

Enhancing the Market Potential of Nigeria Tourism Industry through Public-Private Partnerships

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Abstract: *The purpose of this study was to ascertain the effect of public-private partnerships on tourism development and marketing and also to identify the benefits of public-private partnerships in tourism development and marketing in Nigeria. The study adopted survey method. The data for the study were collected through personal interview and structured questionnaires administered on professionals and stakeholders in tourism industry. The study area was restricted to South Eastern States of Nigeria. The selected States include: Anambra, Enugu and Abia. A sample size of 300 was determined from the population of stakeholders in the industry which include; management staff of the State's Tourism Board, Travel Agents, Hoteliers and various Community Heads. Purposive sampling technique was adopted in administering the questionnaire on the respondents directly involved in tourism development and marketing in the study area. A total of 300 copies of questionnaire were administered on purposively selected stakeholders. A total of 280 copies were collected and found suitable for the analysis. The data collected were presented and analyzed with descriptive and inferential statistics. The findings indicated that there is a positive relationship between public-private partnerships and tourism development in Nigeria. More attractive destinations, better tourist infrastructure, faster destination development, better cooperation, access to funding were some of the benefits of using PPPs in tourism development and marketing. marketing programmes and strategies enhance development and promotion of tourism products in Nigeria but not as compared to the programmes of countries selected. A positive relationship existed between employment generation, GDP, public revenue and tourism marketing. The study concludes that public-private partnerships is an effective tool for developing, promoting and delivering public services. The study recommends that public-private partnerships should be adopted from idea generation, product development, pricing, promotion, distribution, people involved in service delivery, process and provision of physical facilities.*

Keywords: *Tourism, Market Potential, Public-Private Partnerships, South East, Nigeria.*

1. INTRODUCTION:

Over the past six decades, tourism has experienced continued expansion and diversification with many new destinations emerging in addition to the traditional favourites of Europe and North America [World Tourism Organisation(WTO), 2015]. The business volume of tourism equals or even surpasses that of oil exports, food products, or automobiles, and has become one of the major players in international commerce and represents at the same time one of the main income sources for many developing and emerging economies [World Travel & Tourism Council (WTTC), 2014]. The market shares of the emerging economies increased from 30% in 1980 to 45% in 2014, and is expected to reach 57% by 2030, equivalent to over 1 billion international tourist arrivals (WTO,2015). The development of tourism in emerging economies have been shaped by many factors among which public-private partnerships (PPP) play a key role as government agencies and the public sector with representatives of the entire tourism value chain are brought together under the same goals of promoting socio-economic development, sustainability, job creation and international competitiveness through tourism (WTO, 2015).

According to Anita (2010), there are naturally, two powerful forces within any tourism economy; the public sector and private sector. On individual basis, these two forces have the capacity and ability to achieve success and greatness. The public sector, ultimately acts as the architect of the county's core identity, policy and legacy. Developing tourism requires the involvement of governments as they have control over essential resources such as public lands (that is, beaches, mountains, national parks, and Lakes) and also the responsibility for activities such as regional economic development, planning, security of borders, and social and environmental protection (WTO, 2015).

The private sector and the business community equally share the desire for future growth and development of the nation and are capable of providing the needed expertise in transforming the tourism industry. However, these forces work with a different set of goals, metrics, expectations and accountabilities (Anita, 2010).

Public-Private Partnerships (PPP) bring together stakeholders with different objectives and skills, and resources in a formal or informal voluntary partnership to improve the attractiveness of a regional destination, its productivity associated market efficiency, and the overall management of tourism (WTO, 2015).

According to Chowdhury, Fahim and Dooty (2013), tourism initiatives involve many more things like hotels and entertainment constructions, improvements and modernization of airports, rail roads, sea ports, etc. and that new models are needed to enhance the market potentials of tourism industry through some ways of cooperation of government and private companies. This form of cooperation has been identified as Public Private Partnership (PPP), which is a long-term cooperation agreement between a public authority and the private sector to provide public services. It is also an effective way of promoting public service delivery (Bogheanu, 2014). The benefits of PPP in the sphere of tourism development, include acceleration of infrastructure provision, access to new sources of capital, faster implementation, provision of innovation and efficiency, value of money, partnership building, enhanced public management, training and capacity building of personnel, genuine risk transfer, performance related reward, promotion of private investment, professionals in management and commercial dynamism, provision of support services and equipment, information dissemination and marketing, and improved service quality (Ezreth, 2014).

2. STATEMENT OF THE PROBLEM:

Nigeria as a destination is blessed with a variety of tourism products especially in the area of religious, sports, culture, ecotourism, business tourism. Aiyamenkhue, (2010) cited the examples of tourism products to include: “extended and roomy river and ocean beaches, ideal for swimming and other water sports, unique wildlife, vast tracts of unspoiled nature ranging from tropical forest, magnificent waterfalls, some new rapidly growing cities and climate conditions in some parts particularly conducive for holidaying. Other attractions include traditional ways of life preserved in local customs, rich and varied handicrafts and other colourful products depicting or illustrative of native arts and lifestyle, and the authentic unsophisticated but friendly attitude of many in the Nigerian population”.

Despite the enormous tourism resources, the policies of the government, the programmes of the destination marketing organisations at the national, state levels and activities of the business organisations of the private sector in the tourism industry, little impact was recorded on tourism development and marketing in Nigeria as a destination. The statistics from the World Tourism Organisation clearly shows that potential inherent in tourism industry are enormous, that if developed and promoted, are capable of stimulating tourism demand from both domestic and international tourists, thereby generating revenue, employment, infrastructural development and positive image for the country. However, the efforts of the public and private sector working independently and uncoordinated have not been able to rescue the tourism sector as problems linger, such as low visitor exports, low level of investment, employment and insignificant contribution of tourism sector to Gross Domestic Product (GDP). Therefore, the tourism stakeholders in Nigeria are faced with the challenges of developing a cooperative and collaborative mechanism to enable the country realize the full potential of tourism industry and compete favourably among destinations of the world.

Although several studies have been carried out in a bid to understand better ways of delivering public services and how PPP could be used for quality, effective and efficient service delivery. It is evident that PPPs models are effective tools for promoting public service delivery in areas such as solid waste management (Betrab, Hernandez, Macht, & Rodriguez, 2014); traffic service (Taraszkiwiz, 2009); rural development (Ciolac, Csosz, Marin, Dincu, Rujescu & Stancin, 2013); health services (Bogheanu, 2014; Mitchel, 2014); educational services (Harry, Felope & Juliana, 2009); provision of infrastructure (Babatunde, Opawole & Akinsiku, 2012; Nuwagaba, 2013; Dooty, 2013); destination marketing (Girigis & Ibrahim, 2009); rural tourism development (Shobha & Manoj, 2014; Rajib & Chakraborty, 2012; Vijayanard, 2013; Saporiti, 2006; World Bank, 2012; WTO, 2011).

However, it was the work of Usomo, Arikpo and Ekpo-Eloma (2013) that recommended further study on how to develop tourism industry in Nigeria through collaboration and PPP. It is on this background that the study is based to examine ways PPP could contribute to development and marketing of tourism products and enhance the market potential of the tourism in South East, Nigeria.

3. OBJECTIVES OF THE STUDY:

The main objective of the study is to examine the possibility of enhancing the potential of tourism industry in South East, Nigeria through Public-Private Partnerships. Tourism being the fastest growing sector of world economy and in the face of dwindling oil price, one would like to know the possibility of developing and promoting the sector through partnerships in order to fully realize the potential inherent in the sector. Specifically, the paper strives to:

- Ascertain the effect of Public-Private Partnerships (PPPs) on tourism development and marketing in South East, Nigeria.

- Identify the benefits of Public-Private Partnerships (PPPs) in tourism development and marketing in South East, Nigeria.

4. RESEARCH QUESTIONS:

This study focused on answering the following research questions:

- What are the effect of public-private partnerships (PPPs) on tourism development and marketing in South East, Nigeria?
- What are the benefits of Public-Private Partnerships (PPPs) in tourism development and marketing in South East, Nigeria?

5. LITERATURE REVIEW:

The immense potential of the tourism sector to act as catalyst of economic social development has been widely acknowledged. In many countries, tourism is a significant vehicle for economic progress that generates employment, foreign exchange, tax revenues and contributes to poverty alleviation (Shobha & Manoj, 2014). It has also the potentiality for maintaining ecological balance (Franco & Estevao, 2010). According to Jiboku & Jiboku (2010), tourism potentials if properly developed will enhance youth development, stem youth restiveness, and foster unity and social cohesion among numerous ethnic groups in Nigeria. Hence, developing and promoting tourism potential is a critical issue for tourism stakeholders in Nigeria. It is critical because the total product offer of a tourism destination is complex, with both tangible and intangible dimensions. Tangibility is provided by the physical stock of hotels, visitor attractions, means of access, parking facilities etc. while tangibility is provided by the image of an area, augmented with historical associations. The complexity of the marketing task is compounded by the fragmented nature of the stakeholders who are responsible for components of the total offer (Palmer & Bejou, 1995). Therefore, there is need for a kind of collaboration and partnerships which has been identified as public-private partnerships (PPP).

There are diverse perspectives and definitions of public-private partnership found in the literature broadly, PPP refers to an agreement between the public and private sectors with clear agreement on shared objectives for the delivery of public infrastructure and /or public services (Research Republic, 2008). In a narrower sense, it refers to tangible cooperation activities in which the public and private sectors combine their resources and knowledge in order to satisfy some of the public needs of their social environment (Linder, 1999). Similarly, PPP is defined as an agreement between the government and private sector for the purpose of provisioning a public service or infrastructure. In another attempt, PPP describes a relationship in which public and private resources are blended to achieve a goal or set of goals judged to be mutually beneficial both to the private entity and to the public (Louis, Revital & Kurt, 2012). Further, it involves collaboration between public and private sector to fulfill a long-term goal, usually for a project that will lead to the development of an area or region (Gabriel, Bogdon & Bulin, 2013).

In addition, Abdul-Salam (2012) defines PPP as “an agreement between the government and the private sector for the purpose of provisioning a public service or infrastructure”. Ahmed (2000) described PPP as “a partnership between public and private actors, working together on the basis of shared objectives, strategies and agreed monitoring and evaluation criteria usually through the formation of a new joint entity for implementation”.

From tourism perspective, Long (1997) states that PPP are “sets of cooperative efforts between autonomous stakeholders, representing organisations in two or more sectors with interests in tourism, that team up in an interactive process, using common rules, norms and structures, at a previously established organizational level and in a delimited geographical area, acting or making decisions on issues related to the development of tourism”.

As may be observed from the definitions, a common characteristic that exists among them is that the partnerships are based upon cooperative and contractual relationships between the government and the private sector intended to draw upon the strengths of the two sectors.

Researchers have identified reasons and benefits of adopting PPP in public services delivery especially in tourism industry. According to Gabriela et al (2013), private investment often is only short-term oriented and does not consider the exploitation and over use of resources, while the governments are not able to provide up-to-date and consumer oriented tourism products or services. Other reasons include improving the competitive advantages, to overcome financial problems, to transfer know-how, to increase professionalism and productivity. According to Girgis & Ibrahim, (2009), the most critical areas for PPPs within the travel and tourism industry are improving destination image, preserving cultural and heritage resources, education and training, safety and security, and environmental protection. Partnerships through strategic alliances may constitute the key to the survival of small companies in the hotel and catering industry, in travel and other sectors of tourism (Witt & Moutinho, 1995; Franco & Estevao, 2010). PPP enables the public sector to benefit from commercial dynamism, the ability to raise finances in an environment of

budgetary restrictions, innovations and efficiencies, harnesses through the introduction of private sector investors who contribute their own capital, skills and experience (Shobha & Manoj, 2014).

Other reasons leading to PPP include the reduction of risks and costs of assessing new markets, through reinforcement of financial resources and share of human resources; extending the scope of operational actions, taking as an example small companies or groups with a large scale; acquiring capacities and knowledge directing customers through more effective distribution channels; which clearly require the support of public and private sectors. PPP enhances the competitive advantage of tourism industry in a particular destination or destinations; provided viable and alternative effective and efficient delivery of tourism products, infrastructure facilities and added value, through collaboration and partnerships between various key stakeholders from the demand and supply side (Chowdhury, Fahim & Dooty, 2013).

WTO, (2002) elaborated in details the objectives in creating partnerships in tourism industry under the following.

- **Products:** to create value and preserve resources; establish quality standards; develop attractions; theme parks and accommodation; provide technical support for the development of innovative programmes; contribute to the economic well-being of the community; create sustainable development of tourism; overcome investment barriers; protect consumers; and face the competition.
- **Research and Technology:** to provide research methodologies and quantitative analysis, implement tourism satellite accounts; facilitate technological developments.
- **Human Resources:** to establish quality and service standards; offer training and education programmes and develop productivity and innovation.
- **Funding:** to obtain investment and funding; influence public investment and obtain initial investment.
- **Infrastructures:** to develop roads, transport infrastructure and basic services; ensure public health and sanitation, ensure safety; and develop communication systems.
- **Marketing and Sales:** to develop the destination image; develop marketing efficiency; improve the scope and coverage of the markets; provide support for marketing and electronic distribution, including the internet; provide support for participation in exhibitions; value the cooperation of marketing programmes and access to new markets.

Scale of Public-Private Partnerships

The options available for delivery of public services range from direct provision by a ministry or government department to outright privatization, where the government transfers all responsibilities, risks and rewards for service delivery to the private sector. Within the spectrum, public-private partnerships can be categorized based on the extent of public and private sector involvement and the degree of risk allocation. A simplified spectrum for public-private partnerships are as follows: Buy-Build-Operate, Build-Own-Operate, Build-Own-Operate-Transfer, Lease-Operate-Transfer, Lease-Develop-Operate, Design-Build-Operate, Finance only, Operations/Maintenance, Design-Build, Growth-Corporate/Agency, Government (www.pppintourism.in).

6. THEORETICAL FRAMEWORK:

The theoretical framework of this study is anchored on Stakeholder theory. The theory originated as a theory of organizational management and is based on the premise that organizations have an array of different stakeholder groups. Freeman (1984) is widely acknowledged to have established the conceptual and critical foundations of the theory with further contributions by Clarkson (1995). Freeman (1984) defines a stakeholder as “any group or individual who can affect or is affected by the achievement of an organization’s objectives”. Accordingly, Jones and Wicks (1999) as recorded by Fyall, Garrod and Wang (2012) argue that stakeholder theory is based on four distinguishing features:

- The theory focuses on managerial decision-making;
- The organization has relationship with constituent stakeholder groups, which both affect and is affected by its decision making;
- These relationships at least partly determine outcomes for both the organization and its stakeholders;
- That the interests of all stakeholder groups have intrinsic value, with no set of interests dominating the others.

This theory stressed the contribution that other organizations within the tourism destination can make to the individual component’s overall success. It emphasizes the importance of the support, complementarity, and knowledge of other components of the destination, which may in turn serve as a catalyst for broader collaboration within the destinations (Fyall, et al, 2012). For individual success in tourism, cooperation among different stakeholders is necessary. Buhalis, Franco & Estevao (2010) believe that the marketing strategies and other tourism programmes adopted by any destination should consider the desires and expectations of all stakeholders, such as the resident population, entrepreneurs and investors, tourists, tour operators, intermediaries and other interested groups. There are a number of risks and benefits for every stakeholder in tourism, as well as certain tradeoffs. D’Angella and

Go (2009) listed a number of benefits that destination firms and Destination Marketing Organization (DMO) have from applying stakeholder theory to include: economies of scale, synergies, lower seasonality, high occupancy rate, promotion activities organized by people with specific skills, planning and organization of events in city, coherence among destination’s firms in terms of activities and involvement in the decision-making process. From the aspect of local residents; better job opportunities, easier way of obtaining permit for establishing a business, quality improvement of different kinds of infrastructure, increasing safety measures (Burns & Howard, 2003) etc.

7. METHODOLOGY:

The study adopted survey method. The data for the study were collected through personal interview and structured questionnaires administered on professionals and stakeholders in tourism industry. The study area was restricted to South Eastern States of Nigeria. The selected States include: Anambra, Enugu and Abia. The questionnaire was designed in relations to the research objectives. The questions were asked in a five-point Likert-scale form (5-strongly agree, 4- agree, 3- indifferent, 2- disagree, 1- strongly disagree). A sample size of 300 was determined from the population of stakeholders in the industry which include; management staff of the State’s Tourism Board, Travel Agents, Hoteliers and various Community Heads. Purposive sampling technique was adopted in administering the questionnaire on the respondents directly involved in tourism development and marketing in the study area. A total of 300 copies of questionnaire were administered on purposively selected stakeholders. A total of 280 copies were collected and found suitable for the analysis. The data collected were presented and analyzed with descriptive and inferential statistics while same data were tested mean score and Binomial statistics with the aid of computer through the application of Statistical Package for Social Sciences (SPSS) Version 20.

8. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS:

The data obtained from the field were presented and analyzed with descriptive and inferential statistics to provide answers for the research questions.

Table 1 and 2 show the mean scores for the contributions of the private and public sectors toward the development of tourism industry in South East, Nigeria. For the test, calculated mean was done by getting the average score of the Likert scale form (5-strongly agree, 4- agree, 3- indifferent, 2- disagree, 1- strongly disagree), that is, $5+4+3+2+1 = 15/5 = 3.0$. Therefore, the calculated mean score to measure the table mean score is 3.0.

From table one, it shows that the private sector contributes immensely towards the development of tourism industry in South East, Nigeria. It was only the development of research and creation of statistical database that recorded a table mean of 2.5, less than calculated mean of 3.0.

The private sector contributed a lot in the areas of building and management of hotels, Increased investment in the industry, transport services, development of tourist sites, Employment creations and opportunities, Provision of tourism infrastructure, and Promotion and marketing campaign.

TABLE 1: MEAN SCORES FOR THE CONTRIBUTIONS OF PRIVATE SECTOR IN TOURISM DEVELOPMENT IN SOUTH EAST, NIGERIA.

	Test value = 0					
	T	Df	Sig. (2-tailed)	Mean difference	95% confidence interval of the difference	
					Lower	Upper
Building and management of hotels	87.525	279	.000	4.39286	4.2941	4.4917
Increased investment in the industry	74.753	279	.000	4.32143	4.2076	4.4352
Transport services	69.000	279	.000	4.10714	3.9900	4.2243
Development of tourism sites	69.000	279	.000	4.10714	3.9900	4.2243
Promotion of sustainable tourism development	44.964	279	.000	3.28571	3.1419	3.4296
Practicing industry standard	44.964	279	.000	3.28571	3.1419	3.4296
Training of staff for the industry	54.293	279	.000	3.85714	3.7173	3.9970

Development of research and creation of statistical databases	35.295	279	.000	2.54286	2.4010	2.6847
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Contribute to preserving of culture, tradition and environment	54.293	279	.000	3.85714	3.7173	3.9970
Involve local communities in tourism development	39.089	279	.000	3.18214	3.0219	3.3424
Employment creations and opportunities	105.119	279	.000	4.35357	4.2720	4.4351
Provision of tourism infrastructure	87.525	279	.000	4.39286	4.2941	4.4917
Promotion and marketing campaign	69.000	279	.000	4.10714	3.9900	4.2243

Source: SPSS Version 20.

Table 2 below shows the contributions of the public sector towards the development of tourism sector in Enugu state. The public sector contributed their share in the development of tourism sector in the state. The only areas that fell below average were that of building of hotels (2.78), data collection, storage and sharing (2.55), fair tax policy (2.54) and research initiatives in collaboration with the private sector (2.54). Other areas like cultural and social development, provision of basic infrastructures and maintenance, provision of adequate security and friendly policies for the industry recorded above the calculated mean.

TABLE 2: MEAN SCORES FOR CONTRIBUTION OF THE PUBLIC SECTOR TOWARDS TOURISM DEVELOPMENT IN SOUTH EAST, NIGERIA.

	Test Value = 0					
	T	Df	Sig. tailed)	(2- Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Creating an enabling environment	45.651	279	.000	3.71429	3.5541	3.8744
Friendly policies for the industry	75.650	279	.000	4.14286	4.0351	4.2507
Developing sites and destinations	44.964	279	.000	3.28571	3.1419	3.4296
Provision of clean environment	46.099	279	.000	3.71429	3.5557	3.8729
Promotion of sustainable tourism development	44.964	279	.000	3.28571	3.1419	3.4296
Provision of adequate security	72.827	279	.000	4.12500	4.0135	4.2365
Provision of basic infrastructures and maintenance	69.000	279	.000	4.10714	3.9900	4.2243
Building of hotels	36.024	279	.000	2.78571	2.6335	2.9379
Cultural and social development	69.000	279	.000	4.10714	3.9900	4.2243

Adequate marketing programmes to create awareness	44.964	279	.000	3.28571	3.1419	3.4296
Data collection, storage and sharing	35.017	279	.000	2.53571	2.3932	2.6783
Provision of funding for SMEs in the industry	44.964	279	.000	3.28571	3.1419	3.4296
Having a vision for tourism	46.099	279	.000	3.71429	3.5557	3.8729

Provision of support, favourable terms and services to the private sector	47.677	279	.000	3.53571	3.3897	3.6817
Fair tax policy	35.295	279	.000	2.54286	2.4010	2.6847
Ensuring local communities wellbeing and that of tourists	44.964	279	.000	3.28571	3.1419	3.4296
Research initiative, in cooperation with private sector	35.295	279	.000	2.54286	2.4010	2.6847

Source: SPSS Version 20.

TABLE 3: BINOMIAL TEST ON THE POSSIBILITY OF ENHANCING THE MARKET POTENTIAL OF TOURISM INDUSTRY IN SOUTH EAST, NIGERIA THROUGH PPPS

		Category	N	Observed prop.	Test prop.	Exact sig. (2-tailed)
PPPs help to create value and preserve tourism resources	Group 1	Agreement	230	.82	.50	.000
	Group 2	Disagreement	50	.18		
	Total		280	1.00		
PPPs help to establish quality standard for stakeholders to follow	Group 1	Agreement	200	.71	.50	.000
	Group 2	Disagreement	80	.29		
	Total		280	1.00		
Theme parks and accommodation are developed through PPPs	Group 1	Agreement	250	.89	.50	.000
	Group 2	Disagreement	30	.11		
	Total		280	1.00		
PPPs provide technical support for the development of innovative programmes	Group 1	Agreement	230	.82	.50	.000
	Group 2	Disagreement	50	.18		
	Total		280	1.00		
PPPs contribute to the economic wellbeing of the rural communities	Group 1	Agreement	240	.86	.50	.000
	Group 2	Disagreement	40	.14		
	Total		280	1.00		
PPPs create sustainable development of tourism	Group 1	Agreement	200	.71	.50	.000
	Group 2	Disagreement	80	.29		
	Total		280	1.00		
PPPs help destination to overcome investment barriers and face competition	Group 1		250	.89	.50	.000
	Group 2		30	.11		
	Total		280	1.00		

		Category	N	Observed prop.	Test prop.	Exact sig. (2-tailed)
PPPs help in implementation of tourism satellite accounts	Group 1	Agreement	210	.75	.50	.000
	Group 2	Disagreement	70	.25		
	Total		280	1.00		
PPPs facilitate technological development in tourism industry	Group 1	Agreement	200	.71	.50	.000
	Group 2	Disagreement	80	.29		
	Total		280	1.00		
PPPs help to establish quality and service standards	Group 1	Agreement	200	.71	.50	.000
	Group 2	Disagreement	80	.29		
	Total		280	1.00		
PPPs help in offering quality training and	Group 1	Agreement	250	.89	.50	.000
	Group 2	Disagreement	30	.11		

education programmes and develop productivity and innovation	Total		280	1.00		
PPPs help to obtain investment and funding, influence investment and obtain initial investment	Group 1	Agreement	260	.93	.50	.000
	Group 2	Disagreement	20	.07		
	Total		280	1.00		
PPPs help to develop roads, transport infrastructure and basic services	Group 1	Agreement	250	.89	.50	.000
	Group 2	Disagreement	30	.11		
	Total		280	1.00		
PPPs ensure public health and sanitation at the destination	Group 1	Agreement	200	.71	.50	.000
	Group 2	Disagreement	80	.29		
	Total		280	1.00		

		Category	N	Observed prop.	Test prop.	Exact sig. (2-tailed)
PPPs help in provision of adequate security for the tourists	Group 1	Agreement	250	.89	.50	.000
	Group 2	Disagreement	30	.11		
	Total		280	1.00		
PPPs help in the development of communication systems for the destination	Group 1	Agreement	200	.71	.50	.000
	Group 2	Disagreement	80	.29		
	Total		280	1.00		
PPPs help to develop a comprehensive destination brand and image	Group 1	Agreement	255	.91	.50	.000
	Group 2	Disagreement	25	.09		
	Total		280	1.00		
PPPs help to develop marketing efficiency; improve the scope and coverage of the markets	Group 1	Agreement	250	.89	.50	.000
	Group 2	Disagreement	30	.11		
	Total		280	1.00		
PPPs provide support for marketing and electronic distribution, including the internet	Group 1	Agreement	250	.89	.50	.000
	Group 2	Disagreement	30	.11		
	Total		280	1.00		
PPPs provide support for participation in exhibitions	Group 1	Agreement	260	.93	.50	.000
	Group 2	Disagreement	20	.07		
	Total		280	1.00		
PPPs promote cooperation of marketing programmes and access to new markets	Group 1	Agreement	270	.96	.50	.000
	Group 2	Disagreement	10	.04		
	Total		280	1.00		

Source: SPSS version 20

Table 3 shows the binomial test results of the responses on the possibility of developing the tourism industry through the application of PPP models. The responses show groups of agreement and disagreement. The test proportion was .50 to be measured against the observed proportion.

The variables measured show observed proportion higher than the test proportion with significant figures of $0.000 < 0.05$. Majority of the respondents were of the opinion that if the right partnerships and collaborations between the public and private sectors are put in place, the tourism industry would flourish to the benefits of the stakeholders.

9. SUMMARY OF FINDINGS

The results based on the descriptive, inferential statistics and the review of related literature revealed the following:

- Public-Private Partnerships (PPPs) has been effective in creation of value and preservation of tourism resources such as heritage sites, festivals, sporting events, etc., in the region.
- Theme parks, tourist villages, hotel accommodation and shopping malls are provided with the help of PPPs in the region.

- Public-Private Partnerships (PPPs) contribute a lot in the area of investment financing. Funding of major tourism projects are done through collaboration by the government and the private investors.
- Public-Private Partnerships (PPPs) is effective in the areas of roads construction, transport infrastructure, sanitation at destinations, public health, security for tourists, and other basic services.
- Public-Private Partnerships (PPPs) helps in training and education programmes for manpower development in the tourism industry.
- Public-Private Partnerships (PPPs) helps in the development of marketing efficiency, especially in the area of electronic distributions and participation in exhibitions.
- More attractive destinations, up-to-date technologies, better tourist infrastructure, faster destination development, higher process are some of the benefits of PPP in tourism development.

10. CONCLUSION:

South Eastern region of Nigeria provides unique offerings and promising appeals to the local, regional and international tourism community for its various destinations, locations, cultural festivals, heritage sites, etc. Notable sites and cultural programmes in the region include: Ogbunike Cave (recognized by UNICEF), Agulu Lake, Rogenny Tourist Village, Akwuke Beach, Ezeagu Tourist Village, Oguta Lake, Masquerade festivals, New Yam festivals, etc. Potential inherent in tourism industry include: generation of revenue, employment creation, infrastructural development, and positive image for a destination. Meanwhile, the complex nature of tourism sector has led to uncoordinated programmes by the stakeholders over the years which has affected the rate of growth and development of tourism in the region.

However, in order to realize the full potential of tourism in the region and make it competitive, there is need for a strategic partnership among the tourism stakeholders. Public-private partnership (PPP) has been proven to be a vital model for service delivery and development. This view has been shared by the works of Betrab, Hernandez, Macht, and Rodriguez, (2014), Taraszkieviz, (2009), Ciolac, Csoz, Marin, Dincu, Rujescu and Stancin, (2013), Bogheanu, (2014), Mitchel, (2014), Harry, Felope and Juliana, (2009), Babatunde, Opawole and Akinsiku, (2012), Nuwagaba, (2013), Dooty, (2013), Girigis and Ibrahim, (2009), Shobha and Manoj, (2014), Rajib and Chakraborty, (2012), Vijayanard, (2013), Saporiti, (2006), World Bank, (2012), and WTO, (2011). For the partnership to be effective, there is need for effective and efficient State Tourism Boards with the responsibility of coordinating and monitoring the partnership programmes.

11. RECOMMENDATIONS

Based on the findings and conclusion, the study suggests the following recommendations:

- Government should do more in diversification of the economy from mono-economy that is based on oil and develop the tourism industry as it has the potential to boosting revenue generation, creating employment, alleviating poverty, infrastructural development and positive image for the region.
- The private sector should be encouraged to invest more in tourism industry by the government by creating enabling environment and favourable policies, especially in the area of tax and procurement processes.
- The tourism stakeholders should work together in terms of timelines, priorities, processes and opinions towards tourism development in the region.
- Public-Private Partnerships (PPPs) should be adopted in all spheres of tourism industry, from idea generation, development of products, pricing, promotion, service delivery, people involved, processes and provision of physical facilities.
- Public-Private Partnerships (PPPs) should be encouraged in the area of research, database building and management. These would help in identifying the needs or changes in tourist preferences and help in building long term relationship with the tourists.

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