhances tourism transportation to different areas and parts of the country. We lived in a world today that technology has greatly improved visitors satisfaction. Post industrial revolution comprises of water, electricity, technology; those amenities that were lacking some centuries ago but there are now available due to the high level of modernization. Rural communities in Cameroon rely so much or heavily on forest for everything such as nutritional and medical needs, fuel for cooking and will be unable to adapt to climate change with significant help from outsiders. Tourism in Cameroon is growing at a faster rate with hundreds of tourists from Europe and South Africa visiting Cameroon in a year. Cameroon has been described as “Africa in miniature” “promoting its diversity and rich cultural heritage. Cameroon offers a new front for expansion of tourist. Another challenge face by the Cameroon economic is the problem of unemployment and economic growth. Despite the gradual recovery from devaluation of the CFA franc in 1994, Cameroon ‘growth is still lacking the strength in terms of inner dynamics and the expected impact of the living conditions of the people. More than 50% of Cameroonians depends on household and proprietor business which there is no guarantee of a sustainable growth due to the general fluctuating performance. Another challenge faced is the social-demographic problem, the youth constitute and increase number of the dependent population and provide an important man power not absorbable into the formal economic sector and thus turn to the informal sector for poorly paid jobs not matching their professional

skills. Better and adequate governance means efficient and effective use of the country's potentials as well as human materials and financial resources for its development. Cameroon needs to overcome these challenges to be well integrated into the global economy.

Vision: The overall objective is to make Cameroon an emerging country over the next 30 years which is the period to move from one generation to the other, eradicating poverty alleviation becoming a middle income country and a consolidating democracy and national unity while respecting the country's diversity. In the rural sector, agricultural revolution is envisaged. It should allow for an increase in productivity with the intensification of activities and the change of agricultural holdings scales.

2.5.2 Implementation Issues

The government of Cameroon will look for ways and means to maintain growth at high level, to achieve millennium development goals no matter how late and to ensure that the population is entirely mobilized in the fight against climate change effects.

2.6 Technical Development

The planning and economic system in Cameroon has been regionalized in the sense that it has paid attention to problems unique to certain regions. The ministry of planning and territorial development is responsible for the co-ordination of studies on procedures concerning the execution of plans in collaboration with other ministries such as the ministry of post and telecommunication have set up training programs and development such as mines and handicraft, health and social welfare. The Africa development bank has also played a vital part in enhancing the technical and

economic role in improving the technical and economic development in Cameroon and Africa in general. It has fund projects in the domain of health, education, infrastructures, support reforms, and private sector development etc. Cameroon is one of the countries in West Africa that stretching from a semi-arid sudan-sahelian zone in the far to the tropical rain forest zone. The Africa development bank also fund rural family income improvement programs in the north region of Cameroon. The program seeks to promote house-hold food security in reliance activities, improve its current poverty situation of poor rural population particularly women in the northern region of Cameroon.

2.6.1 Tourism Planning

In the 1970s and the 80s tourism began popping up to the spot light. Many people belief they can travel not only for recreational purposes but also to learned and enjoy other rich cultures in other countries or location. The multicultural aspect has motivated tourists to visit Cameroon more often. Cultural tourism in Cameroon can be mostly as festivals, traditional dances and masquerade. There are different types of tourism such as alternative tourism, cultural and participative tourism, just to name a few. In today's world, tourism has acquired an important place internationally Gunn (1988, quoted by Moniz, 1996) states that it is possible to take advantage from the positive impacts of tourism, by formulating strategies that will promote tourism development and thus, will not affect the economic, social and environment negatively. Tourism can be viewed from two perspectives both from the negative point of view to the positive side of view, but on the other hand, the negative aspects can be minimized by taking advantage of the positive side of tourism. Cultural activities are meant to analyze the importance of development in Cameroon. Participative tourism is when stakeholders are involved in the decision

making process. The country has witness a drastic increased in tourism development most importantly in cultural tourism. Cultural tourism has been able to attract a huge amount of tourist in to the country due to numerous festivals such as “Ngondo festival”. Tourism has become the major source of income in the community and country in general.

Cameroon has adopted numerous principles, with the aim of distributing resources adequately. The department of planning in collaboration with other departments is responsible for developing and controlling plans for the development of national economic service which is responsible for collecting, centralizing and forwarding of plans. The forms concerning establishment are kept up to date. There are also development councils which deal with issues which are related to development and the implementation of projects that needs to be executed. At the divisional level, a committee has been established, which is made up of local technical services, deputies, mayors and private citizens. The primary objectives of this committee are to monitor the methods and means to ensure satisfaction.

The Purpose of Tourism Planning

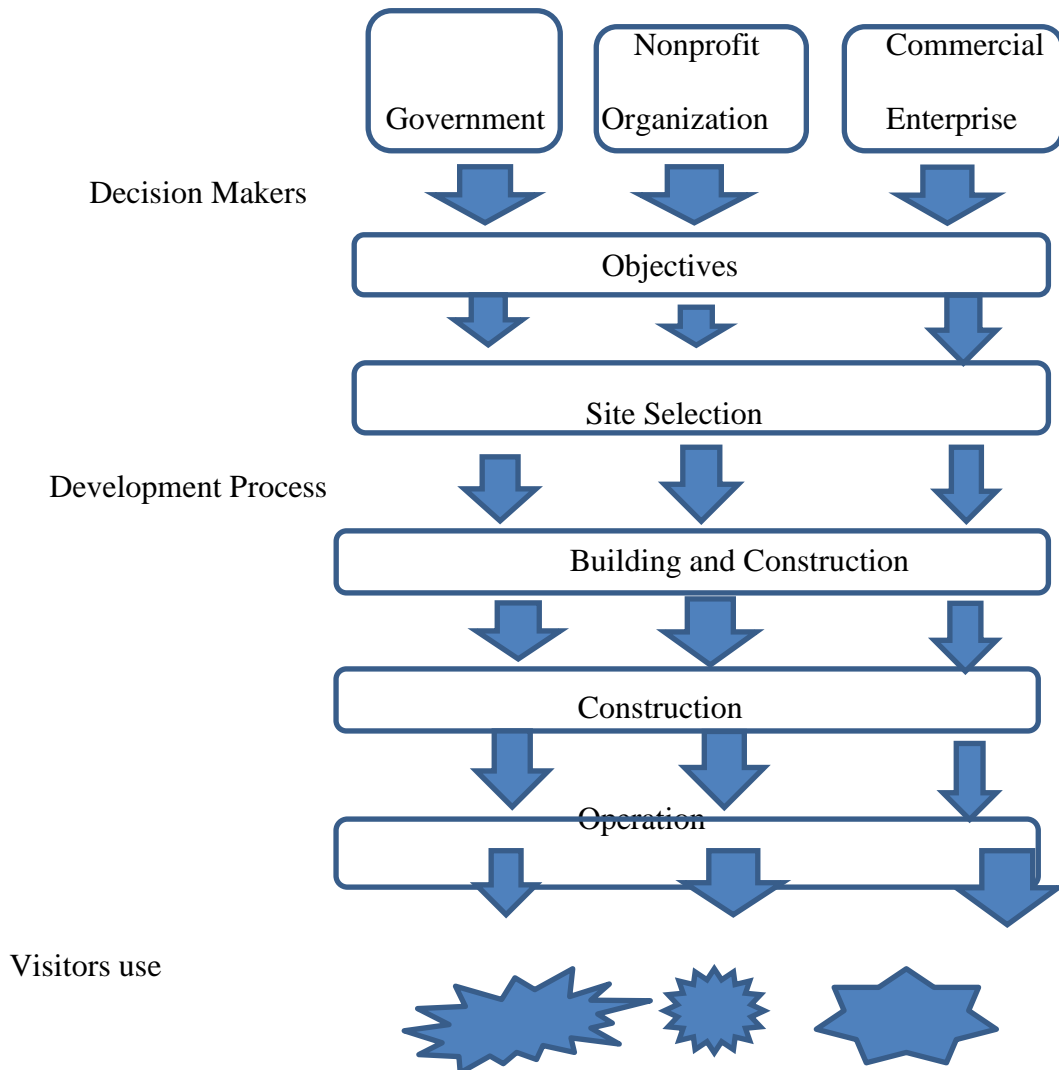


Figure: 3. decision making and tourists use compared.

The three major decision makers of tourism create a mosaic of independent developments. Travelers, in contrast, are the only ones to view and use this mosaic as a whole. Needed is planning integrates the many parts of the visitors use.

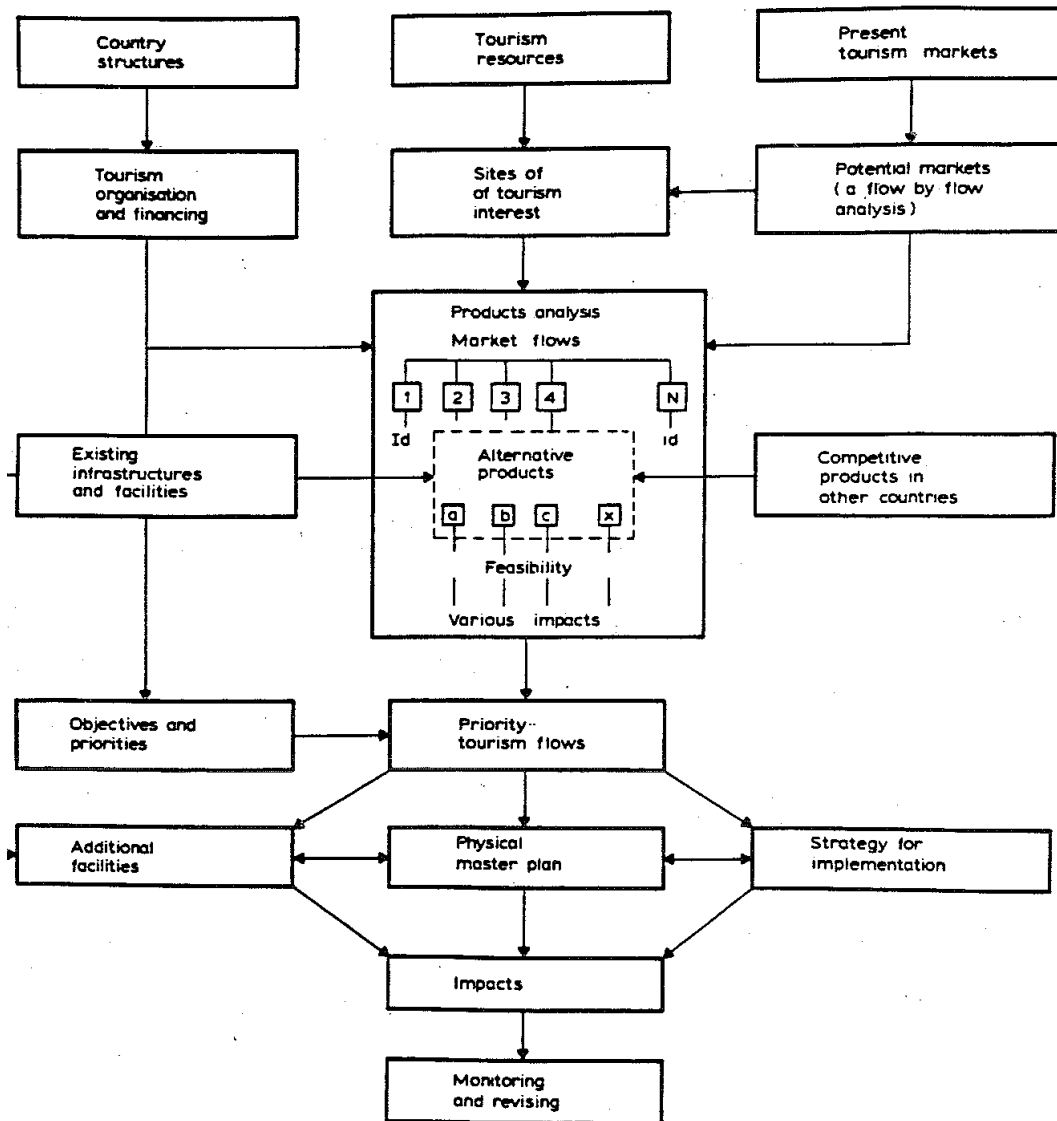


Figure: 4. PASOLP Model.

One of the earliest approaches to tourism regional planning was that put forth by Lawson and Baud-Bovy in 1977 (Product Analysis Sequence for Outdoor Leisure planning) essential features within the planning process were market flows, resource analysis, monitoring and revising (Baud-Bovy 1982, 313).

2.6.2 Tourism Impacts

Tourism is the vital source of income in most developing countries and Cameroon in general. In the last 5 years, the government of Cameroon has launched a marketing campaign to convert the country into one Africa. A tourism hot spot has attracted

millions of visitors into the country. The south west region of Cameroon is one of those regions mostly visited places in Cameroon because of the Fako Mountain known as the Cameroon Mountain which is the tallest mountain in West Africa. One of the major reason tourist are attracted to Cameroon is because of the peaceful stability as compared to other Africa countries or some of its neighbors. Cameroon has the potential to attract tourists due to its numerous national parks and this is another factor contributing to the major growth of tourism in Cameroon. Cameroon government has decided to make use of its tourism potentials by replacing Cameroon airlines to Camair co. This will help to boost the country's image abroad. The airline is aimed to improved Cameroon travel and tourism industry by providing air connectivity in Africa and thus contributing to the development of Cameroon. The largest city which is Douala has the major transportation hub. In other to enhance safety and security for visitors in the aircraft, the government has decided to partner with the U.S. Federal Aviation Authority, the international civil aviation organization and the safe skies for Africa. In Cameroon, there are approximately nine national parks saving as a safari, having four wildlife in the natural state. This is an area where the visitors can observe, take photos and feel the presence of animal lover. The Waza national park is the most popular park and the most spectacular in the francophone zone.

2.7 Social Impact of Tourism

The ministry of tourism is organizing seminars on training and tour operators on how to provide better and quality services to tourists. The training will help to develop sustainable tourism at the local levels, improving the living standard of the local population. It has provided job opportunities directly and indirectly. The government of Cameroon and other tour companies are now pleading to work hand in hand to

create a commercial sustainable tourism destination and protect the environment, climate change, and shortage of oil and other resources, which will have dramatic impacts on how, where and when even if people travel, will reshape the industry over the time. The strategy and vision for tourism (tourism 2020) it will be based on six principles.

1. Protecting the environment.
2. Developing employees, those who provide direct services to visitors eg like face to face contact like tour companies and traveling agencies.
3. Providing customers with mainstream sustainable products.
4. Ensuring destinations benefits from tourism
5. Innovating to create sustainable transport and resorts.
6. Developing a business which is environmentally, socially, and financially sustainable.

The high growth and development rates, considerable volumes of foreign currency inflows, infrastructure development and introduction of new management and educational experience activity affect various sectors of the economy which enhance the contribution of social and economic development of the country. 10% of income comes from tourism and employees, who look upon tourism “as an industry without chimney” as manna from heaven. Tourism plays a great role in a country; it can be a source of international amity, peace, and understanding, developing positive attitudes towards each other, learning about cultures of other societies, reducing the rate of stereotyping, enhancing friendships, promoting social contacts between tourists and local community. Local community can benefit through the intervention of tourist through the improvement of schools, libraries, health care facilities, it also helps to create and maintain local traditions and handicrafts, carving of wood and handmade

mats. Chain hotels and restaurants are not left out, they often import food to satisfy visitors which is usually managed and controlled by a local staff even though the social impacts have aided in numerous dimensions, it has got its negative impact as well. Tourism often grows into a mass-tourism; it leads to over consumers, pollution and lack of resources. It is not usually easy to change the traditional way of life in the local communities. It often creates pseudo conflicts.

2.7.1 Cultural Impacts of Tourism

Tourists and visitors are fortunate to see and share experiences with people whose cultures, beliefs and views are different from each other, cultural experiences including dressing styles or dress code, food feasting etc., all this culture we see and learn makes our vacation special. Tourism development has forcedly made people to relocate from one place to the other. People living in informal settlements are vulnerable to displacement. This often happens with little or no warning. Statistically 8% of the global workforce is unemployed in the tourism sector, endemic poverty, lack of opportunities, and a heavy dependence on tourism to generate income. Women and children are particularly vulnerable to abuse including sexual exploitation and harassment. Another cause of concern is climate change which is already having a devastating impact upon the lives of people around the globe. Most countries in Africa are suffering the worst of its effects. Most African countries have the least resources and capacity to mitigate and adopt the challenges of global warming. Community-based tourism is aimed to benefit local communities' particular indigenous people and villagers in the rural areas. There are many types of community projects including "community works" with commercial tour operators, but all community tour projects should give local people a fair share of benefits, profits and a say in deciding on how incoming tourism is managed. Tourism

employed close to 13 to 19 million people under the age of 18. Children from poor homes, tourism can provide opportunities for them to earn an income, this is an example how wealth can be generated and being equally share across society through tourism. It will lead children to open to one of the most abhorrent forms of exploitation-child ex tourism.

2.7.2 Alternative Tourism

Alternative tourism is the opposite of mass tourism and focuses on notably in gastronomy, culture, archeology, heritage, music, handicrafts and tourists and staying with local people in their homes. Alternative tourism will introduce new ways of tourists accommodation which are trying to compliment the hotels located around Cameroon coastal line. Alternative tourism is for instance mountain biking, walk, hikes and local biological products. Cameroon has a numerous touristic sites which can enhance tourism satisfaction and promotes alternative tourism.

1. Mt Cameroon which is found in the south west region of Cameroon.
2. Limbe botanical garden with all tropical plants.
3. Safari parks available in the northern region of Cameroon.
4. Arts and craft are present in the western region, but this is not produce quantity.
5. Founban royal parlance which is the oldest place from the 14th century. In this parlance, u can also find traditional musical instruments, smoking pipes, masks, gongs, carved, xylophone, jewelries, colorful bread covers, thrones carved in the shapes of men sitting in them.

2.8 Tourism Impacts and Justification of the Government

Involvement

2.8.1 Benefits and Justification of Government Involvement in Tourism

It will be beneficiary if the government is involved in tourism. It will help to protect domestic industries and fight foreign competitors. The government can be involved in tourism in the following ways;

Protection of infant industries: which can be call sunrise industries (still growing industries) the government can protect this kind of industries by providing them with direct assistance such as financial aid, reducing taxes for some period of time, helping this industries to avoid problems of high cost and assisting them to grow.

Prevention of dumping: this is a situation where foreign companies (competitors) exports good or provide services lower, cheaper than the price they will provide at home.

Protection of domestic employment: it will be necessary if domestic industries are protected by the government from cheap imports. Restricting free trade distorts the allocation of resources from more efficient to less efficient industries. Industries will be protected and employment level will be maintained.

The government will evaluate tourism projects: for the insurance of permits and grants of incentive by appropriate government agencies, establish databank of tourism areas and projects for investment purposes and encourage private sectors investment and participation in tourism activities and projects. The intervention of the government in tourism is basically to avoid poverty reductions, exploitation and to development tourism social-economic development and policy, implements roles

and regulation, legislative frameworks for tourism, without the government stepping in, there will be no rules and regulations put in place. No policies to be flowered most importantly too much unsuccessful plans, exploitation of “man by man”. The government is involved to make sure that all these factors are put in place.

Avoiding negative externalities: social and environmental impacts that need to be regulated and managed at the international and local level.

Tourism industry nowadays is one of the rapidly increasing industries in the world and can offer major opportunities for local economic development.

2.9 Tourism in Developed Countries

2.9.1 The Role of the Government

The government is making sure rules and regulations, policies are being implemented and practiced by the citizens, creating employment and reducing the rate of poverty in the country, by maintaining peace and stability in the country. A developed country unlike America has a vast potential for the development of a sustainable tourism sector. Tourism is an important sector that could enhance economic development in developed country despite the fact the country is already developed because their citizens travel a lot due to the potential tourism resources. They travel in their large numbers a lot for business, leisure and other purposes around the world. The number of international arrivals has increased in the past decades from 457.2 million in 1990 to 69.7 million in 2000 and is the highest growth rate in the past decades, although tourism has been affected by deterioration in the economies in north America, Europe and Asia dropping down from 4.7% to 2.5% but Europe and America are still the main tourists-receiving countries. Europe was the top tourism earner in 2001 with U.S. \$122.4 billion or followed 26.5% tourism in developed countries mostly funded by bilateral and multilateral donors. Tourism donors as a

key tool for achieving commitment to poverty reduction. The World Bank has found many projects in the developed countries such as Regional Development in the Capan Valley project (RDCP), IADB projects in cost Rica (rural community tourism in Costa Rica) but aimed to develop a model for tourism-based poverty reduction across Central America. The objective is to strengthen entrepreneurial and integrating the royal poor into the productive sector through tourism-related economic activity. Poverty reduction projects funded by the World Bank and IADB are thus becoming a significant dimension of tourism in America. Countries which make up Central America are; Costa Rica, Belize has the highest history of tourism. These countries have been a popular destinations for travelers from U.S.A. and Canada for the past 20years. These regions have constantly attracted tourist by natural beauty of the jungles, pristine beaches and cultural experiences.

2.10 Tourism in Developing Countries

2.10.1 The Role of the Government

The government has created the ministry (MINTOUR) to control and managed Tourism activities. Major decisions about planning, management of cultural and natural assets, labor, regulations, environmental impacts assessments, financial incentives and taxation policy are often the responsibility of the ministries as well as the government.

Most Africa countries look upon tourism as manna from heaven particularly from rural areas. Tourism helps to creates job opportunities for small scale business since most Africa countries operates in a centralized system of government, the local residence look up to the government for proper tourism advancement. Tourism jobs are often seasonal (high peak season, or summer vacation) and poorly paid, this

increased local property prices and the cost of goods and services. Money generated from tourism did not usually benefit the local community but leak out to multiple foreign industries such as hotel chains. Local community can also benefit from the improvement of infrastructures and new leisure amenities. It also enhances the preservation of traditional customs, handicrafts festivals that might otherwise have been allowed to wane and creates civic pride. The behavior of tourist can have a detrimental effect of the quality of life of the community, though overcrowded and congestions, drugs and alcohol, prostitution and increased crime levels can occur. Most Africa countries like Kenya, South Africa are likely seen as potentials destinations in Africa. Countries in the sub-Saharan are moving closer to tourism and together, considering the markets of natural and cultural attractions to received shares in the global industry.

2.10.2 The Role of International Organization in Tourism Development in Less Developing Countries (LDC)

Most economies are expanding their markets through globalization which means different things to different people. It can be defined as a process of worldwide integration with other economies. It involves free trade, free flow of capital, foreign labor market. International organization has helped to improve tourism development in Africa through the following;

Increased employment: the higher wages, the increased in the productivity of workers, transfer of technology and economic growth, expanding trade and liberalization in many Africa countries.

Ensuring good governance to enhance transparency in public resource management: avoiding all forms of corruption and bribery in any form.

Improved infrastructures to reduce poverty: the establishment of good infrastructure will lead to the creation of job opportunities, income generating and thus reduce the rate of poverty.

Foreign organization can pursuit decentralization process especially in the case of Cameroon: empowering stakeholders and giving them the right without having to consult the top officials for any decision making. The enactment of the law of orientation.

Cameroon has been benefiting from resources provided by International Monetary Fund (IMF). The government of Cameroon has decided to bridge the deficit which the country has gradually becoming favorable again which does not need additional support.

Cameroon has got help in controlling administrative and judicial reform and the fight against corruption and bribery.

The World Bank has help to build institutional capacities, (IT) Information Technology training, strategic planning and project management evaluation.

2.11 Strategies (Tourism as a Development Strategy)

2.11.1 What is Development?

It is the stage of adding improvements to a parcel of land, such as grading, subdivisions, drainage, access, roads utilities. This can also be a raised in the capacity of the economic, to goods and services from one stage to the other.

There has been a slight difference between development and economic growth, economic growth elaborates more on the increase in the real GDP whose measurement of the national income, national output and expenditure also measures the total volume of goods and services produced in an economic not much can be seen in this aspect as both plays a significant role in achieving prosperity. A development looks at the wider range of statistics than just GDP per capital. Development deals with how people are affected with their actual living conditions or standards.

Close contact with local communities and abandoned areas and their customers seems to be one of the main attractions of tourism in developing countries and this has been used extensively in marketing strategies. Tourism is the world's largest industry with potential for further growth. Developing countries are also increasingly sharing in the tourism. Tourism can be used as a development strategy in the following ways:

Increasing the standard of living, increased holiday entitlement, geographic changes, strong customer demand for exotic international travel have resulted to a significant tourism growth to developing countries.

Tourism brings consumers together. It has enhanced multilateral and bilateral aid agencies.

World Bank has created projects for tourism recognizing the significant generator of foreign exchange of indirect and direct employment.

Tourism can be used to generate funds for health, education and other assets, provide infrastructure, enhancing development of social capital, promoting sustainability management of natural resources.

Increased in the country's growth economically. Value has been added to tourism-related industries which have estimated at 200 billion dollar in 1994 and 334 billion in 1998.

The government uses tourism for investment, generating more revenues than expenditures.

Tourism has a multiplier effects money spent by tourists can be spent over and over by the community residents.

Tourism can served as an important rational for conserving natural and cultural resources.

Tourism can be used to enhance the life of local people. Tourism Planning should be about planning the lives of local as well as visitors (Gunn, 1988; Iskeep, 1991)

2.11.2 Information and Hospitality

2.11.3 How Communities can be Involved in their Operation and Provision

Tourism industries unlike any other industries, can also give out to the community e.g. providing employment opportunities for retraining residents work force and also helping to diversify over-specified economies: help maintained and expand under-used sports and recreation facilities in the urban areas organizing public meeting with communities and exhibitions to disseminate the plans' vision for tourism and establish the degree of support for those amongst the wider community and the area forums, workshops and planning for real exercise to develop detailed ideas and to promote ownership of plans proposal.

Apart from the sub sectors that make up the tourism industry, that is Food services, Air travel, Accommodation and Recreational and Attractions out of the 24 sub sections sales accounting to 60%.

Food services: food services accounts for 16% of the industry sales and is the largest.

Air travel: the second largest which also accounts for 14.16% it has tremendously increased revenue by offering opportunities and other services to new markets as to reduce cost and fuel consumption by grounding insufficient aircraft and scaling back on unprofitable routes.

Accommodation: This is the third largest and has benefited from international overseas travel growth in 2010.

Recreational and attractions: it accounts for 11% of the total travel industry sales and is the least in the industry. Recreational tourists declined in 2010. Tourism and hospitality programs provide exposure to all aspects of the industry including reservations, hotels and breakfast and marketing. There is a high demand for tourism graduates with business management skills. Job seekers may find job opportunities in the following domain; events and conference management, sporting events and festivals, hotels, hotels and resorts, restaurants, clubs and bars, logistics, catering and banquet management, convention centers, retail and whole sale management.

2.12. Tourism Products and Services in Cameroon

One of the issues that has encourage tourist to visit Cameroon is the country peace and stability compared to some of its neighboring countries like Gabon. Cameroon has numerous attractive sites such as national parks and nature reserves as a wide variety of wildlife and this has help to contribute to the growth of tourism in the country.

The Cameroon government has established several initiatives to promote the country's travel products both international and in the national level. The government of Cameroon has sign partnerships with international tour operators in Berlin, Paris and London, enhancing its image among potential tourists around the world. Cameroon has a rich cultural heritage and incredible landscape. The government of Cameroon has shifted its attention towards Asia. The government recently signed a memorandum of understanding to facilitate the movement of Chinese and Japanese into the country. The government also plans to offer niche products and work closely with other tour operators from the Eastern part of Asia.

The country offer special wood carving, local weaving, a couple of five and four stars hotels, beaches around the major cities like Douala, Yaoundé and Limbe such as casinos, safari, fishing, hunting, hills, lakes, natural vegetation and agricultural products such as coffee, tea, bananas, plantain, cocoa.

2.13 Internal and External Accessibilities

From the past years, Africa countries have been enjoying economic growth, human development and political stability as the economic progresses. Africa economies in general and Cameroon in particular has been looking for means to improved and diversify their economies namely; by boosting non-traditional sectors, expanding their range of products and exports, also integrating new economic and development partners. Private sectors are not left out. Private sectors play an important role in every economic in its own rights in conjunction with the government. Regional economic communities (REC) and other international bodies has actually help to contribute to Africa economic through boosting the public sector's capacities to implement policies and reforms conducive for diversification. Challenges have been arising when pursuing diversification strategy, more over in pursuing new sectors,

products and partners, Africa governments must be careful not to neglect their traditional economic bases. There are many benefits derived from diversification namely; less exposure to external shocks, an increased in trade, higher productivity of capital and labor and better regional economic integration. This can also help to reduce poverty alleviation and enhance human and social development. Diversification is not widely practice in the sub Saharan only a few success stories has been recorded. Recently, Africa has strongly invest in the following sectors namely; non-resource based sectors, such as tourism, manufacturing, financial services, telecommunications and construction which the largest opportunities is the consumer based-related sector, this has greatly contributed to the Africa economic to become more varied. Africa economic growth has been doing tremendously well due to the increased of its natural resources. The continent as traditional driven by exports of agriculture products and primary products such as minerals and hydrocarbon. The exploration of natural resources can provide and improved opportunities for Africa countries to produce and trade in the global markets. Tourism planning is an important issue that more emphasis should be focus on. Tourism has initiated a popular global leisure activity. In 2011, there have been over 983 million international tourist arrivals worldwide, representing a growth of 4.6 % when compare to 940 million in 2010. International receipt grew to 1.03 trillion in 2010.

2.13.1 Attractions and Events of Tourism

Tourists, visitors and travelers are voting Yaoundé, the capital of Cameroon, South West Region and Dschang as the best 100 tourist attractions in Cameroon. The most popular places are Adamaoua, Garouwa, and the central region. These provide many opportunities such as natural and cultural attractions but lacks modern tourism

facilities. Despite the fact that the country is still developing, the country has some attractive places that will pull visitors into the country, as it can be seen below

Places to visit in Cameroon



Fig: 5. Mt Fako which can also be call Mt. Cameroon, located in the south west region of the country.



Fig: 6. Bafut Fon Palace. With many old antiques.



Fig: 7. Limbe botanical garden situated in the south west region.



Fig: 8. Waza national park. Located in the northern region

Bamenda highland. Bamenda is the capital of the North West Region of Cameroon and is made up of mountains and hills which has really attracted tourist to that part of the country.

Bonajo. Found in the littoral region and is one of the busiest streets in Cameroon. Bonajo is an attractive place which attracts so many visitors to shopping and experienced Cameroon cuisine.

Douala. It is the capital of the littoral region and the largest region in Cameroon. It has so many attractive areas such as sea sides, beaches, hotels and resorts and also some of the best restaurant in the country and winter national cuisines.

Kribe. It is allocated some miles away from the Doula major city. Kribe has a sea and a beach, hunting and fishing as well.

Marowa. This is the only city in Cameroon that produces cotton and rear the highest amount of cattle. It is also the hottest region in Cameroon. To overcome global warming, the government of Cameroon has introduce “**plant a tree** “where schools are meant to plants trees which can be used for shelter.

Mt Cameroon. This is found in the south west region of Cameroon. Every year, the ministry of youth and sports with the collaboration of other foreign investors organized a race which is called the “**Mt Cameroon race**” as it is popularly known. It attracts tourists and visitors from different countries such as France, Brazil, Germany etc. and the highest mountain in West Africa, making it one of the top tourism destinations in Africa.

Campo Ma’an national park. Found in the south region of Cameroon. It consists of agro-forestry zone and agro-industrial zone with robber and palms as the main plants. This area is also known for its numerous numbers of plants and flower species and well-known for its rich biodiversity, animals such as elephants, lowland gorillas, giant pangolins, chimpanzees, hippopotamus, and mandrills are also found here.

Waza National park. It is situated at the far north region. It was founded in 1934 with a square kilometer of 1.700; this park is used as hunting reserves. Tourists can also go long tracking through the jungle and enjoy its green beauty.

Chapter 3

THE CASE OF CAMEROON

Cameroon, officially known as the Republic of Cameroon. Cameroon is situated in the west part of Africa, shares boundaries with Nigeria in the west, Chad to the north east, central Africa republic to the east, Equatorial Guinea and Gabon and also republic of Congo to the south. Cameroon is also known as “Africa **in miniature**” because of its geographical and cultural diversity. Cameroon has natural features such as beaches, deserts, mountains, rainforests, and savannas which the highest point is the Cameroon Mountain situated in the south west region of the country. The most populated cities are Yaoundé and Douala. Cameroon is divided into ten regions which two are the Anglo-Saxons regions (North West and south west region) and the rest eight are the French speaking regions. The country is well known for its native styles of music particularly makossa and bikusi and a successful football team.

3.1 The Geography of Cameroon

Cameroon has a land mass of 181,252 square meters.(469,440km) and it is divided into five geographical regions or zones and are distinguished by dominant physical, climate and vegetative features. Cameroon’s coastal plain extends ten to fifty miles. The low south Cameroon plateau rising from the coastal plain and dominated by tropical rain forest, has an average elevation of 1, 500 to 2,000 feet.(457 to 610m) it is less humid than the coast. The western part of Cameroon is an irregular chain of tress like white waters and six flags that extend from mt. Cameroon almost to Lake Chad at the southern tip of the country. These regions include Bamenda, Bamilike

and mambilla highlands and also contain some of the country's fertile soils, notable around volcanic MT Cameroon. These areas have been categorized by the world wildlife fund as the country's highlands forest Eco region with MT Cameroon considered separately because as an active volcano, it has a distinct environment from the other mountains.

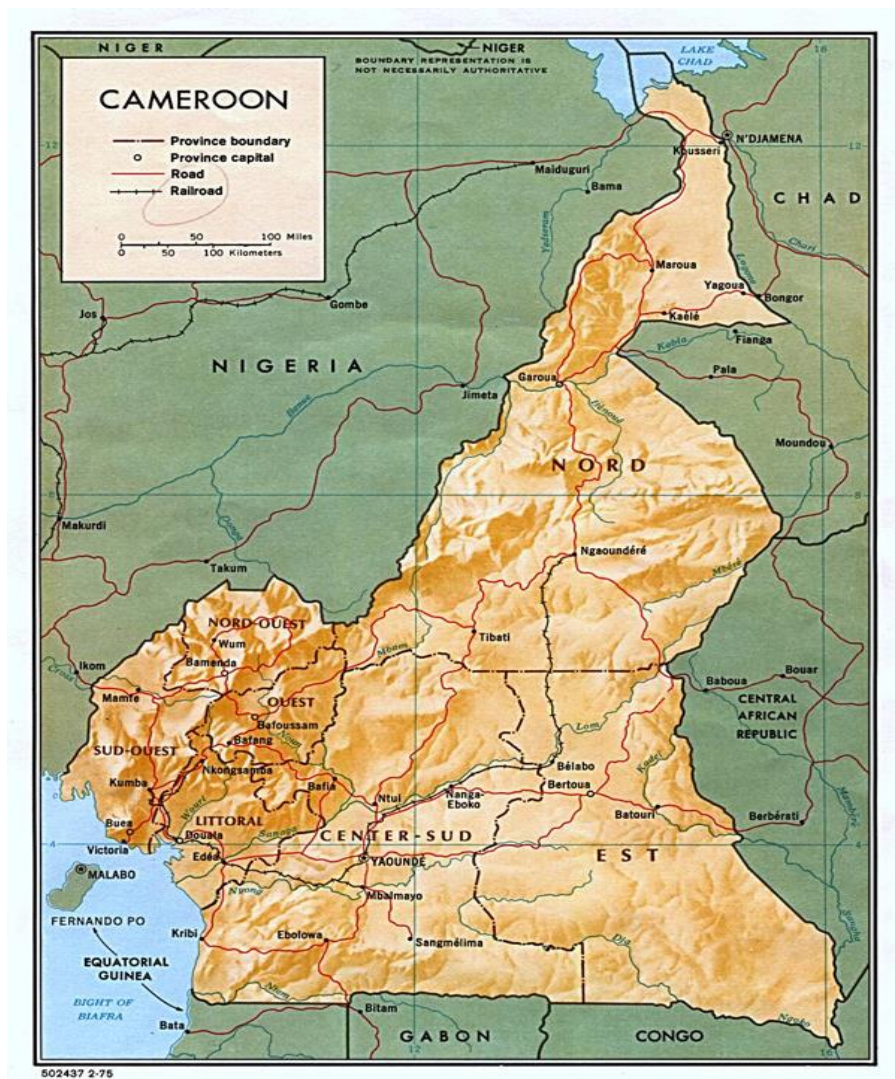


Fig. 9. The map of Cameroon, showing the ten regions of the country.

Climate

The climate varies from tropical along the coast to semiarid and hot in the north. Exceeding hot and humid, the coastal belt includes some of the wettest places on the earth such as Debuncha of the base of MT Cameroon which has an annual rainfall of 405 inches (10,287).



Fig: 10. Mt Cameroon gets colder the higher you go.

3.2 Rivers

In the south of the country, the main rivers flows southwest ward directly to the gulf of guinea and also in the northern part of Cameroon, the Benoure River runs north and west, eventually in to Niger, while the logone river flows north ward into lake Chad.



Fig: 11. Lobe falls near kribi in Cameroon.

3.3 Politics

The economic crises penetrated into Cameroon economy from 1994 which the Cameroon government lunched a three years economic and financial reform program with international monetary fund and the World Bank to reduce poverty. The results which were retrieved benefited the country a lot. Cameroon has develop a poverty reduction strategy paper (PRSP) Cameroon main policies is outlined in the (PRSP) which are the main thrust and objectives of which are inspired by the millennium development goals. The objectives of the government are to developed and consolidate economic growth in recent years to achieved sustainable development which includes:

1. Taking into accounts the needs and demand of the population.
2. Combating rural security.
3. Ensuring food security.
4. Promoting non-traditional exports.
5. Developing production methods that are economically viable and environmentally friendly in other to combat poverty in the agricultural sector
6. Promoting employment for rural woman and young people.
7. Promoting research on market opportunities for agricultural products.
8. Achieving sustainable development of natural resources.

Cameroon has been participating in multilateral trading system which has actually helped to improve the economic growth, attract foreign investors, improve it infrastructure and diverse it exports. Cameroon has been going through a gradual recovering process from depression which lasted until 1995. Cameroon still suffers from poverty, deterioration in the education and health system, weaknesses in governance. Cameroon solely depends on agricultural and forestry as their main

contributors to the GDP. The main problem is the country main trade policy instrument which is the tariff. Cameroon exports items such as petroleum, cocoa, coffee, aluminum and timber. Cameroon is a founding member of the WTO and grants at least MFN treatment to all its trading partners. Cameroon as a third world economy is still going through a transition period to be able to implement a number of commitments under various agreements. Cameroon trade policies are determined under CEMEC (communitaire economique et monetaire de l' Afrique central.) which include central Africa republic, Chad, Equatorial Guinea, Gabon and the republic of Congo. The main generating income in the economic sector is agriculture and forestry. Policies works in complete different ways with the most important aspect being poverty reduction and climate change, but the government of Cameroon seems to be facing both external and internal problems related to household. The achievement of growth is so disappointing and the country seems not to be interested in millennium development goals (MDGs) on its current trajectory. Cameroon has found itself in a situation that has to lead to several negative factors including poor public finance, weak management and unequal distribution of resources. The government of Cameroon can use fiscal policy as an effective tool to address this weakness and threats. The government should be committed to the creation of jobs which is in line with the 2035 vision which can be a means of achieving goals and also the collaboration of the private sectors. Cameroon focuses on its disputes with Nigeria of the oil rich Bakassi peninsula which lasted for about four years and was brought in front of the international court of justice (ICJ) in 1994 which the judge ruled in favor of Cameroon. The president of Cameroon, President Paul Biya has been notice for its lack of democracy, corruption and bribery. Amnesty international have been so out spoken, critics of the Biya regime. Cameroon has been seriously

noted for its violation of human rights, citing arrests, beating, torture and continuing detention of opposition supporters.

3.4 History

Although some Europeans first arrived on the coast of Cameroon, such as the Portuguese but did not immediately penetrated into the country because they were scared of malaria and was unprevented and was known in those days as a deadly disease unstill when the cured for malarial became known. Cameroon is been colonized by the French and the British and got its independence in 1960, ruled by two presidents still this moment, Amadou Ahidjo and Paul Biya and president Amadou was the first president to rule the country inherits a smoldering civil war against the radical party which was known as the (UPC) union populations de Cameroon. Which he ruled the country for 22 years and handed over to President Paul Biya. There has been power strangle between the two presidents which lasted for two years and fail when Paul Biya became the president of Cameroon in 1982 and which the formal president die in exile in Senegal. The current president formed his own party (CPDM) which means Cameroon people democratic movement. In the 1990s, issues dominated the Cameroon politics which was the long-running mounting pressure from the English- speaking minority (Anglophone) for the return to two federated provinces. Cameroon is a typical religious country, 95% of the populations are Christians and only 5% are Muslims. 1998, Cameroon was ranked by the business monitor transparency international as the most corrupt nation in the world. In March 2009, Pope Benedict the 16th visited Cameroon and said “peaceful existence between the Muslims and the Christians in Cameroon” and should be seen as an example to other Africa nations for example Nigeria. November 2012, President Paul Biya celebrated his 30 years in power as riot policy dispersed an

opposition protest to anyone who will cause any form of strike. In 2013 February, France urges its citizens to leave the northern part of Cameroon and of which seven French citizens were kidnapped by Islamists militants, thus as the republic of Cameroon, the newly reunified African nation proceeded to tackle its post-independence problems, such as lack of industries, underdevelopment, a weak economy dependent on a few key exports, a multi ethnic population and some troubles, some post-colonial political transition Cameroon went through another face in 1972 when the nation voted by referendum to replace the federal government with a unitary system under the united republic of Cameroon. President Ahidjo stepped down as the president in 1982 and handed over to the Prime Minister Paul Biya who was the president at that time. Biya has been particularly aggressive with the Anglophone population, regardless of what the country has been through since its independence. The government wishes to improve on the living conditions of its citizens by striving for more job opportunities, the establishment of educational institutes, improvement of good medical and healthy living conditions.

3.5 Environment

Cameroon is a country that is blessed with natural resources, but faces a lot of environmental problems that are associated with socio economic factors that influence the population negatively such as:

1. Loss of natural habitat
2. Poaching
3. Desertification
4. Overfishing
5. Diseases.

Numerous factors has leads or cause environmental problems and deforestation, such as soil degradation, pollution, poverty, extreme seasonal floods which has leads to poor waste management in industrial and urban centers, are just some of the environmental issues currently faced in the country. Living earth has been working in Cameroon for 21years. It is an international organization that aim to carter for the environment and protect its natural resources. Their aim and objectives are as follows:

To empower communities to resolve the local environmental and social development issues.

Developing managerial skills.

Involving local communities to be active as stakeholders and developing solutions to their challenging problems.

Living earth (NGO) current fund projects in Cameroon such as: waste to wealth having as objective the reduction of urban slums in Cameroon, Uganda and Nigeria through the initiation of community based organizations that would deliver waste management and recycling services. Africa urban entrepreneurs development program (AUEDP) this has created a tailor made learning program for entrepreneurs and managers of small and medium sized enterprises. Participation FLEGT, this is aim at promoting and implementing of FLEGT VPA in Cameroon by enabling civil societies to play an active role in the implementation of the FLEGT VPA agreement in the TRIDOM region of Cameroon. The country has once been affected by drought, floods and extreme temperatures especially in the north and extreme north regions and which this has leads to the drastic decreased of agricultural products such as cocoyam and has greatly affected the lack of mineral water. This natural disaster has help to cause damages to the agricultural products, infrastructure and property.

The extreme heat condition has also made people to migrate to places that are less humid, leaving some people unsheltered or requiring immediate assistance during periods of emergency resulting from natural disaster.

3.6 Resources

Cameroon is so rich in natural resources such as petroleum, bauxite, iron ore, timber, and hydropower and supply some of this resources to its neighboring countries like Equatorial Guinea, central Africa republic, chad etc. the country also produce agricultural products like oil, coffee and cocoa. It seems to have brought some benefits to the country. Cameroon natural resources is estimated at 44% of the country's total wealth, highly forested with around 42% of the total land area, equivalent to be 20 million covered in forest, 90% of Africa ecosystem is found in Cameroon in terms of plants and wildlife, Cameroon is considered the highest biodiversity in Africa after Amazonian basin. It also has one of the highest rates of deforestation in the Congo basin. Deforestation rate in Cameroon is about 1 % per year equivalent to a loss of around 200.000 ha per year. Cameroon is currently using 25% more natural resources than the planet can sustain. According to wwf, which means millions of people are facing shortage of food supply and are more vulnerable to pests and disease and over 350 million people suffer from severe water scarcity.

3.7 Present Tourism Sector

The tourism sector in Cameroon is growing at a slow motion, despite the fact that it is the fastest growing industry in the world. The government is doing everything in its power to encourage investment by airlines, hotels and travelling agencies. The country is known as African culture and geography. Cameroon has a wildlife reserves that draws the attention and attracts tourist to the country both safari-goers and big game hunters, as Cameroon is known as a country for many iconic animals.

As the tourism sector is still growing, poor transport infrastructure and corrupt officials who may harass visitors for bribes, hence fourth the treatment of tourists by Cameroonians officials has improved as the role of tourism, as a source of revenue has been emphasized by the government. Touristic sites in Cameroon are categories into four areas: the coast, major cities, western highlands and the north. The coast offers two major beach resorts. Yaoundé which is the capital of Cameroon has several mountains. The western highland offers picturesque mountain scenery waterfalls and lakes and provides a cooler climate. Bamenda which is known as the capital of the North West region is known for traditional culture and crafts than any other part of the country. The minister of tourism Baba Hamadou revealed that since 2010, 572,728 tourists from various parts of the world has visited Cameroon and the revenue has tremendously increased by 3% and products and also an increase to 13% by 2035 as time goes by. The country has 12,539 hotels with 44,110 beds compared to the previous years. The number indicates an average of 130 hotels with 4,690 rooms and 5,846 beds built every year and by 2035, there will be 5689 hotels with 156,023 rooms and 170,260 beds in Cameroon. Base on the information collected by the national institute of statistics, now indicates that there are 9000 tourism related businesses in Cameroon and those businesses amongst themselves generate around 60.000 direct jobs. Numerous projects are been executed to promote tourism development in Cameroon.

3.8 Markets

Travelers can hike into the mountains to Cameroon in the north; explore the jungle in the coast, mt. Cameroon or the Fako Mountain which is the highest mountain in the region, rose from near the sea level. Cameroon has produced some of the most famous artists of the region unlike Mogo Beti, Cameroonian writer Linus.T. Asong

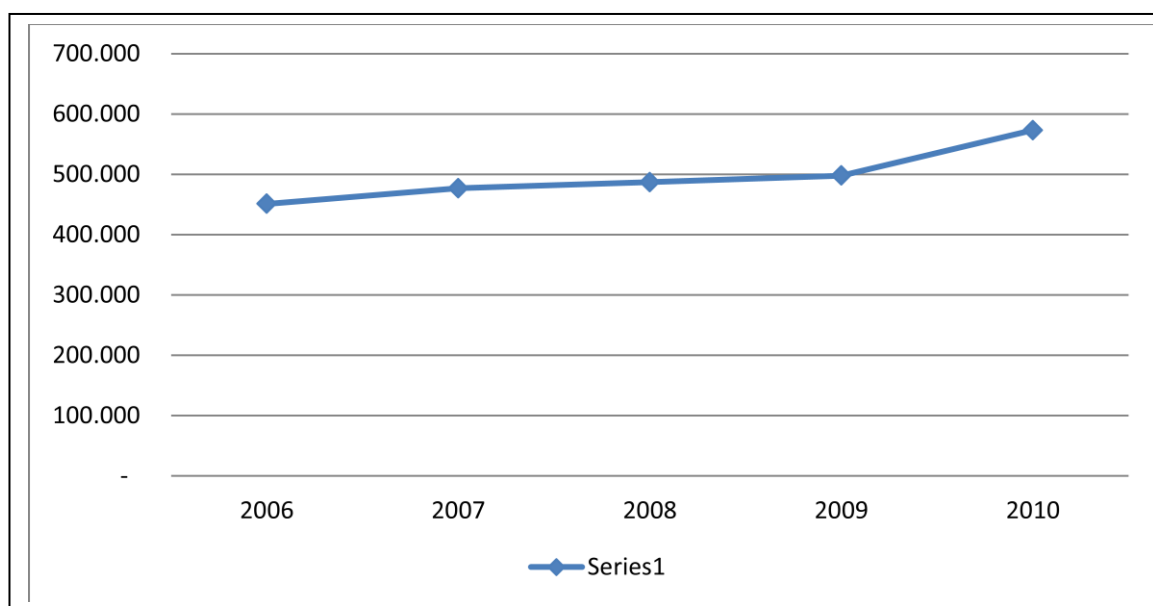
and unlike many others with the legacy of colonialism. Musically, Manu Dibango is the country's brightest star of all time. Ebolowa, which is found in the south region of Cameroon, shares borders with Equatorial Guinea and Gabon, which is fun and lively with cheap hotels, bars and other amenities for the standard travelers. During the day, the town is transformed into a number of markets with usually clothes, food and other imported equipment. Several buses operate around the clock from this city to approximately U.S \$ 3 to Yaoundé. Kribi is a town where you can enjoy a variety of sea food related to the beach, it is also popular "joint" for well-to-do Cameroonians especially during the weekend and low season.

Numbers

Cameroon- International Tourism

International tourism, numbers of arrivals.

<u>Years</u>	<u>Value</u>
2006	451,000
2007	477,000
2008	487,000
2009	498,000
2010	570,000



Source: (WTO 2011) tourist arrivals in Cameroon. NB: as the number of years increased, the number of tourist arriving Cameroon each year increases from 2006 (451,000) to 2010 (570,000)

International Tourism, Receipts (Current U.S. \$)

The latest international tourism receipts (current us\$) in Cameroon was \$171,000,000 as of 2010. Over the past 15 years it has fluctuated between 271,000,000 in 2009 and \$75,000,000 in 1995. International tourism receipts are expenditures by international inbound visitors, including payments to national carriers for international transportation (BusinessDictionary.com) they also include receipts from same-day visitors except this are important enough to justify separate classification. (World tourism organization year book of statistics, compendium of tourism statistics and data files).

International tourism receipts (% total export) (WTO).

International tourism, receipts (% of total exports) in Cameroon was 3.05 as of 2010. It's the highest value over the past 5years 5.45 in 2005, while the lowest value was 2.29 in 2008. World tourism organization, year book of tourism statistics, compendium of tourism statistics and data files).

International tourism receipts for passengers transport items (current us\$) (WTO).

The latest value of international tourism, receipts for passengers transport items (current us\$) in Cameroon was \$12,000,000 as of 2010, over the past 15years, the value for this indicator has fluctuated between \$109,000,000 in 2001 and \$1000,000

in 2009.(world tourism organization, year book of tourism statistics, compendium of tourism statistics and data files)

International tourism, expenditures of passengers transports items. (Current us\$) (WTO).

The latest value for international tourism, expenditures for passengers items (current us\$) in Cameroon was \$79,000,000 in 2010. Over the past 15 years, the value for this indicator has fluctuated (\$153,000,000 in 2008 and \$21,000,000 in 1996. (World tourism organization year book of tourism statistics, compendium of tourism statistics and data files)

International tourism receipts for travel items (current in us\$) (WTO)

In Cameroon was \$159,000,000 as of 2010. Over the past 15 years, the value for this indicator has fluctuated between \$270,000,000 in 2009 and \$36,000,000 in 1995. (Word tourism organization, year book of tourism statistics, compendium of tourism statistics and data files)

International tourism, expenditures for travel items (current u.s.\$) (WTO)

The latest value for international tourism, expenditures for travel items (current u.s.\$) in Cameroon was \$186,000,000 as of 2010 over the past 15 years, the value of the indicator has fluctuated between \$412000, 000 in 2006 and \$105,000,000 in 1995.

International tourism, expenditures (% of total imports) (WTO)

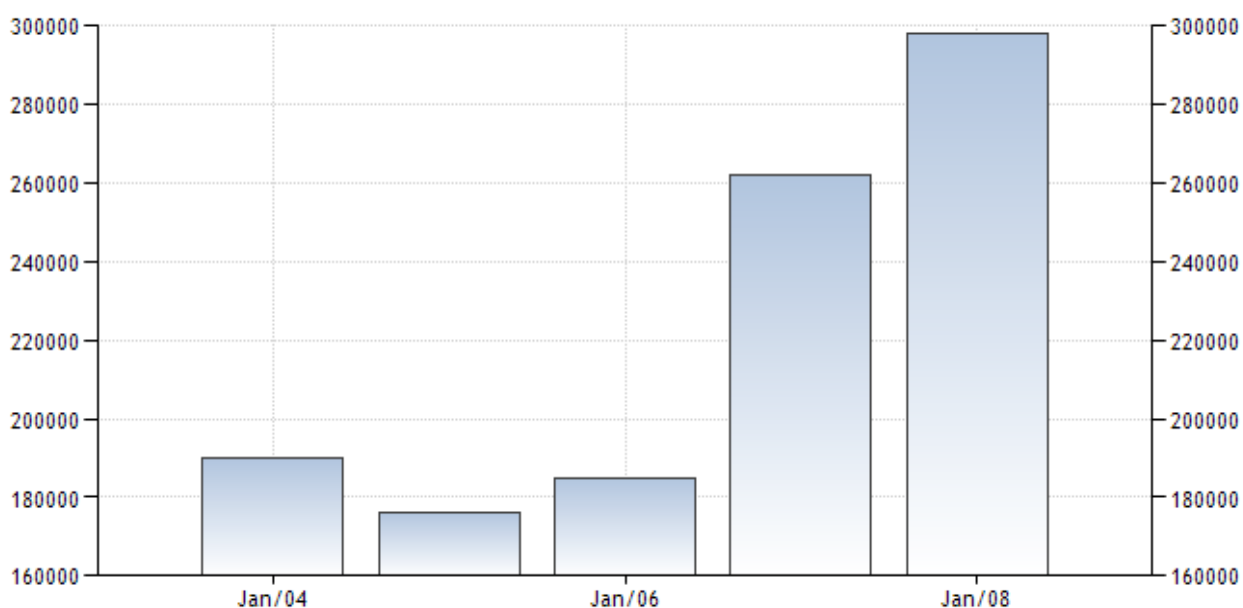
The latest value International tourism, expenditures (current U.S.\$) in Cameroon was \$265,000,000 as of 2010. Over the past 15 years, the value for this indicator has fluctuated between \$563,000,000 in 2008 and \$140,000,000 in 1995.

International tourism, expenditures (% of total import) (WTO)

International tourism, expenditures (% of total import) in Cameroon was 4.17 as of 2010. its the highest value over the past 15 years was 11.25 in 2006, while its lowest value was 4.17 in 2010.

3.9 Statistics

Cameroon has the highest number of tourist that arrived the country in 2008, which recorded 300,000 and the lest was in 2005 which was recorded slightly above 160,000 which that number double in 2008. (World Bank inbound) which can be seen from the diagram below.



Organization

Cameroon stand out with a unique identity that shows its diversity, stability, modality and traditions (Africa miniature) dynamism and calm at once. Hence the country constitutes all the beauty of Africa which explains why the people consider that nobody could really discover Africa without having visited this beautiful immature

country. (tourism office in north America) there are so many Nonprofit organization (NGOs) that functions under the supervision of MINTOUR (TIES) this NGOs are committed to promoting responsible tourism practices that benefited conservation and communities. These particular NGOs operate in 120 countries with problems that are making travelling interesting.

3.10 Problems

Despite the abundant resources found in Cameroon, the country is still face with a numerous problems which thus slows down the development of tourism planning,

(Simon, 2003) which some of the problems can be summarized below:

1. Unemployment
2. Civil Wars
3. Cyber crimes
4. High level of corruption and bribery
5. Lack of good infrastructures. In sufficient infrastructures for the development of a successful tourism sector.
6. Good roads and medical facilities
7. Child labor and trafficking where thousands of children work in the plantation (cocoa) under hazardous condition which are later harvested and exported to western countries.
8. Persistent poverty yet to be eradicated.
9. Safety and security, tourism information services are also lacking, thus making it difficult to provide the standards of facilities and services which tourism requires.
10. Lack of knowledge and awareness. In Cameroon, there is still some fundamental lack of tourism potentials in Cameroon.

11. Lack of technical skills, ability and weak promotion. Lack of professionals, the absent of weak publicity promotions and the limited technological services.
12. Lack of tourism investment, especially in the developing countries, it is very difficult to gain access reasonable financing in their tourism projects.

Chapter 4

METHODOLOGY

There is a need for this study to be carried out due to the fact that tourism is not well exploited in Cameroon and which this is an industry with a lot of potentials and the fastest growing industry in the world today which will be of help to the local citizens. This research will be able to elaborate on how tourism is been view and defined in Cameroon and also what strategies can be implemented to increased tourists attraction in the country.

It is also essential for this study to be carried out due to the fact that the country (Cameroon) is rich in tourism potentials which can be properly exploited to the benefit of the general public and the community in particular, despite all this advantages, tourism products are in high risk, because it has been abandoned by the government. Therefore, it will be of great potential if the government can take advantage of this opportunity to improve on this sector. This study will enable law makers to come up with strategies that will be more suitable for the implementation of plans. This will enhance continues growth of tourism in the country.

4.1 Data Gathering

Tourism is a field that derives many disciplines and the understanding of human behaviors when it comes to planning and the implementation of plans. This study investigates and elaborates on how tourism is defined in Cameroon, the type of tourism appropriate. This research was focus more on the narrow sample. Semi-structured interview as interviews were conducted to the top officials of tourism,

both in the public and private sectors such as the minister, provincial and regional delegates of tourism, non-governmental organizations (NGO) and tour operators. The questionnaires were open-ended with a high level of flexibility which can also be called a “qualitative interviewing”. The researcher wanted questions to be answered in a more detailed manner which this can be done through semi-structure and in-depth elaboration of the topic. The sampling procedure was focused on group methodology which is affective strategy to generate proper information. (<http://www.extention.iastate.edu/publications/pm1969b.pdf>) this kind of sampling can also be known as judgmental sampling approach. This is when cases can be selected and judged.

On the other hand, in-depth interviews were conducted with 10 out of 15 officials of tourism. These were individuals that represent the industry nationally and international. NGOs and tour operators were categorized as “casual” and committed. They are not really new (less than 5 years). At this point, the survey indicates that majority of them are operating on a base, in need of financial support. Tourism establishments are located in places such as Yaoundé, Douala, Bamenda and Buea were targeted.

In addition, with the management executives were identified to be interviewed. This was within the time frame from February to June 2013. Officials from the ministry were been interviewed to gain a broad knowledge about tourism planning and development in Cameroon. 6 out of the 10 respondents could be interviewed and four were straightly on appointment. 4 out of the 10 respondents were from the public sector and the rest 6 were from the private sectors. In other to facilitate the study, the researcher established a cordial relationship with the respondents, permission was

received from the management of these establishments and their confidentiality was ensured. A list of 32 questions were asked to the respondents who were involved in the decision making process. Each of the respondents was interviewed separately, using semi-structured questionnaires and which each session took almost an hour and half.

The main themes were focused around the role of tourism on the overall development in Cameroon. The main principles were; tourism planning, how many experts on board, the human and financial capabilities and the role of tourism in the overall development. The questions are designed to bring out a clear view and perspective about tourism planning, this will also be aimed at offering different methods of thinking which will deliver new opportunities for the local people and more tourism products will be provided.

Respondents were assured that their identities will be kept confidential and anonymous in order to ease the concern regarding the outcomes.

4.2 Data Analysis

After the interviews were completed, the next stage was the categorization of the data. A certain data analysis technique known as the “framework analysis” after the framework analysis has been applied, which is recommended for the qualitative research approach Krueger (1994); Ritchie and Spencer (1994). Therefore, a continuum of the analysis, ranging from mere accumulation of raw data to the interpretation of data (that is, the raw data descriptive statements; interpretation) has been finished, the overall data gathering and coding process are not separated from each other. Coding is a pivotal link between collecting data and developing an emergent theory to explain these data. Through this type of method,

you define what is happening in the data and began to grapple with what it means. Charmaz, (2006; p.46) the next stage was to compare, conceptualized and categorized the information, as illustrated below the results of the respondent's views into negative and positive. On the other hand, they are synonymous with values that are given to the analysis of responses in the cases where operators are either expressing a shortfall in the process or successful process in tourism planning sectors. This can be summarized 10 main themes with the respective scales absent, favorable and present.

Table: 2. Data analysis process.

Questions	Themes/transcriptions (coding process)	Findings: tourism planning lodges	Categorization of answers public and private sectors
1	Defining tourism as a system.	positive	Movement from one place to the other, leisure
2	Types of tourism appropriate.	Positive, favorable	Ecotourism and cultural tourism.
3	Tourism potentials.	positive	Cultures and natural resources.
4	The essence of tourism planning	positive	Increased economic

Questions	Themes/transcriptions (coding process)	Findings: tourism planning lodges	Categorization of answers public and private sectors
			growth, income generating.
5	The institute role in tourism planning	Positive, committed and present.	Attracts foreign investors, creates employment.
6	The level of collaboration with the private sectors	Negative, lack of commitment	No collaboration with the private sectors.
7	Any written tourism plan	Negative and none.	Only by the government and no one.
8	Is there a clear policy plan	Negative, lack of awareness.	Lack of awareness.
9	How many policies are been formulated.	Negative, poor communication	Only by the government.
10	If financial assistance have ever been requested.	Finance lacking, unfavorable.	Public sector yes and private sector yes.

Questions	Themes/transcriptions (coding process)	Findings: tourism planning lodges	Categorization of answers public and private sectors
11	How many planning and development expertise are available.	Negative, lack of proper flow of communication	No details from both public and private sectors
12	Any changes in tourism development.	Positive, initial improvement.	Yes from both public and private sectors.
13	Are the changes necessary?	Strategy in the vision is present.	More developments.
14	What is the concept of sustainability?	Positive.	Environment.
15	The approaches in promoting tourism sector	Initial efforts are favorable.	Selling tourism products, such as arts, crafts.
16	Are there enough resources, financial capabilities?	There is lack of financial resources.	No funds are available.
17	How everyone participant, response in this sector.	Negative, low level of	Low level of collaboration.

Questions	Themes/transcriptions (coding process)	Findings: tourism planning lodges	Categorization of answers public and private sectors
		collaboration.	
18	Any cooperation with other Africa union.	No collaborations.	Public: yes and the private sector said no.
19	How is tourism defined base on resources?	Negative.	No detailed answer.
20	Your idea about regional cooperation for the purpose of tourism.	Initial ideas are favorable.	Carried out in different regions.
21	Plans and projects of tourism.	Negative.	Lack of tourism plans.
22	The role of tourism in the overall development.	Positive.	High level of tourism commitment.
23	How can this be explain	Negative.	Can't provide details.
24	Can the industry be a major force?	Positive.	yes
25	What do you think about travelling market?	Positive.	Bring people together.

Questions	Themes/transcriptions (coding process)	Findings: tourism planning lodges	Categorization of answers public and private sectors
26	Your opinion about tourism impacts.	Positive.	Increase revenue, attracts visitors into the country.
27	Are there any relation between planning and these impacts?	Positive.	Good results, be able to overcome social ills.
28	How the government play a role in development.	Positive.	Financing the private sectors, not managing all the activities.
29	The barriers of a sustainable and successful tourism planning.		High taxes, embargos, good hotels, good roads.
30	The notion about poverty reduction.		Sells of tourism products, self-employment.
31	The organization structure of		No detail

Questions	Themes/transcriptions (coding process)	Findings: tourism planning lodges	Categorization of answers public and private sectors
	tourism.		information provided.
32	Any idea about mass and alternative tourism.	negative	Mass tourism brings more ideas, not for pleasure but for health reasons.

This data consisted of words and not actually numbers. The data was interpreted to bring a clear understanding of the analysis. Creativity, disciplines and a systematic approach was required. A qualitative analysis focused on questions that you want to answer, the need for those interview and your resources.

Further, effort was taken to strengthen the results of the study. To achieve this, a comparative measure was applied to explore the extent of the contradiction or compliance between tourism planning operator's views and the public sectors perception in relation to tourism development and planning. Contradiction (15%) signifies an indication of contradiction responses between the officials and the planning operators regarding the same issue. It worth nothing that sometimes the idea

regarding an issue might be a concern of the officials pertaining planning and development, this has never been realized nor implemented in planning and development sites. Compliance (30%) signifies both respondents are agreeing on an issue in question regardless the negative and positive answer to the question. (18%) compliance was neither negative nor positive on the remaining issues that were discussed in the interview. Therefore, this was not given an outright contradiction or compliance.

Chapter 5

LIMITATIONS

There were some draw backs that were encountered and almost hinder the research.

5.0 Limitation of the Study

Power distance almost hinders the research. Appointments were to be booked; applications were filled with detail information, questions and answer about the purpose of the study. Public officials and policy makers were so reluctant to squeeze out time from their busy schedules to be interview.

The study was to be carried out within a one month time frame, but took almost six months, the participants were almost not available or too busy to be interview and new appointments have to be re-scheduled over and over. The sample size use for this study was so narrow due to the fact that respondents were not available to be interviewed. Therefore it can be recommended that for future research, the sample size needs to be larger.

Language barrier: questionnaires were to be translated from English to French and later translated to English again for better understanding and response particularly in the French speaking regions in the country, which is Yaoundé and Douala, being time consuming.

Transportation network was another obstacle that almost limits the research. Moving from one major city to the other with a lot of traffic took a lot of time to get to the destined destination.

Lots of security checks the researcher has to go through, numerous security check points to make sure no dangerous weapon was been carried before meeting the minister face to face under the supervision of police men and security officers.

5.1 Implication of the Study

The minister of tourism needs to reshuffle the ministry, giving opportunities the young graduates to show case their skills, knowledge and ability.

Attractive sites in the country such as the waza nation park, museums have been abandoned and forgotten. (Deteriorating buildings). The government should invest on issues that will attract and bring visitors into the country and thus increased revenue.

Lack of good infrastructures and accommodation facilities. More hotels, restaurants and recreation centers should be established

Tourism institution should be established for students to be educated and trained to become better tourism managers and expertise in the industry.

Transportation networks are horrible, the ministry of tourism in collaboration with the ministry of urban planning and other ministries should be able to constructs good roads to this attractive sites.

Too much bribery and corruption. The minister should be able to fight against bribery and corruption in the ministry by reinforcing some type of negative

reinforcement such as extinction, or jail sentencing depending on the level of the corruption. Policy issues in tourism planning context are very important and highly critical factor for any successful tourism planning establishment because it is the basis for further planning. The results of this study provide a way forward for those in charge of the tourism planning process and the implementation of plans in Cameroon.

5.2 Findings

Table: 3. Data analysis process through managing transcripts.

1	Clarity of public sector officials on tourism planning.	Negative	
2	Spatial analysis to achieve agreement on location of tourism.	Negative	Strategy & vision- ABSENT
3	Top-down planning as a norm .	positive	
4	Public participation in planning process.	Positive on conditions.	Public opinion-FAVORABLE
5	Mass tourism as a mode of tourism.	positive	
6	Long-term strategy and vision with commitment.	negative	
7	Expertise in tourism planning.	Mediocre	
8	Strategic/regional aspect of planning.	negative	Ecotourism specific plan-ABSENT
9	Clarity about hazards of mass tourism	negative	
10	Local awareness of the issue through communication.	Positive on conditions.	
11	Issues of sustainability	positive	
12	The concept of sustainability	positive	Initial effort-FAVORABLE
13	The impact of public opinion	negative	
14	The role of NGOs	Mediocre	
15	Community participation	negative	
16	Tourism planning, success story	negative	Commitment-PRESENT
17	Tourism as the main economic force.	negative	
18	Barriers to expand tourism	positive	
19	Motivation for further projects	negative	
20	human resources	negative	
21	Financial assistance	positive	Threatened by mass tourism-DISTRESSED.
22	Measuring the impact	positive	
23	Long-term impact	positive	
24	Inter-governmental cooperation	negative	Environmental measures-ABSENT
25	Environmental protection mechanisms.	Negative	
26	Environmental Laws (i.e.,PPP)	Negative	
27	Provide an example of a case of (PPP).	Negative	Marketing-ABSENT
28	Understanding the product development..	negative	
29	Marketing	negative	
30	Promoting tourism regionally.	Negative	Local awareness/local collaboration-ABSENT
31	Conflict of interest between people and government	negative	

Table: 3. Data analysis process through managing transcripts (i.e., categorizing, indexing, and coding). (Krueger and Casey, 2000; Draper, 2004; Fade, 2004; ESI, 2005). *results that signify both parties of interviewees agreeing on issue that rose in the question.

The study revealed that an important step has been taken regarding the concept of tourism planning and development in Cameroon. The diagram illustrated in table .3 regarding the theme tourism planning, respondents indicated spatially speaking. However, the study revealed that determination and clarity is absent both in the public and private sectors, and therefore a contraction occurs between the public and the private sectors. The survey also revealed that commitment and dedication of the tourism planning lodges are in congruence with the concept of and principle of tourism planning and development. Regarding the issue of mass tourism, there was a unanimous response *“mass tourism brings about lots of ideas and discussion on the table while alternative tourism: not for pleasure but can be for health problems and schooling”* when the issue of sustainability was mentioned, a respondent answer as thus *“sustainable tourism has become a popular academic cycle in that government of each country sees to it that all the norms are been respected be it in the industry not to pollute the environment and the sea.”* Cameroon operates under a highly centralized system which is only the government that makes decisions when it comes to the implementation of policy and planning. There is also lack of collaboration between the public and the private sector. A respondent from the public sector said is only *“40% not much interaction.”* It was also noticed that, there have been some barriers in the tourism sector such as high taxes. The government places taxes on the private, no good roads, harassment and the lack of proper flow of information. The local communities have been allowed by the government to managed local tourism sites without any financial or assistance from the government. It was indicated that tourism can play a role by sustaining nature through ecotourism. If wildlife is preserved, it will attract tourists into the country and the more tourists visit the country, the more the country is developed. There is one major issue in local

planning, especially in localities that are facing transition, Therefore; sustainability will not register unless the communities become part of the whole process of development. Three qualities in the community participation are absent in the case of tourism planning in Cameroon. There were no opportunities to asked technical or legal questions about creating tourism planning as a means of development. Secondly, there was never any workshop to facilitate interaction and discussion regarding various options. Thirdly, there has never been any demonstration to show growth alternative. Hanna (2004)

The findings shows that the public sector effort to improve tourism planning establishments has been a positive move with the ambition of restoring a degree of economic activities through the impact of tourism projects.

Another vital issue the study reveals is the uncertainty of the questions which has been terribly answered. Tourism planning operators are highly concern about the issue of expansion, favorably ensuring of mass tourism in these regions.

5.3 Recommendations.

The following aspects mention in the tale can be

Recommended for proper future development and the implementation of tourism policy and planning.

Table: 4.

Tourism planning policies and goals should be clear and understanding.
Resources localization. Tourism resources should be located, for there is a lot of tourism potentials in the country which has been abandoned such as the waza national park, forest and timber exploration.

Stakeholders and communities participation. Employment of expertise who are knowledgeable about tourism planning
Expertise, stakeholders and communities participants should be motivated.
Productivity will increase.
Visitors' expectations and satisfaction will increase.
Motivated to re-visit that destination again.
Growth in the country's GDP.
Poverty reduction will decline.

5.4 Discussion and Conclusion

It can be concluded that there is little awareness about tourism policy and planning in Cameroon. There is no stakeholder's participation and involvement when it comes to policy implementation because of little knowledge about tourism. The country has a lot of tourism potential that if properly managed, it can generate income and improves development in the country. Cameroon is known as "Africa imiture because of its rich and diversify culture. Cameroon, being a highly centralized country, decisions and implantation of policies is the task of the government and no private sectors are involved. Tourism can served as an effective tool for development if properly planned. Stakeholders and nongovernmental organization should not be left out when it comes to decision making process, hence their contribution will play a vital role in improving tourism sectors, create employment in the country. Most of the tourism products in Cameroon have been abandoned and there has been lack of

interest when it comes to this aspect. The government should improve on tourism products in order to attract visitors and improve on its revenue. The tourism sector in Cameroon has a great mission and vision to improve the sector, eradicating poverty alleviation and becoming a middle income country. The government should not only talk about this mission and vision but should be about it as well, that is the government should focus on its objectives and avoiding any form of bribery and corruption at all angles. Planning is so important because tourism belongs to a popular global leisure activity. In 2011, there were over 983 million international tourist arrivals worldwide, representing a growth of 4.6% when compared to 940 million in 2010. Tourism establishment is being supported and promoted by a number of people and groups in different parts of the world. It serves as a major means of dealing with its damaging effects of tourism and cause substantial long term cumulative changes in the environment. Tourism planning is generally in its nature. It needs a well described planned and assessed in details in terms of socio economic and environmental conditions. To this respect careful analysis of its policy and planning procedures are needed.

In order to develop this sector further in Cameroon, the public sector needs to first see the ecotourism potentials that Cameroon have and come out with a clear and stated strategic policy and plan for its future development.

Also to improve this sector, there should be cooperation between the public sector and the tourism planning establishments. Series of meeting should be conducted by the public sector to educate and train more locals to see reasons why they should develop this sector. It is important for community to participant highly in its policy and planning procedures so as to be more committed while carrying out these

activities. It was also notice that the ministry of tourism does not give credit to the private sectors or the NGOs to developed tourism projects due to the lack of interest in these activities. There is lack of sufficient luxury form of tourism demands. Therefore, in the case like this, only little development can be achieved. Planning requires proper monitor in all departments. The research shows that there is less coordination between the private and the public sectors.

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APPENDIX

TOURISM PLANNING LODGES INTERVIEW

- YAOUNDÉ, THE MINISTRY OF TOURISM.
- DOUALA, MINISTRY OF TOURISM BONAPRISOR.
- BAMENDA, PROVINCIAL DELEGATION OF TOURISM, UP STATION.
- REGIONAL DELEGATION OF TOURISM, GREAT SOPPORT.

PRIVATE SECTORS

- TOUR OPERATORS, AFRICAINE TOURS AND COUNSEILS, YOUNDE, <http://www.cameroondme.com>
- CAMEROON HORIZON, DOUALA, <http://www.cameroon-horizon.com>
- NON-GOVERNMENTAL ORGANIZATION (NGO): ACTION CENTER FOR RURAL COMMUNITY DEVELOPMENT (ACERCD) CAMEROON BUEA.

PUBLIC AND PRIVATE SECTORS OFFICIAL INTERVIEWED.

- Minister of tourism, Yaoundé.
- Provincial delegate of tourism, Bamenda.
- Regional delegate of tourism, Buea.
- Provincial delegate of tourism, Douala.
- Head of tour operators, Yaoundé.
- Head of tour operators, Douala.
- Non-governmental organization (NGOs) Buea

INTERVIEW QUESTIONS

- 1) How do you define tourism system for Cameroon?
- 2) What types of tourism is appropriate for the case of Cameroon?
- 3) What are the major potentials for the purpose of tourism in Cameroon?
- 4) What is the essence of tourism planning in Cameroon?
- 5) What is this institution's role in tourism planning?
- 6) What is the level of your cooperation with the private sector?
- 7) Do you have a written/drafted tourism plan?
- 8) Is there a clear tourism policy?
- 9) How the policies for tourism been drafted and formulated?
- 10) Have you ever requested international assistance to come up with tourism plan for Cameroon?
- 11) How many tourism planning and development experts are on board in your institution?
- 12) Tourism planning and development have evolved since the second WW. Are you aware of the changes?
- 13) Why do you think these changes are necessary?
- 14) For example, 'sustainable tourism' has become popular in the academic circle and among the industry people; what is this concept? Any opinion?
- 15) How do you approach marketing and promotion in tourism sector?
- 16) Do you have enough human resources and financial capacity to approach a formidable tourism planning?
- 17) There are numerous sectors involved in tourism; how do you make sure every sector is participant and responsible in this process?

- 18) Have you tried to involve in cooperation with other African tourism institutions to share information and cooperate on shared projects?
- 19) Have defined your tourism system based on resources and regions?
- 20) What do you think about regional cooperation for the purpose of tourism planning?
- 21) May I ask about these plans/projects and may I see any draft is available?
- 22) Can tourism play a role in Cameroon's overall development?
- 23) Would you please explain how?
- 24) How do you feel about tourism industry? Can it become a major force to economic, social and environmental development?
- 25) Travel market is highly dynamic for tourism; what do you think and how do you perceive such dynamism?
- 26) May I ask your opinion about tourism impact (economic, social, environmental, and cultural)?
- 27) Would you please let me know if there is a relationship between planning and these impacts?
- 28) In what ways government should play a role in the development and planning of tourism?
- 29) What are the barriers to a sustainable and successful tourism planning in Cameroon?
- 30) Now-a-days, there is a discussion about the role of tourism in poverty reduction; what do you think about this notion?
- 31) Now-a-days, tourism is divided to mass and alternative; any idea about this division?

32) May I see the organizational/institutional chart/scheme that is showing the administrative elements?