Lack of basic services in the tourism industry: A study of stakeholders’ perspectives in Bamenda, Cameroons.

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Abstract

The purpose of the study is to highlight and investigate lack of basic services on city tourism in Bamenda from a national and an international stakeholders’ perspective. The study also aims to explore potential solutions and suggest improvements that can make Bamenda more competitive as a tourist destination. Basic services focused on has been insecurity, infrastructure shortage and unskilled personnel on tourism sub industries, electricity outages and unstable internet supply. To understand the scope of the problem, a qualitative method approach was used whereby thirty-seven persons were interviewed. The respondents were adult males and females between the age range 38-50 who have years of working experience and academic background that ranged from bachelor’s degree to Doctor of Philosophy (Ph. D)

The study identified government negligence in providing needed infrastructure and services as some of the biggest setbacks to the smooth functioning of the tourism industry in Bamenda. It was surprisingly realized that Bamenda has a diverse culture capable of attracting many international tourists as well as a very dynamic population. Additionally, it was noted that there is a devastating crisis of identity in the Cameroons that has brought tourism to near zero.

**Key words:** Bamenda, City Tourism, Cameroons, Services, Stakeholders, Perception
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# Table of Contents

Abstract ................................................................................................................................. i
Acknowledgement .................................................................................................................. ii
Lists of figures & tables ........................................................................................................ v
1 Introduction .......................................................................................................................... 1
  1.1 Background .................................................................................................................... 1
     1.1.2 Tourism and Political instability in Cameroons ..................................................... 2
     1.1.3 The city of Bamenda ............................................................................................... 4
  1.2 Problem discussion ....................................................................................................... 6
     1.2.1 Basic services and Tourism ................................................................................... 8
  1.3 Dissertation Aim .......................................................................................................... 9
  1.4 Research question ......................................................................................................... 9
  1.5 Delimitations ............................................................................................................... 9
     1.5.1 Definitions ............................................................................................................. 9
  1.6 Dissertation outline .................................................................................................... 11
2. Method ............................................................................................................................. 12
  2.1 Research approach ....................................................................................................... 12
  2.2 Qualitative versus quantitative research methods ....................................................... 12
  2.3 Advantages and disadvantages ................................................................................... 14
     2.3.1 Qualitative research ............................................................................................. 14
     2.3.2 Quantitative research ......................................................................................... 14
  2.4 Dissimilarities between quantitative and qualitative research .................................... 14
  2.5 Chosen method .......................................................................................................... 15
  2.6 Data collection method ............................................................................................... 16
  2.7 Data collection procedure .......................................................................................... 16
     2.7.1 The research questions ......................................................................................... 16
     2.7.2 Interviews with stakeholders .............................................................................. 17
  2.8 Data analysis method ................................................................................................. 18
  2.9 Validity and reliability ............................................................................................... 19
  2.10 Ethical considerations ............................................................................................... 20
  2.11 Methodology Critique ............................................................................................... 20
3 Theoretical frameworks .................................................................................................... 22
  3.1 Literature review ......................................................................................................... 22
  3.2 The stakeholder’s concepts ......................................................................................... 30
  3.3 Carrying capacity ....................................................................................................... 31
  3.4 An operative economic factor to solve lack of basic services ..................................... 32
Lists of figures & tables

List of figures
Figure 1. Location of Bamenda on the map of Cameroons .................................4
Figure 2. The stakeholder model of a destination .............................................. 31
Figure 3. Multiplier’s effect and income leakage in a tourism destination ............33
Figure 4. Conceptual model of destination competitiveness.................................34

List of tables
Table 1. Dissimilarities between quantitative and qualitative methods ...............15
Table 2. Outline of the initial 10 stakeholders who introduced other participants......17
Table 3. Explanation of 37 participants (tourists & stakeholders) ......................18
Table 4. A six-step thematic outline.................................................................19
Table 5. Themes and categories.................................................................42
1 Introduction

1.1 Background

Tourism is a significant economic activity in most countries around the world and it has substantial direct and indirect impacts on destinations, stakeholders and residents (Crouch and Ritchie, 1999). As per statistics from World Travel and Tourism Council (WTTC, 2017) a total of US$1,401.5 billion was globally generated in 2016 in visitor exports (e.g. money spent by visitors in countries). These figures put the tourism industry as one of the world’s largest and fastest growing economic sectors in terms of job opportunities, exports earning and prosperity generation (Swanson & Edgell, 2013, p. 4-7). Tourism brings huge economic, social, cultural, environmental and heritage value to the global economy (WTTC, 2017). WTTC reveals that tourism contributed 7613.3 billion USD to global GDP and employment worldwide and names transport as a vital factor that facilitates the smooth functioning of the hospitality and tourism industry. WTTC also noted energy supply, especially in significant quantities, as a vital resource that provides comfort and services to its guests. However, tourism continue to observe increasing and unpredictable setbacks (e.g. political instability, terrorist attacks, natural disasters) that impede its growth. Despite the setbacks, United Nations World Tourism Organization (2013) indicated that in the past two decades, tourism has connected more people than was possible decades ago. WTO (2013) also stated that an estimated 1.035 billion international tourists generated US$1.2 trillion in 2012 thereby creating over two hundred thirty-five million jobs worldwide.

In developing countries, notwithstanding the vast tourism contribution to national economies and potentials, the industry is hard hit by setbacks such as lack basic services (Malhotra, Ulgado, Agarwal, Shainesh, & Wu, 2005). These inadequacies include poor transport infrastructure, limited access to information, shortage of water, poor waste management, unstable telecommunication and electricity outages. Urban areas in developing countries continue to experience huge population increase leading to high demand in basic amenities. As a solution to these shortages, there is a need to invest sustainably and develop the basic services in the tourism industry. As stated by Fogwe and Ntumngia (2015) road infrastructure challenges is one of the shortcomings to development in the city of Bamenda. Road infrastructure is restricted and unequally developed resulting in traffic congestion and blockages in mobility flows. They affirmed that these trends affect seasonal activities and movements within the city especially during the rainy season. In Cameroons, electricity infrastructure facilities are undeveloped leading to constant electricity outages in the cities (Eberhard, Rosnes, Shkaratan, & Vennemo, 2011). Therefore, World Travel and Tourism Council (2017) reported about 289,500 jobs were supported in Cameroons in 2016 by travel and tourism observing a 3.1% of total employment and this witnessed a fall by 3.2% in 2017.

Globally the availability of transportation, accommodation, and ancillary services in destinations are beneficial to tourism as the services meet up with the desires of most tourists. Camilleri (2018) emphasizes that tourists’ main purpose is to be amused, entertained and be active during the stay in destinations. Camilleri further describes (e.g. accessibility, accommodation, activities, attractions, and amenities) as the essential parts of a tourism
destination. He enumerates roads, electricity and water supplies, communication facilities, waste management, security, medical services as infrastructure elements of a destination. It would be common knowledge that a destination with tourism potentials to improve basic infrastructure if it needs future expansion and a possible of tourists’ influx. To further enhance destinations competitiveness, stakeholders’ segment should be supported. Destination stakeholders include national authorities, tourist offices and the private sector that provide direct facilities or services to tourists, support organizations and development organizations (Ritchie & Ritchie, 2002). Moreover, tourism destinations and stakeholders should be instantly connected through a technological platform regarding the exchange of information on tourism activities (Buhalis and Amaranggana, 2015).

The introduction of information and communication technology (ICT) on destination has improved tourism experiences and offered suitable services for visitor’s unique needs and preferences (Gretzel, Zhong and Koo, 2016). These CTs services bring extensive changes to destinations as it supports travel and change consumer experiences. Tourism destinations should be concerned with visitor satisfaction as a main objective in marketing itself and satisfying visitors ready to purchase services (Della Corte, Sciarelli, Cascella and Del Gaudio, 2015). Della Corte et al (2015) names tourists' positive experiences of services as elements that influence visitor satisfaction. Experiences and resources provided by tourism destinations create positive word-of-mouth and word-of-mouse processes as bridges for tourist’s retention.

1.1.2 Tourism and Political instability in Cameroons

Cameroons implies two colonial entities; the former British southern Cameroons otherwise called Southern Cameroons and French Cameroon (see figure1). These former colonial entities are incompatible to live together. These bring the biggest threat to tourism industry as instability and friction constantly between the two entities (Vincent, Funteh, Henri & Léa, 2017). Tourism in Cameroons continue to face crisis in most part. According to International Crisis Group in 2014 western expatriates and local elites were abducted in Kousseri, a town in Far north region of Cameroons. This has affected Overseas travellers who consider travelling to Cameroons as a once peaceful destination (Okereke, 2018). However, Cameroons is among countries in the Central African sub-region known internationally as a potential destination for sustainable ecotourism development but lag those countries in Western, Eastern and Southern Africa (Kimbu, 2011). Kimbu stated that the Cameroons has vast tourism potentials and experienced increased visitor figures but is challenged by the inability to situate, promote and market itself as an exciting cultural and nature as well as ecotourism destinations. Kimbu argued further that despite Cameroons efforts to employ specialists in destination marketing and branding, the effects are not visible on the ground due to corruption.

Since 2016, tourism activities have been hit hard by political upheavals in Anglophone cities including Bamenda. This is a result of Cameroons composition - the British and the French legacies. Ndi (2014) notes that the English-speaking part has for years suffered political annexation from the francophones. As stated by Konings and Nyamnjoh (1997) the instability has increasingly posed major challenges in most domains of every days’ happening. This has adversely affected the economic and social life in the Southern Cameroons otherwise called Ambazonia. Konings and Nyamnjoh specified that the root of the problem dates to 1961 when
the political elites of two colonized territories, British and French agreed to form a federal state that would preserve the cultural heritage and identity of either groups. Pommerolle & Heungoup, (2017) states that the federation consequently resulted in annexation, subjugation, and assimilation by Francophone-dominated administration. Cameroon subsequently became a strongly centralized state hence awakening Anglophone consciousness that has led to instability. The effects of the political turmoil have been observed in the provision of basic services such as the internet and road infrastructure. International crisis group (2017) and Mbamalu (2017) acknowledged that political instability witnessed a three months’ internet cut by the government of Cameroon. This led to six months of general strikes and one school year lost. Mbamalu (2017) indicated that the government used the tactics to penalize the English-speaking regions for anti-union protests.

As for Pommerolle and Heungoup (2017), the crisis in the two Cameroons is characterized by strikes and protests, curfews and killings by warring factions - Cameroon government forces versus Ambazonia restoration fighters. Caxton (2017) also affirms that the Anglophone war has historical origins in British Southern Cameroon and the French Republic of Cameroon. The two agreed a two-state federation in 1961 that was unilaterally changed in 1972 by the Francophone dominated administration of Cameroon. The effects of the crisis are seen on basic services like information flow. Most Anglophone newspapers have gone online Ndangam, (2008) where the country’s diaspora can be reached. Ndangam argued that it’s also due to inadequacy of skills and weak telecommunications infrastructure in Anglophone regions. Financial impact of the war cannot be underestimated, Access Now, stated the huge financial cost of the internet shutdown at $5 million in tax revenue, profits of Internet-related businesses, general operating expenses, bank transaction fees, and money transfer services (Mukeredzi, 2017). Mukeredzi, noted that the shutdown affected “Silicon Mountain” a group of tech start-ups in the southwest English-speaking part of Cameroons. The internet shutdown affected online businesses and operators and they could not engage with foreign consumers. Internet service and hotel services company were severely affected and most of them were forced to shut down.
1.1.3 The city of Bamenda

Bamenda is the capital of the northwest region and its one of the biggest cities in English-speaking half of Cameroon. Bamenda and Buea are the two main cities in Anglophone Cameroon. The population of Bamenda is about 393,835 inhabitants (World population review, 2019) and geographically it is located on 5.96 latitude and 10.15 longitude (see figure 1) and it is situated at an elevation of 1258 meters above sea level (Acho-Chi, 1998). The city has a cool climate and picturesque hilly location which include an extended landscape that flips down a hill at an altitude of more than 1000 meter. More explicitly and geographically Bamenda is divided into up-station (seated on the mountain) and downtown (located on the foot of the mountain) making the town unique and gives an appealing view to visitors and inhabitants of the city (anonymous, 2019). Up-station which is mostly an administrative area is also a cooler residential part of the city with an altitude of about 1400m from downtown. The city of Bamenda is a composition of seven settlements (e.g. Mankon, Chomba, Mbatu, Nsongwa, Nkwen, Mendakwe and Bandza). Bamenda is also outlined by external settlements which comprise of Bambui, Bambili, Bafut, and Akum that make up part of the urban capital area (Nyambod, 2010). The suburban areas are considered important because of the role it plays in the tourism industry that of supplying the city. Bamenda's inner city is a sprawl that comprise of Bamenda’s Old town and the business municipality, Commercial avenue and Sonac-street. The history of Bamenda city goes back to 1901 when the first German Station was built in Bali in 1890 and later transferred to Mendakwe (Kometa and Akoh, 2012). Ever since then Bamenda has faced the problem of urban extension, loss of the natural vegetation and a decline in the extent and connectivity of wetlands and wildlife habitat. Kometa and Akoh noted that in Bamenda, the British and French colonial legacies are visible in the city as the administration is dominantly French speaking and the governed are majority English speaking.
The fortunes of the tourism sector in Bamenda differ noticeably from those in other parts of Cameroons. Bamenda has a diverse cultural potential that can be visible in palace museums. Recent examples are in the construction of two major state-of-the-art museums in the palaces of Mankon and Babungo in 2005 and 2006 (Fubah, 2016). The aim was to protect and boost the cultural and artistic heritage and uniqueness of the ethnic groups. Fubah described the museums as storage sites for the treasures of the palace. The museums house numerous historical and contemporary art and are craft institutions. Fubah also noted that there are other modern institutions in the city. These include handicraft shops (e.g. Bamenda Handicraft Cooperative Society (BHCS) and Presbyterian Handicraft Centre (Prescraft) and Pa Atanga’s international museum and library in Akum as well as Bafut museums). The role of these institutions is enhancing and preserving the artistic and cultural heritage resources of Bamenda. Bamenda is potentially rich in the history of art and craft production of the region with known handicap shops like BHCS and Prescraft (Fubah, 2016).

Moreover, Bamenda has a series of seasonal, cultural events and festivals that assemble huge national and international visitors to the city (Fardon, 2006). These cultural festivals include Lela; an annual festival in Bali-Nyonga which tells the story of an eighteenth-century Chamba kingdoms (Fardon, 2006). Chamba kingdoms was swept up by marauding slave-raid during the nineteenth century (Röschenthaler, 2007). Lela is a popular musical dance festival and a sign of identity within the Bali Nyonga community in Bamenda. Lela dance is ceremony in Bali Nyonga calendar and is symbolized by ritually washing at the events shrine (Fardon 2006); (Page, Evans, & Mercer, 2010). In Recent decades, Lela festival is often headed by the Fon (leader) and it’s four-day public event that usually take place on every 20th of December to the 23rd of December. Another important event is the Nguemba annual festivals. Nguemba consists of Mankon, Nkwen, Bafut, Mendakwe, Mbatu, Nsongwa and Chomba. These are also massively attended events for both domestic, national and international tourists and takes place between December and January (Nana, 2014). In recent times, there is the Oku Cultural and Development Association (OCDA) festival celebrated yearly in Oku, Bamenda and other parts of the world where Oku people reside. Bamenda is home to a huge number of Oku population outside the mainland kingdom of Oku. OCDA-Bamenda chapter is a huge gathering and eventful in recent times (Bah, 2004). The influence of Oku is very visible in Bamenda through its artistic work and could be seen on BHCS shops. Bamenda being a cosmopolitan city is representative of the region. A good example is the Bamenda handicraft cooperative society shop where Oku elephant masks, known worldwide are exhibited. There is also Oku White honey that portrays the potentials of Kilum mountain (Neba, 2010). There are many other tourism potentials representing the rest of the region exhibited in Bamenda city shops.

Bamenda’s rapid population expansion is accommodated in informal settlements on hilly slopes and along flood plans and river banks (Acho Chi, 1998). As described by Kometa and Akoh (2012), Bamenda has a beautiful scenery and relief that has influenced the drainage of the region has few rivers and streams in the area. Kometa and Akoh named river Mezam and waterfalls and its tributaries which flows from the Bamenda slope through the city centre into Mankon valleys. These rivers include, Ayaba and Liberkan Streams that form the big river.
Mezam that brings with its uncontrolled waste generated by the populace (Achankeng, 2004). As the biggest city in the northwest region and a cosmopolitan city Bamenda has however witnessed urban development from the 1980s forcing many residents especially the poor to reside in cheap marginal areas (Kometa and Akoh, 2012). These settlements naturally create the trails for hydrological disasters because of increased population expansion. The city faces the endemic problem of inefficient solid waste management characterized by persistent heaps of uncollected waste on street sides. In recent years, tourism and the hospitality industry have grown to become some of the largest business sectors in the city currently employing many people (Achankeng, 2004). Ngoasong and Kimbu (2016) stated the entrepreneurial capability of the Bamenda residents is in the informal sector. This puts in place microfinance institutions that facilitate tourism development. The availability of microcredit and development opportunities to stakeholders lead to increased tourism projects hence generating important sources of income to city centre and its environs. Ngoasong and Kimbu acknowledged the existence of local handicraft shops all over the city and along major streets (e.g. Sonac-street, up station road, commercial avenue and Bamenda Food Market. As a regional centre and besides tourism and hospitality sub industries, Bamenda has numerous markets, banks, and offices. Ngoasong and Kimbu emphasized that informal institutions have brought positive impact on tourism related entrepreneurship in Bamenda. However, tourism has brought a series of challenges which the author will examine.

1.2 Problem discussion
Among all the continents, Africa has outstandingly unlimited diversity of her environment (Filani, 1975). The continent has vast attractive landscape and diverse scenery, mountains, lakes, beaches, wildlife and sunshine making it a diversified and incomparable environment anywhere in the world (Filani, 1975). These striking tourism features are however hard-pressed by quite a lot of setbacks. Most of problems are infrastructural inadequacies as well as absence of up-to-date basic services capable of safeguarding the needed progress. In Bamenda as well as in Cameroons there are varied tourism potentials that continuously face practical challenges in its development which this study seeks to examine. There are a variety of shortages of some basic services in the tourism sector. Most of these setbacks are insecurity, transportation, internet and electricity supply, water and waste management as well as the impact of stakeholders in Bamenda. Cities in Cameroons like most of sub-Saharan Africa suffer huge decline despite their huge tourism potentials due to non-availability of basic services. Ankomah and Crompton (1990) acknowledged that the challenges has led to unrealized tourism potentials caused in part by neglect of basic services. Nevertheless, sub-Saharan Africa are making strides to transform tourism potential into a profitable industry, but most of these initiatives have largely failed due to corruption. Ankomah and Crompton (1990) associated the difficulties to lack of foreign exchange to secure the needed improvements and equipment. Factors such as negative image, lack of trained manpower, weak institutional framework for tourism planning and political turmoil are responsible for stagnation in the tourism industry (Ankomah and Crompton,1990). The researchers suggested further approaches that can reduce and modify the impact of these difficulties to tourism development. They suggest strategies such as cooperative promotion among countries, addressing the manpower shortage through counterpart training to develop
capacity. The researchers also argued that basic services in tourism can be improved, if stakeholders organize themselves and work persistently together with the goal to reduce the shortages. The absence of coordination and solidity between destination stakeholders - developers and managers pose an extremely uneven tourism industry (Ankomah and Crompton, 1990). As a solution to the familiar problems, Gunn (1988) recommended continuous tourism planning to incorporate social and economic development planning. Gunn observed that the 'go-it-alone' policies of several tourism sectors in the past have given way to stronger cooperation and teamwork. Jamal and Getz (1995) considered cooperation and collaboration in tourism planning as concepts that stakeholders should prioritize. Jamal and Getz noted further that stakeholders need to be aware of the potential problems that can arise during collaboration. To empower stakeholders to have suitable actions that can resolve some of the shortcomings, stakeholders should share skills, experiences and knowledge. Seeing stakeholders as a problem and solution to sustainability, Byrd (2007) suggested that for tourism planning and development to be sustainably successful stakeholders must be involved in the process. Byrd noted that both destination management and public participation perspectives including visitors and host communities on sustainable tourism should be endorsed. The author can therefore deduce that building alliances among stakeholders is a vital component to sustainable tourism development.

Lack of infrastructure cause undoubtedly uneven tourism development in different geographical areas. According to Kimbu (2011) city tourism infrastructure in the Central African sub-region, lag those located in in Eastern and Southern Africa. Although there have been increased visitor numbers in Central African sub region. The challenges are because of the government’s inability to position, promote and market the touristic potential of this sub region as well as improve on the existing infrastructure. The sub region has abundant cultural and nature/eco-tourism potentials and some efforts have been made by Gabon and Cameroons to improve on the problems. The two countries put in place a blueprint for marketing and branding the destination (Kimbu, 2011). Kimbu added also that the governments have committed financial resources to develop the sectors infrastructure by employing specialists in destination marketing and branding. However, there is the absence a national tourism office in Cameroons to respond to marketing and there is lack on strategies on the role of ICTs hence broadening the problems (Kimbu 2010). Kimbu, acknowledge that lack of adequate infrastructure poses a lot of difficulties to public and private stakeholders to access the unique equatorial experience that characterize tourism industry in Cameroons. He underscored lack of coordinated tourism publicity and marketing promotion as well as very limited published data and non-prioritization of the tourism industry in Cameroons.

In this study, the author examines lack of basic services in the tourism sector in the city of Bamenda to understand its impact on the industry. Presently the essential basic services in Bamenda are many and include transportation facilities; narrow and broken-down streets, water supply, electricity outages, unstable internet services provision to tourism industry, waste management, unskilled personnel to man hospitality sector. As a basic service worthy to note is the role of the stakeholder in Bamenda. Bornhorst, Ritchie and Sheehan (2010) states that for destinations to be successful, stakeholder’s component should improve on supplier and consumer relationships. This will demonstrate effective management and
strategic planning by the various benefactors. Palmer and Bejou (1995) had suggested the need for proper funding of the personnel for marketing the tourism destination that would involve stakeholders and the offered product.

1.2.1 Basic services and Tourism

Because of globalization tourism turns to be facilitated by basic amenities and services. As a basic service to the tourism, infrastructure is the foundation for development and utilization of existing destination resources (Jovanović and Ivana, 2016). The infrastructure includes services necessary to meet the needs of tourists and increase satisfaction during their stay at the destination. Jovanović and Ivana noted the relationship between the available infrastructure and the achieved level of tourism development and suggest that future tourism development would require intensive investment in infrastructure. Infrastructure is the physical foundations designed to cater for visitors and their desires (Adebayo and Iweka, 2014). Jovanović and Ivana, (2016) underscored the relationship between tourism development and infrastructure and basic infrastructure. These relationship would add and include supplementary and corresponding facilities, equipment, systems and resources necessary to facilitate the functioning of a tourist destination. These would also comprise of services such as health care, and public services with the purpose of accommodating and meeting the needs and desires of tourists (e.g. hotels, campsites, restaurants, sports facilities).

Moreover, Ritchie and crouch (2005) define infrastructure to include public safety, medical systems, financial systems, education systems and other services for example retail and shopping. Water supply and waste management, communication and electricity supply. The services are vital because they contribute to the supply and efficiency of production and distribution of tourism services to surrounding destinations. Furthermore, tourism infrastructure is a basic component of touristic product that comprised of basic devices, buildings and service institutions. Infrastructure is central to the proper functioning of economy and society (Panasiuk, 2007). Panasiuk ascertain that social infrastructure and services are fundamental to any destination. Panasiuk also noted that social infrastructure are devices and institutions connected with education, cultural sciences and administration. Panasiuk named facilities like hotels, food and beverage facilities, accompanying facilities (e.g. sport, leisure entertainment and communication facilities) as tourism infrastructure.

Additionally, security is basically necessary for a tourist destination to be sustainable. On the contrary political instability, would obviously crushed tourism activities in any destination. Political instability is a condition in a destination where basic functional amenities for social order and maintenance are unstable and so often disrupted (Sönmez, 1998). An emblematic example is the turmoil in southern Cameroons where Ambazonia war of independence that resurfaced in the 2016 has brought the tourism sector to zero (Ani, Kinge & Ojakorotu, 2018; Okereke, 2018). Another example where tourism has been affected by political instability is in The Gambia that enjoyed political stability until a bloodless coup in 1994. The Gambia witnessed a downturn in tourism activities where tour operators from Britain and Scandinavians pulled out operations in that country. The consequences were huge as arrivals fell from 5,000 to 300 and over 2000 jobs linked to tourism were lost. Another case was in Zimbabwe 1965 during the war of independence that plunged the country into a 15-year
liberation war. (Teye, 1988) emphasized that peace, calm and safety are vital to attracting tourism activities to any destination and that political instability will weaken a country's chances of developing a vibrant tourism industry.

In recent decades, stakeholders’ engagement brings competitiveness to most destination as it brings forth leadership and networking proficiencies (Kennedy & Augustyn, 2014). Today stakeholders’ perspectives are an essential segment that shape destination competitiveness by use of travel blogs. To get stakeholders perspectives, travel blogs are new media that delivers freshness, proximity, interactivity on destinations and what is happening on it. This is possible as most people use the Internet as the sole source to learn and plan (Tseng, C., Wu, Morrison, Zhang & Chen, 2015). As a specific set of basic services in the tourism sector blogs have an increasing significance because it’s an instrument for exchanging information among tourists. Blogs is a means to learn about the attitudes and markets in a destination (Wenger, 2008). Wenger considered that blog entries communicatés are capable of identifying positive and negative perceptions of a tourism destination. Destinations that offer a wide range of formal and informal communication methods is considered excellent with a high rating but if there were few methods of communication the site would be referred as poor (Tseng et al., 2015). This highlights the significant contribution attached to the stakeholders’ point of view.

1.3 Dissertation Aim
The study seeks to highlight and investigate lack of basic services on city tourism from domestic and international stakeholders’ perspectives. The study also aims at seeking possible solutions and suggest improvements that can make the city a competitive tourist destination.

1.4 Research question
The aim of the research will be achieved by answering the following research questions:

- What perception have the stakeholders of the Bamenda city on lack of basic services and its impacts on international competition?

- What do they consider as effective solutions for the shortage?

1.5 Delimitations
The study is delimited to both internal and international stakeholders that include tourists. Eventually the study stressed on essential basic services that affects tourism in the city of Bamenda. The services in focus are electricity outages, inadequate road infrastructure, political instability and unstable internet services as well as lack of skilled personnel in the tourism sector.

1.5.1 Definitions
The definitions refer to central terms and concepts in the research

Cameroons: Two Cameroons viz the country is made up of two peoples; English and French Cameroons owing to their colonial legacies. (Awosom, 2000).

Lela festival: A century old street performance hugely popular and takes place annually in the Bamenda area Bali-Nyonga of northwest Cameroon (Fardon, 2006), (Fowler, 2011).
Oku cultural and development association (OCDA): A development association of the Oku fondom in north-west Cameroons (OCDA-USA, 2017); (Nsamenang, 1992).
Fon: A fon is a Bamenda word for a chieftain or king. The word is uniquely used in the north-west Cameroon (Jua, 1995).
House of Fons: The head office of the Fons of the north-west region in Cameroons
Fondoms: The Fondom or chiefdom or kingdom of Mankon: The kingdom of a fon (Talla, 1997)
Ambazonia: The name refers to the present-day northwest and southwest regions of Cameroons. The word Ambazonia comes from the two words ‘Amba’s bay (Southern Cameroons) and ‘zone’. (Fon Gorji Dinka, 2004)
Southern Cameroons: The present-day northwest and southwest regions of Cameroon otherwise called Ambazonia (Achankeng, 2015).
Atoghe, atogo, ndiseelak or atoguh: It’s a unique cultural regalia from Bamenda. The Bamenda outfit is for all the tribes of the Northwest region of Cameroons (Rachel, 2016)
Oku elephant mask: A famous Oku carved elephant mask from wood. The mask is a branded handicraft representation in Bamenda (Gufler & Bah, 2006)
Fufu-corn and njama-njama: A famous cuisine of the peoples of Bamenda. It comprises of dried ground corn and cooked into a paste (Ashuntantang, Fouda, Kaze, Halle, Tabi-Arrey & Biwole-Sida, 2016); (Nyamnjoh, 2018)
Monday Ghost Towns: A stay away from all activities on Mondays in Southern Cameroons. The operation was declared in 2017 by Cameroon Anglophone Civil Society Consortium (Fomunyam, 2017)
Ambazonia war of independence – A war that seeks to restore the statehood of the former British southern Cameroons known as Ambazonia (Konings & Nyamnjoh, 1997)
Gendarmerie: A border paramilitary control force (Lutterbeck, 2004). A reflection of French legacy in Cameroons
Achum: Central shrine in Bafut Palace (Asombokang, 2017).
Jangma Mbatu shrine: Roman Catholic Church shrine christened the Mother of the Redeemer Shrine of Jangma Mbatu, Bamenda (Loh and Etaka, 2008).
International Crisis Group: A sovereign, non-profit, non-governmental organization dedicated to preventing and resolving deadly conflict (Pommerolle & Heungoup, 2017).
Kilum Mountain Its conserved mountain rainforest in Oku, North-West Region of Cameroons (Neba, 2010).
Bamenda up-station and Bamenda downtown are distinct landscapes that makeup the city of Bamenda with up station in the mountain and downtown at the foot of the mountain (Achochi, 1998).
Sonac-street the second biggest street in Bamenda (Zephania & Ntumngia)
Bamenda Commercial Avenue A business district in downtown bamenda (Zephania & Ntumngia)
Southern Cameroons restoration fighters (Amba-boys) self volunteer groups with the determination to restor the identity of former british territory of Cameroons. Fighting against fracophonization and annexation by the Cameroun establishment.( Nfor, 2014; Ayim, 2010; Nkengasong, 2012; Jumbam 2018)
1.6 Dissertation outline
The paper is sub-structured into seven sections that include:

- **Introduction chapter** presents Introduction, background and problem discussion, research question, dissertation aim research question upon, delimitations and definitions as well as dissertation outline

- **Method chapter** consist of research approach, qualitative versus quantitative methods, advantages and disadvantages, The chosen method and justification of the choice, data collection method /data sample method, and the data collection procedure in detail analysis method and its procedure in detail, validity and reliability of the research and ethical issues

- **Theoretical framework** considers literature review on the topic, some relevant theoretical models with illustrations and their description, explanation and Reflection on the presented theories and theoretical synthesis.

- **Empirical results** consist of qualitative interviews, empirical findings from of 37 respondents (domestic and international tourists) that participated in a google facilitated questionnaire survey. The email, Google docs, WhatsApp, LinkedIn and Facebook facilitated the empirical findings

- **Analysis** This chapter uses **thematic analysis** to investigate and highlight the study **lack of basic services on city tourism in Bamenda** from stakeholders’ perspectives. Moreover, to investigate the potential and effective solutions and improvements to the shortcomings on the destination. The analysis examines on the research questions as per stakeholders’ points of view on the shortage of services.

- **Results** comprise of conclusions, recommendations, knowledge contribution and further research

- **References** is per APA systems
2. Method
In this study, the main question was to understand the issue related to lack of basic services on tourism industry in Bamenda. The study depended on the collection of detailed qualitative data from participants and stakeholders. It was observed that no previous scientific research had been done on the phenomenon to examine lack of basic services on tourism in Bamenda.

2.1 Research approach
A qualitative approach was mostly used when collecting and processing data. Qualitative interviews provided an in-depth knowledge that was deemed necessary. In the process participants were selected from tourism related sectors (e.g. accommodation and transport agencies, tourism business institutions) in Bamenda and around the world. The author adopted an inductive method approach which entailed that collected data was analyzed in an exploitative way (Thomas (2006). Inductive method approach is when widespread raw text data is shortened into a summary and establish a clearer objective (Bryman, 2016, p. 21). As stated by Creswell and Poth (2017); Creswell, Hanson, Clark Plano, & Morales (2007, p. 23) inductive research approach is considered a bottom-up approach using participants’ understandings to build inclusive themes. This approach involves the participation of researchers and participants working interactively in partnership. In line with inductive research approach on Bamenda the author focused on stakeholders and informants to gather data. About twenty-six open-ended questions through google generated questionnaire e.g. email, telephone and other social media platforms were mailed to various stakeholders to collect data. It was aimed firstly to sample participants’ points of view on the context and location. Secondly an iterative method was applied to analyse and get the right themes from data collected. The author thought inductive approach allows for dominant themes to come from findings contained in the data collected. Inductive approach is a systematic procedure to interpret qualitative data (Thomas, 2006).

2.2 Qualitative versus quantitative research methods
To understand qualitative research method, Denzin & Lincoln (2005, p. 3) gives a definition that conveys an informative meaning. The definition emphasizes the importance researcher attached to the views people bring forth to a study and it includes:

Qualitative research is a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that make the world visible. These practices transform the world. They turn the world into a series of representations, including fieldnotes, interviews, conversations, photographs, recordings, and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them (Denzin & Lincoln, 2005, p. 3)

Qualitative research underscores the use of words rather than quantification in the collection and analysis of data in which the research strategy in broadly interpretive (Bryman 2016, p. 17). The definition emphasizes on meanings and perceptions of participants’ descriptions of context. Qualitative research per Denzin and Lincoln (2011, p.3) is a research tradition that
positions an observer in activity in a real-world situation. The method consists of a set of interpretive and material components that make the phenomena visible from interviews. Denzin and Lincoln highlighted that qualitative research also deals with a naturalistic approach of real meaning whereby qualitative researchers study things in their natural locations to interpret phenomenon from meanings respondents bring forth. Denzin and Lincoln (2011, p. 4) agreed that qualitative research is a naturalistic, interpretative approach that is concerned with understanding meanings which interviewees attach to phenomena (e.g. actions, decisions, beliefs, and values) in their surroundings. The qualitative method involves the collection and investigation of a variety of empirical materials (e.g. personal experiences, life stories, interviews, cultural texts and productions and literature) (Denzin and Lincoln 2011, p. 4). The key aspects in qualitative research tradition underlines the importance of participants references, the flexible nature of research design.

Worthy to note is the key distinguishing characteristics of qualitative research collection method that usually involve close contact between the researcher and the research participants. It brings into focus an interactive and developmental process that allows for developing explored issues that eventually leads to very detailed, informative and extensive data. Qualitative method is also used to address research questions that require explanation and understanding of social phenomena and their contexts. Ritchie and Lewis (2003, p.5) stated that qualitative method focuses on the value of human’s interpretative ability. This is significant in that it reveals knowledge about the case being studied and gives understanding of the phenomenon. The qualitative method gives people the opportunity to generate data and Bryman (2001) described it as reconstruction which involves a retelling of attitudes, beliefs and other phenomena. It brings up data from the participants’ own perspectives and the interpretation of their beliefs and the way real situations are understood.

Furthermore, Bryman (2016) acknowledged that qualitative research is concerned with getting an in-depth understanding of phenomena and the reasons surrounding these behaviours. Bryman described the approach an exploratory method which allows for research to investigate the why and how of decision making as compared to what, where and when which is characteristic of a quantitative approach. On the other hand, quantitative research is used to quantify a phenomena by generating numerical data or data that can be transformed into usable statistics (Bryman, 2016, p.32). It emphasizes on quantification in the collection and analysis of data (e.g. attitudes, opinions, behaviours, and other variables). Quantitative research is concerned with generalized results collected from a larger sample population and lays emphasis on the view of social reality as an external and objective reality. Quantitative research uses mainly measurable data to formulate facts and uncover patterns in research (Bryman 2016, p.32). The quantitative method also incorporates the practices of natural scientific models in data collection methods that are much more structured than qualitative data methods. Bryman asserts that quantitative data collection methods include various forms of surveys (e.g. online surveys, paper surveys, mobile surveys, online polls, and methodical observations.)
2.3 Advantages and disadvantages

2.3.1 Qualitative research
To the study qualitative research was principally concerned with open-ended questions and data was collected in different ways that allowed people to bring out their perspective during the research process. This method put out the perceptions of both the participants and those collecting the data together to create accurate results and it generated genuine ideas that created the necessary in-depth content. Qualitative method is cost-effective as it uses a smaller sample size that is collected from each participant than the quantitative method. The method is perceptive as data needed can be extracted quickly for the study. Qualitative method is preferred in that it can provide specific new insights to phenomenon and allows for human instinct to play a role as detail-oriented data is being gathered. However, qualitative research poses a challenge to replicate results and can be prejudiced by the researcher's bias which could reduce the value of data mining. It cannot be used to provide valuable insights to the entire demography of users.

The qualitative method focuses on smaller samples as compared to larger random samples. Qualitative method is suitable for lack of basic services to city tourism in Bamenda because it deals with barely 37 respondents. The qualitative research method is also used to highlight trends in thoughts and opinions that can go deeper into the problem under investigation. Qualitative methods comprise of unstructured or semi-structured techniques with common methods that include groups (e.g. group discussions, individual interviews, and participation observations). In comparative terms, the sample size is usually small, and participants are selected to fulfil a given task. Qualitative studies depend on data collected through interviews, observations, written materials, and audio-visual material. The advantage of qualitative research method on this study is that the researcher focuses on participants who have a comprehensive knowledge on the subject matter.

2.3.2 Quantitative research
Quantitative research method can be used to quantify studies dealing with large quantities and with statistics whereas qualitative method is limited (Nørreklit, Malina and Selto, 2007). Quantitative research methods are effective when involving a larger sample, and do not require relatively a long time for data collection. However, the research methods take snapshots of a phenomenon and not in-depth study. Its limitations are that it overlooks participants and testers' experiences as well as what their perspective lead to (Rahman, 2017).

2.4 Dissimilarities between quantitative and qualitative research
Qualitative research provides a great deal of descriptive details in reporting findings than the quantitative research (Bryman, 2016 p 394-5) and are concerned with explanations and why there exist. There is often the use of Why questions in trying to gather data from reality and this makes it easy to gather detailed and holistic perspective of a phenomenon. Bryman (2016) affirms that qualitative approach provides a detailed account of what goes on in the setting being investigated. These details are important because of their significance for the subjects as it provides an explanation of the context within which people’s comportment are put into perspective. Qualitative studies are often filled with detailed information about the happenings being examined. Strauss and Corbin (1998, p. 11) define qualitative research in
terms of what it is not and says qualitative research will mean any type of research that produces findings outcomes not arrived at by statistical procedure or any other means of quantification. Bryman (2016, p. 33) reaffirms that in qualitative research, words rather than numbers in gathering and analysing data. Bryman stated further that preference is given on how individuals interpret social settings. Worthy to note is that qualitative research emphasizes the importance of the contextual understanding viz behaviour, values being examined to understand context. Bryman (2016, p. 400-401) used (table 1.) to highlight contrasts between qualitative and quantitative research methods.

Table 1. Dissimilarities between quantitative and qualitative research methods

<table>
<thead>
<tr>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers</td>
<td>words</td>
</tr>
<tr>
<td>Point of view of researcher</td>
<td>Point of view of participants</td>
</tr>
<tr>
<td>Researcher distant</td>
<td>Researcher close</td>
</tr>
<tr>
<td>Theory testing</td>
<td>Theory emergent</td>
</tr>
<tr>
<td>Static</td>
<td>Process</td>
</tr>
<tr>
<td>Structured</td>
<td>Unstructured</td>
</tr>
<tr>
<td>Generalization</td>
<td>Contextual understanding</td>
</tr>
<tr>
<td>Hard, reliable facts</td>
<td>Rich deep data</td>
</tr>
<tr>
<td>Macro</td>
<td>Micro</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Meaning</td>
</tr>
<tr>
<td>Artificial settings</td>
<td>Natural settings</td>
</tr>
</tbody>
</table>

Table 1. Dissimilarity between quantitative and qualitative methods. Source: (Bryman 2016, p.400-401).

There exists however some compatibility in the two research method traditions as both methods are concerned with data reduction, answering research questions as well as concerned with data analysis (Bryman, 2016, p. 402). Bryman stated further that both seek to ensure that deliberate distortion of facts do not occur and underscores the importance of transparency is the focus in both.

2.5 Chosen method

The aim of the study was to highlight and investigate lack of basic services on city tourism in Bamenda from stakeholders’ perspectives and explore potential solutions. To answer the research questions, the author chose qualitative research approach because it is apparently a flexible method due to the ease with which to carry out an in-depth examination of the phenomenon. Considering that the combination of communication methods such as emails and telephone are used, to ease the examination of complex questions during the study and impossible to easily quantify. The author also thought that the use of a qualitative method facilitates the researcher to explore new areas of research. This method enabled the participants to provide data in their own words as per their perspective. It should also be noted that because of the possibility to place emphasis on participants’ interpretations and meanings,
this method is appropriate as the information use is subjective. The qualitative method focuses on knowing the participants’ viewpoints on the phenomenon, so more emphasis is placed on the stakeholders’ perspectives.

As contrasted with quantitative research method, a qualitative method is flexible and applicable in this study. Quantitative method would be unsuitable for this study because it would not distinguish between people and social institutions in the destination. It means that quantitative method ignores interpretations participants would give to their social surroundings. Bryman (2016, p.166) acknowledged that a reliance on instruments and procedures hinder the connection between research and everyday life and referred to quantitative research as relying on research instruments rather than to participants. Quantitative method provides a static view and meanings of events to individuals would be ignored as no knowledge of everyday findings is connected to contexts.

2.6 Data collection method
The collection of data was guided by the research question which was influenced by the text and context. The collected data came from semi-structured in-depth interviews from respondents through emails, telephone and WhatsApp. Bryman (2016, p.10) emphasized that a more open-ended view of the research process is less restrictive on the kind of things that can be found out about a study. Bryman also stressed that semi-structured interviewing allows the researcher to keep an open mind about what needs to be known about the data and helps to answer research questions. According to Mason (2002); Patton (2002) the choice of data collection will work when it best highlights the topic and is practical in its collection. The right consideration will depend on whether the needed data (e.g. interactions or settings where the phenomenon is displayed) exists. Generated data collection method from participants allows them to describe personal or organizational context in which the issue is located and how they are related to it (Lederman, 1990). The significance of generated data collection gives participants a direct and explicit opportunity to convey their own meanings and interpretation through the explanations they provide in answer to the researcher’s investigation.

2.7 Data collection procedure
2.7.1 The research questions
In February and March 2019 research proposal and research questions on the study of Bamenda were submitted to the supervisor for examination and approval. When it was approved, contacts were made with would-be key participants to seek consent on the interviews and gather the needed data to facilitate the study. The author entered an understanding with the participants and explained the purpose of the study. The author specified that it was purely for academic purposes. It was also decided that the identities of the participants would be anonymous. To ensure that research and interview questions were coherent, rightly framed to reflect the study title, the author mailed the questions to the English support department of Södertörns university library for improvements. Still in March 2019, the author consulted the expertise of a doctorate student in Denmark to ascertain how
A qualitative Google guided questionnaire could be made so as to circulate it easily on other social media platforms.

### 2.7.2 Interviews with stakeholders

Detailed semi-structured interviews were conducted with key participants in English between February and May 2019. The questions were sent to stakeholders by emails, LinkedIn, direct telephone contacts, WhatsApp and Facebook. Firstly, a total of 10 stakeholders (see Table 2) were contacted to gather the needed data for the study and these stakeholders further introduced 27 other key participants making the total to 37 interviewees. The 10 stakeholders were 5 from the tourism sector, 2 from civil society organizations and 3 from the public sector. The 10 contacts were geographically drawn from Bamenda, Cameroons and other countries in Europe and America. To encourage participation in the survey and increase the response rate, three reminders were sent to the participants and ‘snowball’ technique was used to classify important participants. Snowball techniques focuses on sampling small groups of people to get to other relevant individuals with expertise (Clark, Riley, Wilkie and Wood, 1998); (Bryman, 2012, p. 424-425). The snowball technique is a convenient means of identifying relevant stakeholders based on the views of other stakeholders (Rowley, 1997). Besides interviews, about ten related case study articles mostly from the developing world were reviewed to establish a scientific foundation to the study. The scientific articles focused on issues relating to stakeholders, instability and shortage of basic services that have affected similar destinations.

#### Table 2. An initial outline of 10 stakeholders who introduced other key participants

<table>
<thead>
<tr>
<th></th>
<th>National level</th>
<th>Regional level</th>
<th>International level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism sector</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Non-governmental organizations</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Public sector</td>
<td>-</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>10</td>
</tr>
</tbody>
</table>

*Table 2. An adapted snowball tables. Source: Author*

Interviews produce relevant and rich insights into people’s experiences, opinions, aspirations, attitudes and feelings (May, 1997, p.111). May specifies that researchers should understand the intricacies of interviewing e.g. questions should specify, but the interviewer is freer to investigate beyond the answers to properly understand the subject concerned.

The snowball table strengthened the creation of table 3, which is devoted to demography of all the 37 respondents represented by age group, gender and profession to determine a cross section of the findings. The identities of respondents are anonymous, and interviews permit people to answer more on their own terms. It should be noted that to get open-ended responses from the participants without predetermined decisions, the author allowed them to air their perspective on the phenomenon as they understand and experience it. All participants contacted are drawn from all sphere of the society and are primarily connected with tourism.
Table 3. Interviews over the total 37 respondents and demographic variables

<table>
<thead>
<tr>
<th>Gender</th>
<th>26 Males &amp; 11 females</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Between 28-51 years and an average age 39 year</td>
</tr>
<tr>
<td>Profession</td>
<td>Directors, CEOs, Officers, Developers, Managers Designers, ICT professionals, researchers, Promoters</td>
</tr>
<tr>
<td>Education</td>
<td>Bachelor to PHD</td>
</tr>
<tr>
<td>Years of work</td>
<td>Between 8-30 years of work experience</td>
</tr>
<tr>
<td>Sub-industries</td>
<td>Hotels, museums, tourist bureau, developers, municipalities and tourist shops</td>
</tr>
<tr>
<td>City/country</td>
<td>Bamenda, Buea, Yaoundé, Denmark, UK, USA, Sweden</td>
</tr>
</tbody>
</table>

Table 3. Representation of 37 participants (tourists & stakeholders). Source: The Author

The aim was to gather right data from the participants (e.g. tourists and visitors) because their direct inputs highlight what is happening concerning the phenomenon. It was vital to consider with the average age of 39 years and holds a high position in a tourism related enterprise with many years of working experience. Most the 37 respondents are men and the reason is because most higher positions in the tourism sector in the tourism industry are occupied by men. The author used qualitative research method to select and study stakeholders because they produce vital information and an in-depth understanding of the people and situations studied (Denzin & Lincoln, 2008; Patton, 2002; Wolcott, 1994). Patton (1990) suggest that effective examination and systematic data collection and wise analysis gives comprehensive research outcome to a research.

2.8 Data analysis method

Among the analysis methods such as grounded theory, critical discourse, content analysis and narrative analysis as well as thematic analysis, the author considered the use of thematic analysis method. Glesne and Peshkin (1992) acknowledged that data analysis involves organizing what has been collected (e.g. seen, heard and read) so that sense can be made of what is learned on a subject. It should be noted that analysis takes place throughout the entire research process and data is progressively transformed into findings. From the aim of this study and research questions qualitative thematic analysis method is well-thought-out to be a suitable data analysis method. As stated by Bryman (2016, p. 584) thematic analysis is concerned with identifying themes or patterns from collected data. Bryman (2016, p.585-587) outlined a workable framework that guides in searching for themes. Braun and Clarke (2006) corroborated qualitative thematic analysis method with a 6-step outline which provides a clear and usable framework for analyzing data (see table 4). To get the process ongoing the author thinks Braun and Clarke’s (2006) 6-step outline is appropriate because it’s a clear and an easy framework when doing thematic analysis.
Table 4. A six-step thematic outline

| Step 1: Become familiar with the data, | Step 4: Review themes, |
| Step 2: Generate initial codes,      | Step 5: Define themes,  |
| Step 3: Search for themes           | Step 6: Write-up.      |

*Table 4: Braun & Clarke’s six-phase framework for doing a thematic analysis*

2.9 Validity and reliability

Reliability should do with whether the question of the study result is repeatable and whether the formulated question for the procedures is consistent (Bryman 2016, p. 41). Bryman stated further that reliability also concerns quantitative research that centers on the integrity of a research. Reliability refers basically to the consistency of a procedure’s concept and to test how reliable this procedure is. The procedure must be tested and retested to ensure its stability and research has been done in conformity with ethical principles by not allowing personal values in the research. The consistency of procedure of this study will be achieved using demographic questions where the participants will be given the option to indicate their age range, gender and professions and work experiences in the industry. This can be replicated, and it can be used to size up the internal reliability. Bryman (2016, p. 384) described internal reliability as when more than one observer or members of a research team agree about what they see and hear. Internal validity describes a correspondence between researchers’ observation and the theoretical ideas they develop. However, Golafshani (2003) argued that the application of reliability and validity has been common in quantitative research and nowadays it is reconsidered in qualitative research. Validity is subdivided into measurement validity which relates to quantitative research primarily to search for measurements of social science concepts. Secondly internal validity deals with causality and external validity concerned with whether the results of the study can be generalized beyond specific projects as well as ecological validity which focuses on the question of whether social scientific findings are applicable to everyday natural surroundings.

The two concepts, reliability and validity are synonymous to sustainability and well-acquainted ability and deals with the continual and consistent procedure of a study (Ritchie & Lewis, 2003). The concepts have relevance in qualitative research because it helps define the strengths of the data collected. Reliability deals with replicability of research findings. For qualitative research practice to be reliable or dependable (Ritchie & Lewis, 2003). The two researchers argued that reliability needs to ensure that internal checks on the quality of the data and its interpretation are certain and the reader be provided with information about the research process. Finally, the outcome from the research, should proof that the sample was done without bias and participants were allowed enough opportunity to cover relevant grounds. In this study participants were given the chance to show their experiences and equal opportunity for all perspectives were identified.
2.10 Ethical considerations

Earlier in the research process an understanding between the author and the potential participants was designed in which the author made informed decisions and consent with respondents. The participants through email and telephone and other social media channels agreed on the purpose of the research and that the study was purely for academic reasons. It was also decided that the principle of informed consent must be applicable, and the privacy of the participants be respected as identities on the interviews will be anonymous. There will be no harm to participants and no loss of self-esteem and the confidentiality of records and the identity will be safe. Detailed information has been provided to the research participants to enable them to know the reason for which the study is carried out. Bryman (2016, p.129) approved that potential research participants should be given adequate information needed for them to make informed choices about whether to participate in the research or not. The right to privacy is a principle that many hold dear and transgressions of that right in the name of research are not acceptable (Bryman 2016, p. 131).

Moreover, Bryman emphasized that to respect invasion of privacy informed consent has to be given based on detailed understanding of what the research participants involvement is expected to include. This would allow for research participants to provide the right of privacy for a limited time. In qualitative research study, ethical principle is appreciated by informed consent meaning a reasonable balance between over-informing and under-informing (Kvale, 1996). Kvale asserted that ethical principle should involve doing good for others and preventing harm. He suggested that the principle of justice is part of ethical consideration as it includes equality and fairness that avoids exploitation and abuse of participants.

Qualitative studies are conducted in settings involving the participation of people in their everyday environments and any research that involves people requires their awareness. Orb, Eisenhauer and Wynaden (2001) held the view that ethical issues are there to lessen the tension created in the research process between the purposes of research to generalize for the good of others, and the rights of participants to maintain privacy. Orb et al (2001) stated that ethics refer to doing good and avoiding harm while assembling data in research work. It is stressed that researchers should abide by ethics guiding research to guarantee acceptability by the research community.

2.11 Methodology Critique

A professional support from secretaries of tourism sub-industries was very helpful. They listened diligently and connected the author to the CEOs and other managers. Most of them cooperated in the information gathering and were excited to have research carried out on the challenges faced daily by stakeholders. Most of the managers who answered the questions requested for the authors identity and school contact address to be sure they were following ethical rules.

However, during data collection process, several business establishments were often closed on Mondays due to Monday ghost towns in Bamenda and the entire English-speaking Cameroon. This shut down made it difficult for CEOs and other stakeholders to be contacted. Moreover, the ongoing war had caused many tourism sites to close making it near impossible to gather
relevant data. Most hotels had telephone numbers that no longer exist, and their web sites have not been updated for a long time. Another difficulty was, it took at least three reminders to get the attention of some respondents despite the consent and some respondents shied away from participating in the survey. The reason gathered was that nobody is confident at these times of the war to give a perspective on any subject. People are more sceptical because they thought they can be spied on or eavesdropped so gathering data encountered setbacks.

Despite the setbacks encountered the method chosen was appropriate in that it facilitated a quick and smooth way of data gathering. The author observed that it was smart to employ google tailored questionnaire method whereby qualitative interview were dispatched to the participants through various forms of social media. It became so effective that after answering the questions, all the submitted answers were automatically collected on a single document under respective questions. The qualitative method used makes sense in answering the research questions because it enables the reader to understand the phenomenon. Qualitative method facilitated a logical process from questions through method to discussion and therefore conclusion.
3 Theoretical frameworks

This chapter is divided into literature reviews, theoretical models and a reflection on theoretical synthesis

3.1 Literature review

To get a holistic perspective on the study several case study articles dealing with stakeholder’s influence, infrastructure, political instability and other shortages of basic services were reviewed. The basic services viewed included communication, water and electricity. The articles were selected from different geographical areas mostly in the developing world. The reason for literature review is to get a foundation and inspiration for useful, thorough research (Boote & Beile, 2005). Literature review is a framework for comparing the results of a study with other studies (Creswell, 1994, p. 37). To increase the ease with which the reader should follow, literature review has been subdivided into sections.

The Stakeholders sector

Stakeholders are an important concept in this study and the author reviewed extensive literature that impacted stakeholders on tourism destinations. Stakeholders continue to grapple with excessive challenges in tourism destinations such as shortages in transport infrastructure. Challenges have turned the tourism industry into a crisis of uncertainty because of the rapidly changing nature of the industry and the introduction of new technologies that rapidly changes the consciousness in consumer tastes (Poon, 1993). The combination of the necessary service infrastructure and an enabling tourism environment guarantees a healthier destination experience (Khadaroo and Seetanah, 2007; Murphy, Pritchard, & Smith, 2000). From statistics, sub-Saharan Africa tourism growth rate witnessed approximately 6% growth per annum between 2007-2010. However, the growing inability of the governments in Central African sub region to position, promote and properly market their destinations has challenged the tourism industry (Kimbu, 2011).

The unwillingness of governments to improve on the tourism industry continue to cause challenges. It should also be noted that due to the rapid growth in population, several African cities have focused on car-dependent transportation, that leads to sustainability challenges. This problem only adds to lack of governance and reform capacity that impedes initiatives and actions. Transport and mobility challenges in sub-Saharan African cities has forced city residents to use alternative forms of transport, mostly cycling and walking to overcome the shortage of public transport (Oyesiku, 2001). According to Abuhamoud, Rahmat and Ismail, (2011); Howe and Dennis, (1993), the challenge has given rise of bicycles and motorcycles as forms of private, public and commercial urban transportation of individuals and goods in sub-Saharan Africa. UN- HABITAT (2010) asserted that sub-Saharan Africa is a fast urbanizing region in the World with an average urban growth rate of 4.5%. This assertion is supported by Mbara (2002) who stated that African cities have one of the highest annual traffic increases which range from 15% to 20% in the last two decades. There is also a corresponding increase in the purchasing power of many African city residents. There has been further increase in the importation of affordable and second-hand motor vehicles and bikes from china and other developed countries ( Centre du Commerce International (CCI), 2008).
Considering Eastern Cape that offer cultural tourism as part of their South African experience, the supply of high-quality cultural tourism is not often adequate (Palmer, Timmermanns and Fay, 2002). Considering the transaction costs of collaboration, external funding is required to cover corporation costs (Ashley & Roe, 2002). Mahony and Van Zyl (2001) pointed out that collaboration and communication must be effectively carried out by the various stakeholders (e.g. government, private and non-governmental organizations). Collaboration enable the stakeholders to work across micro to macro levels (Poultny and Spenceley, 2001). The recommendation to bring together other regional initiatives in the destination can bring stakeholders together. Ashley and Roe (2002) stated that access to market, the need to succeed in competitive tourism markets as well as a lack of skills and understanding of tourism are problems affecting the industry.

In the city of Bamenda in North west Cameroons the informal sector contributes significantly to tourism industry. The informal segment comprises of the poor and the middle class who get involved in tourism activities (Ojong 2011). Ojong stated that informal economic activities play a vital role as the middle-class segment diversify their sources of income and accumulate capital and improve livelihoods. These livelihood strategies included handicrafts which generate income to urban residents. According to Ojong (2011) the informal economy concept is a platform and process where strategies are displayed and income generation sources bringing stakeholders together. Informal economy makes stakeholders to devise their own means of survival that can enable them to meet the needs in urban destination (Hart, 2010, p.152). The informal economy is an important source of livelihood in the city and includes (e.g. motorbike, taxi riders, mobile food vendors, farmers, dressmakers, tailors, woodworkers, auto-mechanics, carpenters, and paid domestic workers. A segment of stakeholders is in engaged in dressmaking e.g. atoguh (regalia which contribute to the unique tourism image of Bamenda. Motorbike and taxi activity had developed in response to poor transport facilities and limited road networks in Cameroons (Konings, 2006).

Hardy, Beeton and Pearson (2002) stated that community involvement in projects reduces opposition to development and minimize negative impact and revitalizes economies. The rationale is that when stakeholders work together they build a sense of purpose. However, despite the laudable initiative to reduce poverty, empower and ensure sustainability there has been challenges involved in the development of community-based tourism (Khamu Rhino Sanctuary). The problems include, continuous lack of tangible benefits, employment creation, poor management, marketing and entrepreneurial skills, the loss of benefits from the land, lack of community involvement, no sense of ownership. These are setbacks of the project amongst the community members and this brings about heavy reliance on foreign donors. Lost benefits are challenging as focused groups indicate the unhappiness of residents due to lose of valuable natural resources found or located within the Rhino sanctuary. Stakeholders are dissatisfied because they have realized that their communal land used has not been compensated and they belief they incurred more costs than the benefits. Furthermore, stakeholders have lost the opportunity to gather and sell wild fruits, thatching grass and roofing poles. The loss of access to firewood add up to the circle of poverty consequently defeated the goal for which community-based initiative is meant to achieve.
A study conducted by Liu and Wall (2006) to ascertain the stakeholder’s role in tourism planning showed that it has a positive force in the lives of residents. It showed also the vital role for residents to get involved and support it. Liu and Wall suggested that tourism planning in developing destinations be given inadequate attention to human resources development. They observed that although efforts have been adopted but tourism does not fit well with human resources capabilities thereby making it difficult for people to participate and as result they benefit less. The stakeholder is very vital and concerns employment because it’s a tool that stimulates marginal economies and promote development through jobs. The activities of stakeholder attract tourists and cater to their needs. In the context of developing economies tourism is often a development strategy and the promotion of tourism as a leading economic sector can be of vital interest. Richter (1983) argued that tourism development in developing countries is led by governments to exercise its power and it is often politicized to meet its own social and economic agendas. Human resources (industry's staff needs) and related employment needs the impact indicated a deficiency (Elkin & Roberts 1994). In developing countries, the participation of Stakeholders is a resource to tourism but has however been challenged by the obstacles such as lack education, technical know-how, and training programs. In sub-Saharan Africa, there is the shortage of skills leading to the dismal functioning of the tourism industry (Ankomah, 1991). An example of scarce human resources to market a destination is in the Solomon where lack of training and expertise among indigenous operators is a major tourism liability (Lipscomb 1998, p. 189)

A stakeholder collaborative study on Cusco, a city in south eastern Peru with a population of 435 114 inhabitants was done in 2013. The role of stakeholder’s collaboration in tourism planning has been reviewed and stakeholder’s collaborative approach is vital in tourism planning (Ladkin & Bertramini, 2002). Collaboration among key stakeholders is a fundamental force in sustainable development efforts (Sautter & Leisen, 1999) and that tourism planners and managers operating and interacting at national, regional and local levels are also required at inter and intra sectoral level. Despite the significance of collaboration of stakeholder’s approach in tourism development, it is deficient as it’s not yet a major part of tourism development in Cusco. According to Roberts and Simpson, (1999) the identification and legitimization of stakeholders is a crucial and complex part of implementing a collaborative planning approach of potential stakeholders. It has been noted that collaboration amongst stakeholders is complicated because of the existence of multiple organizations with widely different viewpoints and differing interests. In developing and emerging tourism destinations, the interests are not collectively organized so identifying legitimate stakeholders is a complicated task (Reed, 1997). Ladkin and Bertramini, (2002) observed that the interdependence amongst stakeholders in Cusco was not yet established and collaboration processing has not been successful to build a strong bond of confidence among stakeholders. This is caused by lack of shared vision and lack of decision-making ability. Another impediment to developing a collaborative tourism approach in Cusco was the cultural value as there is the lack of train persons in the public sector and lack of clearly defined roles. Worthy to note is that residents don’t get too involved in the tourism planning process.
**Political instability**

War and political instability have often had negative impact on tourism. In Lebanon, the tourism industry faced devastation and the stakeholders struggled to restore the image of the tourism industry. As stated by Ladki and Dah, (1997) the government reshaped and reconstructed tourism policy to revive the industry. This was in a bid to reposition Lebanon as a leading tourism in the Middle East. The 16-year civil war had affected the tourism industry negatively affecting trends in the hospitality industry (e.g. the number of hotel rooms fell from 10,486 beds in 1975 to 4,631 beds by 1979 and only 469,272 nights were spent in Beirut in 1979 as compared to 2,307,122 nights in 1974). Besides the war impact on stakeholders, Lebanon's infrastructures was destroyed and the turbulent security situation created negative impact on tourism as it affects the security of the inbound tourists (Kurent, 1991). Kurent, noted further that tourism image created in the wake of the war discouraged tourists from revisiting. Lebanon's pre-war image could be revived through continuous transformation of the political and security. The effects of the war can be bridged when priority is on continuous development of the tourism industry (Ladki & Dah, (1997).

Another impediment is socioeconomic and political stability which block tourism and economic growth in the EAC. It should be noted that insecurity, poor governance, poorly functioning political institutions, and financial mismanagement hurt the political and investment image of a country (Novelli, Morgan & Nibigira, 2012) there has been frequent terrorist attacks in Kenya and this has brought fear and uncertainty to both tourists and investors in the wider EAC community. Corruption and other social ills have affected tourism development in the Eastern African countries recording about 40% loss of public funds through corruption, economic and political frauds, and there is high level of impunity. For tourism to succeed, good governance and transparency at national and local level are essential elements to be operational. However, the national and local networks of powerful few elites with beneficial interests have hindered and discouraged the benefit of tourism to reach local communities (Bachmann, 1988).

To further exemplify corruption and social ills to tourism in EAC, the author considers Kenya. In the Maasai Mara and Amboseli a few influential major players divert initiatives that would benefit the general Maasai. They influence and manipulate tourism investments and development initiatives for their own advantage (Thompson and Homewood, 2002). In the wider EAC region except for Kenya, training institutions are mostly of questionable quality as they continue to produce a weak workforce. Strong management skills are needed to create the policy framework, support public investment and establish regulations, as well as improve the level of education and vocational training at destination level (Novelli and Burns, 2011). Infrastructure development is equally critical for a competitive tourism destination as transport, public utilities such as power, telecommunications, water and solid waste collection and disposal are of primary importance (World Bank, 1994). Nevertheless, there are poor roads in most rural areas that connect main tourism destination. The new ICT infrastructure is still not widely available although it is essential to cater for increased tourism demands. There has also been the challenge of over concentration of tourism industries locations in EAC over the years due to overmarketing. In Kenya for example there is much concentration along the
coast and the national parks of Nairobi, Amboseli, Tsavos, Lake Nakuru, and Maasai Mara while ignoring other locations of potentially equal natural and cultural value (Okello et al., 2005).

Lack of basic services (information)
The Sub Saharan Africa tourism sector has continued to be an important economic industry as there are several potentials to create new employment possibilities (Kieti & Akama, 2005; Rogerson, 2007). However, infrastructure and social and demographic challenges continues to pose difficulties to the tourism industry (Moswete & Darley, 2012). In an empirical review conducted by Moswete and Darley (2012) they identified consumer and tourism-related research process with its attendant challenges and found that lack of adequate secondary data has negative impact on research designs. To them lack of basic information such as household data pose a challenge to the future success of the tourism industry in Africa because the successful availability of strong data from local communities and strategic information gathered will improve tourism. Besides the inexistence of research survey there are inadequate infrastructure challenge and high levels of illiteracy (Buhalis, 1997; Butler & Hinch, 2007). Nonetheless, for Africa to realize its tourism potentials research and information are necessary to continuously monitor the perceptions, attitudes and spending patterns of tourists and residents’ attitudes towards tourism development (Ankomah & Crompton, 1990; Rogerson, 2009; Saayman and Saayman, 2006). From the stakeholders’ perspectives, researched information will improve the tourism industry and explore the relationship between the tourists and local population. Community tourism research is a necessary mechanism for planers, developers and consumers to strategize and minimize the challenges facing tourism (Clifton & Benson, 2006). A researcher should spend some quality time visiting, observing, and talking to potential subjects to reduce, cultural barriers, predict problems and respond timely to unexpected obstacles. (Clifton & Benson, 2006).

Furthermore, lack of basic services like poor management, lack of marketing and entrepreneurial skills has been observed as the website are not updated. Lack of finance is making it difficult to market itself internationally notably in tourism trade exhibitions. It was also understood that there is the lack of a sense of communal ownership of project. Stakeholders argued that Khama project as a parastatal was formerly a community project is now owned by the family headed by the paramount chief. For participation to be effective, communal sense of ownership is important as communities can only be active participants in tourism projects if they have a sense of ownership of those projects (Scheyvens, 2002). Community based tourism should therefore be managed in a transparent manner, be represented by all stakeholders to represent the interest of the community to reflect true ownership (Mearns, 2003). There has been elite dominance, nepotism in the Khama Sanctuary (Gibson and Marks, 1995). Development economists define participation by the poor in terms of the equitable distribution of benefits from a project (Paul, 1987). Ashley and Roe, (2002); Ashley and Goodwin, (2001); Mahony and van Zyl, (2002); Scheyvens, (2002) argued that the importance of community-based initiatives in improving the poor’s access to assets which improve their livelihoods and develop their communities. Communities should be permitted to be active participants and decision makers to allow for more benefits to circulate in the
society so that locals can become active stakeholders. This will enable stakeholders (government, private sector and NGOs to use the transferred skills and knowledge.

Also in the communication domain, the Vietnamese travel industry was reviewed, and challenges explored where its e-commerce is not developed. Thi Phuong Thao and Swierczek (2008) explained the importance of the use of internet and developed customer relationships on small and medium-sized travel agencies. Customers will enjoy the benefits provided by the internet services in relation to the development of a positive relationships and loyalty with their service suppliers. This review found interactional and transactional benefits of internet and organizational weaknesses, poor IT infrastructure, mistrust of the internet system and legal issues as challenges in the sector. It observed that customers will not do internet transactions until legal protection is guaranteed. They argued that while the benefits contributed positively to service and social bonds amongst some stakeholders, the barriers had an adverse effect in the development of the bonds. It is common that customers prefer interpersonal interactions and would prefer to negotiate business and services on a face-to-face basis. It was discovered that customer relationships and switching costs has led to enhanced customer loyalty.

Still on Vietnam, travel service suppliers and travel agencies had been the earlier adopters of internet technologies in customer relations domain (Vietnam Net, 2006). It is however argued that the use of new technology to enhance customer relationships and customer loyalty is not easily achievable. Many customers are still reluctant and skeptical to carry out transactions and services provided through the internet (Vasudavan & standing, 1999; Buhalis, 2003). From the empirical study, Vietnam Internet statistics (2007) revealed that internet in the travel industry dates to 1997 and the IT infrastructure and labour force for IT is limited as the Vietnamese companies are yet to be accustomed to use computers and other IT facilities. The most commercial websites are used for advertisements and only 19.8 per cent of the population using the internet. Thi Phuong Thao and Swierczek (2008) highlighted that the mere use of internet technology doesn’t enhance customer relationship and customer loyalty and that suggestions for web designers to create web pages that minimize the amount of time for customers to get use to the site.

Another case study in information and communication technologies on small and medium scale tourism enterprises in South Africa was reviewed. Migiro and Ocholla (2005) focused on e-commerce readiness and identified barriers or obstacles to the use of ICT by small and medium tourism enterprises in Durban, KwaZulu-Natal Province in South Africa. They studied guesthouses, lodges and self-catering, bed and breakfast, and tour operators to assess the use of ICTs. It was found that high cost and limited funds are barriers to the adoption of information and communication technologies in these enterprises in Durban. In a previous research carried out by Chong and Bauer (2000); Chau and Hui, (2001) it indicated that significant benefits are achieved when small and medium size (SMEs) use e-commerce tools. The benefits are for example (global presence where customers are presented with a global choice, improved competitiveness and shortening the supply chain and providing rapid response to customers’ needs as well as increase sales. However, as noted by Migiro and Ocholla (2005) not much has been done in this area in South Africa as the information needs
of SMEs are still not being met in many important respects. There exist a significant information needs gap in SME tourism development and small business entrepreneurs depend primarily on informal information sources. There exists limited potential for ICTs to meet the information needs of SME tourism. There is lack of technical know-how in the use, management and maintenance of ICTs inhibits their utilization by SMEs. In the empirical study Migiro and Ocholla, (2005) revealed among other things that KwaZulu-Natal and Durban have barriers such as e-commerce tools that do not fit our products. There is also the issue where and services and eCommerce do not fit the way KwaZulu and Durban do business and the the issue of limited funds.

**Transportation infrastructure**
The population in Sub-Saharan Africa cities continue to grow fast, exceeding the current transport infrastructure. The dimensional growth in these cities are characterized by unequal planning, rapid urbanization and deteriorating transport infrastructure and services (Sietchiping, Permezel & Ngomsi, 2012). This has led to the problem of mobility that is dependent on income and limited transport options hence walking and motor cycle transportation becomes the primary means for most commuters. Very little efforts have been made to develop transport options and improve bike or walking paths. Sietchiping et al., (2012) highlighted that most cities in sub-Saharan Africa focus on car-dependent strategies cities rather than other means of urban mobility. This contradicts the context where walking and cycling are a norm and the main means of mobility. Traffic jams, poor governance and the increasing cost of living are some of the challenges characteristics in most Africa. Sietchiping et al., (2012) suggested that wide ranging transport planning must be prioritized to improve communities’ capacity to participate in employment opportunities and fulfil their domestic needs.

Similarly, in Cameroons city of Douala, an estimated 70% urban residents are poor and a good number of them undertake long daily treks by foot to accomplish essential daily tasks (Adolehoume, Diaz Olvera, Plat, Pochet, & Sahabana, 2005). Adolehoume et al (2005) stated that about 13% of pedestrian-population in Douala has more financial means to undertake the daily tasks. Sietchiping et al (2012) underscored the need to provide adequate urban transport infrastructure that caters for multiple mobility options in the fast-growing sub-Saharan Africa cities. There is need for policy-makers to pay attention to mobility trends as most city dwellers rely on walking and biking. It should be recommended that attention be focused on socio-economic, physical and environmental dimensions because developing mobility infrastructure with demographic, security and social conditions in mind is vital for sustainability. There is the concept of pro-poor tourism (PPT) as strategies and challenges (Ashley & Roe, 2002). They are strategies that increase the benefits to poor people from tourism development. Ashley and Roe (2002) focused on southern African as a case study and a region that face problems and challenges on the tourism industry. They argued that linking tourism to poverty reduction is vital because the growth of tourism reduces poverty. They asserted that tourism is a labour-intensive, inclusive industry for women and the informal sector as it’s based on natural and cultural assets of the poor.
Obokoh and Goldman (2016) conducted an empirical assessment on tourism infrastructure in Nigeria, that has witnessed a lot of deficiency and deterioration. They examined the effects of infrastructure deficiency on the performance of services and manufacturing enterprises. The pointed to low budget allocation toward investment and rehabilitation of infrastructure as a possible challenge. The study also reveal that infrastructure challenges are some of practical obstacles faced by businesses in most developing countries where the business environment is dominated by inadequate infrastructure. It should however be noted that infrastructure is one of the critical factors for economic development as much interactions in the economy is carried out using infrastructure (Adenikinju 2005; Kessides 1993). Negative changes in the quality of infrastructure will therefore greatly affect the performance of output levels because its linked to basic needs (e.g. electricity, portable water) (Oseni & Pollitt, 2013). The World Bank (2013, 2014) stated that the availability of infrastructure in most developing countries is unsatisfactory. Akinlo (2008) underscored the importance infrastructure has on economic growth. Inadequate infrastructure accounts for the poor performance of Nigeria and other sub sharan countries in attracting international tourism and foreign investments (Azémar & Desbordes 2009; World Bank 2014). Ayogu (2007) in an empirical evidence highlighted highways and roads, electricity, gas and water supply facilities and waste treatment facilities, as impacting efforts of developing countries. He stated that core infrastructure (e.g. highways, water, electricity and telecommunications) directly boost private sector production and is expected to contribute most directly to output.

Another contextual look of infrastructure and other basic service challenges plaguing the tourism industry in Africa has been on East African community (EAC) (e.g. Kenya, Tanzania, Uganda, Rwanda, and Burundi). EAC countries view tourism development as key to national development, a tool to reduce poverty and generate foreign revenue as well as contribute to wildlife conservation. East Africa has abundant touristic potentials and over the years these destinations have suffered setbacks due to numerous challenges. As stated in UNWTO (2013) the African region received 18.8 million tourists in 1995; 26.2 million in 2000; 34.8 million in 2005; 49.9 million in 2010; and in 2012, it set a record of 50.4 million tourists. However, there has been challenges affecting tourism to flourish such as lack of political stability and governance, infrastructure development, service standards, and human capacity (Okello & Novelli, 2014).

Additionally, the development of tourism has faced different core challenges in EAC for example political unrest and/or economic instability and transportation. Transport facilities (e.g. road, railway, and air) and enabling government policy are essential for tourism development (Christie, Fernandes, Messerli & Twining-Ward, 2014; World Bank, 1994). Christie et al (2018) indicated that within the last few decades the availability of infrastructure has increased in developing countries but there exist frequent deficient, inadequate maintenance. There is the phenomenon of premature deteriorated installations and services as a result of untrained experts. They suggest that for EAC to be competitive there is the need to update their air transport access by lessening complex visa procedures. This measure is because of distance from the generating markets. Furthermore, they stressed on the development of key sectors like transport, lodging, national parks’ system, enterprises, which support the tourism industry. It could also be acknowledged that the often-fragmented
The lack of governance and leadership has been noted to be a setback because access to land is a reoccurring challenge for tourism development in the EAC. In Tanzania for example, community engagement is complex to structure and negotiate land while in Kenya land for investment is generally expensive, land ownership remains a complex socio-economic issue in EAC.

**Inference**

By reviewing case study articles some common features and dissimilarities have been observed and it can be stated that the developing world should upgrade shortcomings that its tourism potentials. In west Africa, specifically in Cameroons and Nigeria there are similar challenges on transport infrastructure e.g. bad roads where residents must either trek or use motor bikes on daily activities. These challenges are resonated in EAC where some members of the block face the same impediments. Communication challenges has also been identified as common setbacks to tourism industry. In Vietnam where inadequate internet supply and the use of internet is not common among stakeholders. Not to forget political instability and corruption stands out as a major impediment to tourism development in most of the case studies. From the literature review, the author could advocate for stakeholders’ sector to find solutions to the setbacks. There is the concept of collaboration amongst all the stakeholders. A credible example is in the city of Bamenda where stakeholders combine the formal and informal activities to fight poverty and to promote tourism industry. From the literature review, stakeholders’ collaborative approach would be solution in the tourism industry where the solo action of the state has often fail to solve challenges.

**3.2 The stakeholder’s concepts**

For destinations to sustainably and successfully develop its tourism, stakeholders must be involved in the process. The stakeholders should include planners and developers involve in the development of tourism (Byrd, 2007). A stakeholder is referred to “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 2010, p. 206). The concept describes the players that participate in shaping a sector and the stakeholders in the tourism would often include (e.g. governments; municipal bodies with skills in tourism matters; tourism establishments and tourism enterprises, tourism personnel, tourism experts and tourism advisers; trade unions of tourism employees; tourism education and training centres; tourists and visitors to tourism destinations and attractions; local populations and host communities involved in tourism projects and the supply of tourism services.
Figure 2. Tourism stakeholder model of a destination. Adapted from Freeman (2010, p. 206)

Figure 2 depicts a valuable starting point that integrates all the stakeholders and emphasizes on the stakeholder role as a key participant to take initiative and achieve goals (Jensen, 2001). Like in free enterprise the stakeholder concept works on the principle that respective participants points of view is significant. Freeman and Phillips (2002) supported that the goal of the concept is to position each stakeholder to see things from their own point of view. This assertion supported by Lewis (2006) considers perceptions of stakeholders as a crucial factor in responding to issues in tourism development in a destination. Lewis noted that individuals’ perceptions will empower them to provide relevant contribution in destination development. The stakeholder theory is considered relevant and applicable to the study in that the 37 in-depth semi-structured interviews constitute an apt medium to sample the views of stakeholders. The theory when employed can improved services and contribute to the creation of a better tourism society and respond to the key shortcomings in tourism development. The informed viewpoints of domestic, regional as well as international stakeholders can be a guiding framework. Just to exemplify one stakeholder such as government, who has a stake in taxes and Gross Domestic Product (GDP) in the tourism industry. The government collect taxes, business income and from the people the industry employ e.g. workers’ taxes and other spending the company incurs such as goods and services taxes. Governments also benefit from the overall (GDP) that companies contribute to the state. Every stakeholder in any organization has an interest which can be material or a perceptive.

3.3 Carrying capacity
To carefully look at the destination under study the author considers Carrying Capacity as a workable concept for monitoring sustainable tourism development activity. Carrying capacity describes the maximum number of people a given area's resources can sustain indefinitely without significantly depleting or degrading those resources (Postel, 1994). Carrying capacity is a quantitative concept that describes the limit, of a destination’ ability to support continued
growth of population within the limit of resource and within the tolerance of environmental
dilapidation (Mohammad, 2013). When infrastructure and urban services turn to be limited
and demand exceeds supply it causes problems to the population and to the destination. Oh,
Jeong, Lee, and Lee (2004) asserted that basic services and infrastructure provided by the
state are essential demands to ease living standards. Some infrastructural facilities and
services are water supply, electricity, internet and amenities are essential needs to the
population.

Joardar (1998) acknowledged however that the fast urban-development ensuing from
economic growth brings tremendous pressures on the already fragile conditions in urban
areas. Development planners and scientists use the concept of tourism carrying capacity as a
method to set definitions to problem and organize actions (McCool, & Lime 2001). In
providing solutions to carry capacity deficiency in areas that lack of basic services, Mehrotra
and Jarrett (2002) agreed that the provision of public services for all and sundry has to be
prioritized by the state to bridge the widening gap between rich and poor. This should be done
in partnership with the other stakeholders such as grass-roots organizations and non-
governmental organizations through effective connections. McCool, and Lime (2001)
concluded that carrying capacity provide a framework of thinking and responding to the
legitimate concerns of stakeholders. These include (e.g. welfare of those affected by
increased economic opportunity, preservation of cultural and natural heritage, and as well as
improved quality of life). The concept of carrying capacity is relevant for the study in that it’s
an improvement mechanism for the destination and its stakeholders.

3.4 An operative economic factor to solve lack of basic services
3.4.1 The multiplier effect
As a possible and effective solution to lack of basic services in a rich destination, the author
considers the multiplier effects model as a measure to improve on the shortcomings. Lejárraga
and Walkenhorst (2007) affirmed that commercial development activities in tourism is
determined by the multiplication of money spent in different sectors of an economy. The
multiplier effect model demonstrates that when a tourist spends money on a marketable tourist
product, the money goes into a sequence stimulating more indirect revenues within that
destination’s economy. This continuing movement of expenditures in the destination is often
termed the tourism multiplier effect (Weaver & Lawton, 2006). Weaver and Lawton further
noted that Leakage which is an essential concept to the multiplier is indicated in the sequential
movement of expenditures. Leakages take place respectively at every turn of the sequence.
Tourism multiplier is a numerical quantification of income or employment generated by a
given amount of tourist spending in each economy (Page & Connell, 2006, p. 353). The
multiplier effect is considered at three dimensions that include the effects of direct, indirect
and induced tourism spending (Wall & Mathieson, 2006). Several scholars (Page & Connell,
2006; Wall & Mathieson, 2006; Lejárraga & Walkenhorst, 2010) further affirmed the direct
effects of tourism on the destination refer to the direct expenditures of tourists on tourism-
related goods or services. The author thinks that economic multiplier effect can also be
likened to contributions through stakeholders’ perspectives
Indirect effects include all tourists spending on non-tourism-related goods and services and it will include expenses, establishments (e.g. Hotels) in non-tourist sectors on food and beverage, equipment, merchandise and salaries are classified in the same category. The other effects are induced effect that refers to abstract impact on tourism as it emerges from workers in the tourism industry re-spending their income on goods and services in the general economy of the destination. Mitchell and Ashley (2010, p.72) stated nevertheless that direct effects in the tourism sector are gotten by hotels and restaurant proprietors. There are often wealthy locals or internationals who are owners of transnational enterprises. The income generated through indirect effects trickle down to the lower income layers of the destination. Worthy to note is that the impact of multiplier is not felt if the company (hotels) decide to import most of the foods rather than purchase homegrown foods and most of the revenue gotten leaked to foreign countries rather than to the destination. Sandbrook (2010) argued that leakages turn to escape local destination in great proportions. It is however estimated that 55 percent of tourism revenues to destinations in developing countries leak back to the developed world thus making tourism largely involved in leakage and circles of capital flight (Boo, 1990).

![Diagram of Multiplier's effect and income leakage in a tourism destination](image-url)

Figure 3: Multiplier’s effect and income leakage in a tourism destination. Source: Lawton & Weaver (2006, p. 245)
The flow of direct spending in the tinted zone (see figure 3) is where the multiplier effect is active and the successive indirect and induced spending is operative. The figure also explains that a portion of revenues cannot be retained by the destination as this portion is lost through the imports by suppliers, hotels and through workers who reserve parts of their income on imported goods and services or simply save it. Therefore, the proceeds lost to the multiplier effect as seen in figure 4 is leakage from the assumed economy or destination.

3.4.2 Destination competitiveness

To achieve a competitive advantage for its tourism sector, any destination must guarantee that its appealing and the tourist experience offered, is superior to that of the alternative destinations. Economic growth and competitiveness involve interactive process of social, political, and institutional transformation (Dwyer and Kim, 2003). The management and strategy perception of a destination is centred on human development, growth and improved living standards (Newall, 1992). For a destinations competitiveness to be successful, there should to be possibilities to create value for stakeholders (Dwyer and Kim, 2003). Destination competitiveness must involve the micro and macro perspectives, to be competitive. Micro perspective provide products and services for which customers are willing to pay and a macro perspective signifying competitiveness concerning nations to improve the real income of the community around social, cultural, and economic variables affecting the nations performances in international markets (Crouch & Ritchie, 1999). To be able to conquer and improve on the destination it will be wise to review its basic services and infrastructure as well as on the destination’s attractiveness.

Figure 4 Conceptual model of destination competitiveness. Source. Ritchie & Crouch (2003, p.233).

Figure 4 illustrates how the potentials of a tourist destination can be outlined. These determinants listed in the illustration are factors of competitiveness. A destination will be competitive if it’s well managed and has strong resources (Ritchie & Crouch, 2003, p. 233).
Crouch and Ritchie model demonstrates that destination competitiveness is based on a destination’s resources, endowments and its ability to organize resources. The model also acknowledges the impact of global macro forces (e.g., the global economy, terrorism, and cultural and demographic trends) and competitive micro circumstances that affect the working of the tourism system linked with the destination. The factors that determine the competitiveness are illustrated in the model grouped into five main groups. The model categorises 36 destination competitiveness attributes. Researchers like Dwyer and Kim (2003) considered that the theory can be employed at a national and organization level that include natural resources, such as mountains and general scenic features and heritage (e.g. handicrafts, language, cuisine, customs). There is also created resources (such as tourism infrastructure, events) and auxiliary resources (such as general infrastructure, accessibility, service quality). The model shows that resources and destination management interact with tourism demand and circumstantial conditions to influence destination competitiveness.

4. Theoretical synthesis
The author identifies Carrying Capacity as a workable framework to determine how demand exceeds supply of limited infrastructure and basic services. The concept of Carrying capacity enable development designers to outline and organize strategies (McCool, & Lime 2001). This is vital to transportation and mobility to be looked into. Secondly, stakeholder model focuses on shareholders’ actions and perspectives that connects development planning and how the perspectives can be used for developmental reforms. Mehrotra & Jarrett (2002) recommended partnership among stakeholders to ensure that public services can be provided correspondingly to both the rich and poor. Thirdly, the multiplier effect is regarded an effective economic factor to balance carrying capacity where demand will equate supply of basic services.

When the theories are examined there is convergence at one point specifically where the stakeholders of the tourism destination converge to form alliances. Carrying capacity is an effective and guiding framework for the players to reorganize their activities. While the multiplier effect and leakage concept check the economic impact of the incomes and money is in circulation within and out of the destination. The three converged concepts monitor lack of basic services in a destination altogether (Freeman, 2010).

Even though not all the reviewed case studies are 100% relevant to the study, the author is of the opinion about 87 percent are relevant because it reflects the title and aim of the study. Liu and Wall (2006) asserted that stakeholder’s role in tourism planning is a positive power to residents. Richter (1983) argued that in developing countries, the state-led development activities are politicized to meet government own social and economic agendas and that brings corruption. As noted by Richter (1983) the state of Cameroons has politicised every sphere of Bamenda city. As one of the major stakeholders. The government’s activities are questionable as there is absence of collaboration with others stakeholders. Most case studies reviewed are in the developing countries and have similar challenges like in Bamenda.
4 Empirical results

The empirical results presented are based on interviews and a relevant literature study on the themes of infrastructure, services, communication and perceptions. The interview answers have been structured according to the study.

4.1 Demographic parameters

The core results of the study are on the interviews as represented on (Table 3). The table describes the demographic categories of the participants. The variables contents are gender, age, profession, education, work experience, the sub-industry that the participants belonged as well as the city or countries of origin. This categorization is relevant because it provides a framework for understanding stakeholders’ background and their perspective. From the participants, there were 65% males and 33% females and the rest who preferred not to state their gender. The participants clarified their knowledge in the tourism industry and educational background. The least participant selected had a bachelor’s degree, making it easier for the author to conduct the findings with persons with integrity. Although the identities of the participants remained concealed, the quotations from the participants’ responses will lead to generating accurate themes and reliability. The diverse demographic class of people provides an in-depth knowledge on the study. All the stakeholders’ perspectives elucidated tourism activities and hurdles of Bamenda in its diverse forms.

4.1.1. Participants (stakeholders and tourists)

There were 37 participants both international and domestic tourists as well as stakeholders. The participants were primarily individual with knowledge and skills in the management of tourism sub-industries. Those included managers of tourism enterprises, museums, ICT professionals, heads of municipalities and CEOs of establishments and tourists. The study was conducted in English and participants were English-speakers from Anglophone regions of Cameroons specifically Bamenda and Buea. The other segment of the participants were international tourists from USA, United Kingdom and Sweden and Denmark. The participants were divided into two segments, the initial 10 stakeholders who introduced the other 27 individuals. The stakeholders specified that they had on average 8 years of working experience. About 30.8% of the participants described Bamenda as cosmopolitan city that connects many towns and the city where the cultures of the northwest region are exhibited.

The interviewees consented that their respective identities would remain concealed and that is why they participated actively in the study. The international and domestic tourists described the city as unique owing to its landscape. They stated that from a vantage point - Up-Station hills, one can view the whole of Bamenda downtown section. The participants also described Bamenda as a culturally diverse city with a hospitable and dynamic population and a picturesque landscape. Several participants described Bamenda as a plateau city which is geographically endowed with lakes, mountain, hills, traditional shrines. For example, Jangma Mbatu shrine described as a great attraction to tourists and followers of the Roman Catholic Church is located in the city. The domestic participants described Bamenda as a melting pot and home to people of all the seven divisions of the northwest region and beyond. The interviewees stated that Bamenda has a cool climate suitable to attracts a lot of national and
international tourists and the city is centrally located making it easy access to other divisional headquarters that make up the wider-Bamenda. Bamenda has huge tourist attractions that include (Lake Awing, Menchum Fall, Lake Oku, River Mezam, Bafut Palace. Bamenda is has distinct landscapes such as Sabga, Nyos Landscape, Ndop Plain, Babanki Rocks. The city is also host to many fondonms (e.g. the house of Fons in Nkwen) and some of the best hotels in the northwest region are in the city of Bamenda. About 85% of the participants revealed that Bamenda city is unique for its special regalia atoghe; atogo or Ndiselak and Oku elephant mask - a symbol of the handicraft work of the city and some numerous cuisines (e.g. fufu-corn and njama njama and achu ). One of the participant described Bamenda thus:

“...it is located on the plateau....., with waterfalls dipping through... Bamenda up station escarpment, hills and mountains... town is geographical divided into up station (seated on the mountain) and down town (located on the foot of the mountain) ...town unique and give an appealing view to visitors and inhabitants of the city....”

The foregoing description brings to light the photo of Bamenda on the front cover of this dissertation. The findings also revealed however that Bamenda has multiple challenges as stated by an international (tourist) that it’s hard to find accommodations with international standards. From the interview answers, there is lack of basic infrastructure and services in the city and this is re-echoed by 90% of the participants. Among the basic services mentioned as lacking, stakeholders specified security challenges as one of the biggest setbacks to the tourism industry. The political instability is the Ambazonia War of Independence that opposes Cameroons government forces and the Ambazonia/Southern Cameroons Restoration Fighters that seek to restore the statehood of Southern Cameroons/Ambazonia. Since 2016, the fighting has displaced thousands of people from and outside the city as well as the rest of Anglophone regions. As a result, it has brought the tourism sector to a halt.

4.1.2. The Interviews

The interviews revealed that tourism sector in the city is weakened by the government heavy-handedness. The state is the sole provider of transport infrastructure and use their discretion to provide it when they feel, and everything is politicized. From stakeholders’ perspectives, there is little cooperation between stakeholders and when it concerns infrastructure planning, it’s the state that works solo.

“.... infrastructural development projects should be followed up...... Garbage disposal should be done regularly to avoid heaps of dirt in road junctions...... Funds should be made available to develop touristic sites in every sub-division ... Mezam division... headquarters of the North West region”

The interview stated that the government take decisions singlehandedly without consulting other stakeholders. Accordingly, doing-it-alone method of the government would overlook the central needs of the majority of the population and stakeholders. Besides, there has to be follow ups on executed infrastructure projects. Following up would entail that the infrastructure projects are not abandoned in the process of execution. Ensuing from the interview the accommodation sector in Bamenda has acute shortage of trained personnel capable of carrying out up-to-date services.
“...current political instability and poor road networks... greatly reduced the influx of tourists into Bamenda...”

On the interview question requesting participants to describe Bamenda as a tourist destination in line with lack of basic services as a challenge to stakeholder, political instability featured predominantly.

“... political instability... a scare crow to tourists... tourists do not want ... risk to visit Bamenda due to the rampant gunshots ...... indiscriminate and war activities going on. Some touristic destinations have been hard hit and can be termed no go areas now...”

Finally, the interview required participant to consider suggesting potential effective solutions to the problem faced. The participants unanimously suggested solutions that if considered by government of Cameroons and restorationist fighters of the Ambazonia War of Independence, sustainable solution could be reached. A good number of domestic participants argued that the two Cameroons would never live together peaceful because their cultural identities are tied to their colonial pasts. They argued that the Fracophones exhibit arrogance and ignore the identity of the Anglophone counterparts. There was also the question of Annexation raised which accordingly the Cameroons establishment has in its political agenda to completely annex the Anglophones. There were thus suggested solutions enumerated:

“... federal system, local council would have more powers to execute plans and projects in their various localities...”.

“There should be proper organization.... the government should decentralize the sector so as increase investments”.

“... solve this, all stakeholders including Government agencies and the media .... invest a lot of time and resources in educating the public.... various components of the tourism industry”

“Encourage all stakeholders to participate in training and exhibitions”

“Commitment on the part of government to carry out their role to provide basic infrastructural development to rural and urban areas in Bamenda. Also, other private stakeholders should partner with national or international institutions who can provide them with investment funds to promote tourism”

4.3 Question and answer summarized
The author placed the interview questions used and made important summaries. In the below mentioned section is the portrayal of what questions were asked and the answers the participants provided

4.3.1 What basic services are lacking in the city?
From the empirical finding, it was also discovered that lack of road infrastructure was among top on the lack of basic services. The author observed that almost every respondent mentioned lack of adequate transportation infrastructure. The participants stated that the roads are narrower, dilapidated and most roads are neglected. Participants cited insecurity as a serious setback to the tourism industry as most tourist sites have been forced to shut down and they said electricity outages are very rampant as electricity is rationed to sections of the city. In
most occasion electricity is completely unavailable for days in most parts of the city. Its now a trend in Bamenda and the rest of the northwest region that phone are not charged as a result of constant electricity outages. Generators are now the alternative to charge mobile phones and some generators have damaged many phone batteries as the voltage intake is not regulated. Internet services are slow and very unreliable, and they indicated that because of the two cultural differences of the two Cameroons, Bamenda that is in the Anglophone side suffer deliberate internet cuts. It’s alleged that Bamenda residents are supporters of pro-independent course. Some respondents gave example of the three months’ internet suspension between January to March 2017 in the English-speaking half of Cameroons as punishment for being Anglophones. By extention soldiers have shot and killed women who admitted they were Anglophones. Lack of good water sources and good drinking water was indicated as a problem plaguing the city and its tourism industry as international tourist would find it difficult to access it.

In the accommodation sector, it was observed that there are no hotels with world standards and shortage of skilled personnel and unskilled trained tour guides. There are no updated hotel websites and marketing and promotional aspects of the tourism industry is lacking. There was lack of financial possibilities to encourage the sector to tap from enormous touristic potentials of the city. It was noted that there were very unreliable and no coordinated enterprises engage in touristic activities such as providing quality services to tourists. The participants mentioned inexistence of school for the training of tourism personnel to keep the tourism industry successful. Tourism offices to provide good information and effectively market the potentials internationally is not updated and the administrator appointed are mostly francophones with little knowledge of the Anglophone culture. Furthermore, the study noted that besides poor digital information on the potentials, there was administration bottlenecks characterized by corruption and several gendarmerie security barriers that hinder traffic flow on narrow roads.

4.3.2 What effective suggestions to challenges have been suggested?
As suggestions to improve on the challenges, the participants gave several suggestions ranging from urgent renovation of degrading streets to be widened and new ones be created. The continuous disturbance of nationals and foreigners in the name of police checks should be stopped. The respondents suggested the presence of security in hotel and recreational facilities and in public places. As a solution to the political instability as well as ghost towns and imposed curfews be reconsidered and that curfew should be people friendly. All the respondents indicated the need for road networks, communication and better access to the internet has to be prioritized. The internet they argued is the new market place where all the potentials can be accessed and its ineffectiveness has to be seriously thought about.

From an international perspective, it was suggested that an online search website on activities and things to do in the city of Bamenda be created because there is very little available information on bamenda. It was suggested that there should be a Website like Visit Bamenda.

The respondent asserted that a city tourism council or group with a website can direct visitors to a well-defined list of regional attractions, accommodations, and restaurants would be very
helpful. About 70% of the participants specified *improvement in the road network to reduce congestion and traffic, Improve water supply and electricity supply and the continuous improvement of waste management*. They suggested active presence of what Bamenda offer to tourists on the web. It was also suggested that there should be alliances among stakeholders to strategize their activities. The civil society organizations be formed to promote the interests of the tourism industry. It was also thought there should be no fee imposed on tourism purchased products at Cameroons airports. It was found that Cameroun custom and forestry officials ransack tourists’ luggage at the Douala airport to check for bought souvenirs from the forest in other to get some tax or bribe. The participants argued that taxes are already paid by souvenir shops selling items to tourists and no need for stationing officials at airport to disturb tourists. As a solution, most respondents suggested the creation of public awareness centres on the availability of touristic potentials and how it can be improved to further generate foreign earnings.

Moreover, it was understood that government run by the people would solve the present-day challenges and stating the federal *system of government or a confederation with Cameroun*. This would allow city council the powers to plan and execute projects in their various localities without the interference of the dominating *francophonization*. The study also observed that an effective solution will be through the promotion of touristic potentials on national and international platforms. Tourist sites should be linked by seasoned road network and that investors should be encouraged to invest in the tourism sector. It was also revealed that *benchmarking* practices be adopted with other destinations that have overcome similar challenges in the west and east Africa. Tax breaks should be made on tourism related industries (e.g. Hotels, museums, tourist bureaus, destination developers and cities municipalities).

4.4 Gaps or incompleteness in the results

As its the first-time a study is conducted on the topic, the author observed that there is an absence of available tourism statistic on visits to the city of Bamenda. During the qualitative data collection, contacts with regional tourism officials was not successful. Most stakeholders indicated the inexistence of alliances by stakeholders to address the short comings affecting the tourism industry and road infrastructures are single-handedly provided the state and at its discretion. The author observed, fear among participants to freely give a perspective on the topic owing to the ongoing instability in Bamenda and the entire Southern Cameroons otherwise called Ambazonia. Some of the participants indicated they could be targeted or abducted by governement secret agents for telling the world about the lack of basic services in the city. Internet connections to gather required information was slow and most respondents were thus unreachable. It was realized that most respondents and stakeholders had not been given the needed attention to the tourism sector despite the numerous touristic potentials available in the destination.
5 Analysis

This section focuses on the analyses of the interviews. It will reflect actively on earlier research articles and theories. The analysis will attempt to answer research questions from the stakeholders’ points of view and will use thematic analysis to develop the thematic categories.

5.1 Thematic analysis procedure

To get to the thematic analysis in process, the author collected and transcribed the entire qualitative interview data and subsequently reduced the data to make it readable. After which time the material was read and re-read to select recurring patterns from participants’ viewpoints. The patterns came from rephrasing common ideas specified by participants and the explanations provided. Secondly the categories came from what each participant had enumerated towards finding effective solution to the problem. The various steps to the thematic analysis was to identify all data. The identified patterns were therefore expanded on and later merged to related patterns forming sub-themes. The themes were therefore defined as units derived from patterns such as repeated words and activities.

The author therefore identified the themes by bringing together components of ideas and experiences from stakeholders, domestic and international tourists. The author stitched the categories together to develop the themes from the participants’ points of view to form a complete representation of the destination. At the end of the procedure the author attempted to build effective reasons for selecting the themes. The process enabled the author to draw inferences and frame thematic statements to develop a story line thus linking literature and findings. In trying to address the research question, the author organized the data in a systematic way by reducing lots of data into small portions of meanings. This is by coding each section considered relevant to the research question. The iterative process therefore led to thematic development (table 5) which classified patterns on lack of basic services per interviews. It’s from the categories that the various themes are developed.
5. 2 Thematic development

**Table 5. Themes and categories**

<table>
<thead>
<tr>
<th>Themes</th>
<th>Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>The value of stakeholder’s growth.</td>
<td>Trained personnel, education, tour guides, access to information on tourism, alliances, benchmarking</td>
</tr>
<tr>
<td>Bamenda and carrying capability</td>
<td>Bamenda, landscape, relief, plateau city, melting port, crisis, unique, headquarters, picturesque, naturally endowed, good weather, narrow roads</td>
</tr>
<tr>
<td>Stakeholder’s divergent views</td>
<td>Differences in opinion, international vs domestic tourists</td>
</tr>
<tr>
<td>Government policy and crisis of identity</td>
<td>Centralized government, crisis, administration bottlenecks, corruption, police harassment, extortions, gendarmerie, nepotism, French, Ambazonia etc.</td>
</tr>
<tr>
<td>Transport &amp; Mobility challenges</td>
<td>Bad roads, Gendarmerie Controls, taxes, neglect, crisis, politicize projects</td>
</tr>
<tr>
<td>Need to diversify</td>
<td>Federation, alliances, communication &amp; independence</td>
</tr>
<tr>
<td>New touristic trends</td>
<td>Diversity change of mind set, updated tourism websites</td>
</tr>
<tr>
<td>Inhibitions to tourism</td>
<td>Ghost towns, curfews, electricity outages, challenges, poor infrastructure, unskilled personnel, no websites, un-updated hotel websites,</td>
</tr>
<tr>
<td>Effective solutions suggested by participants</td>
<td>Hiking, bird watching, alliances, tax breaks, updated websites, cooperation, prioritize transport planning</td>
</tr>
</tbody>
</table>

Table 5. Attributes from 37 interviews. Source: The author

5. 2. 1 The value of stakeholder’s growth

The value of the stakeholder cannot be over emphasized. Stakeholder concept on city tourism in Bamenda brings new perspective to understand this research topic. As noted by Clifton and Benson (2006) stakeholders minimize challenges facing tourism when they strategize. Based on the perceptions of the participants, cooperation and coordination, benchmarking should be considered vital for the growth of destination and it’s gainful for stakeholders. The foregoing empirical findings found that Bamenda lacks major industries to sustain itself and consequently it relies on small businesses including tourism to be sustainable. As Kimbu (2010) noted, more than 90% of tourism and hospitality are micro. The micro segment is family managed but these initiatives face the problem of capital for its smooth functioning. Similarly, the city’s tourism growth will succeed if the populations can partner with stakeholders to create value. The empirical findings also identified stakeholders’ perspectives as opening solutions to basic-services-shortage. Tche (2009) acknowledged that stakeholders’ activities support growth in tourism enterprises in destinations.

However, the 37 participants interviewed expressed the absence of stakeholder contribution in reducing challenges faced by tourism growth in Bamenda. As stated by Freeman (2010, p. 228-229) equality among stakeholders is a core value to note. Nonetheless the stakeholders in Bamenda are not consulted when the government wants to carry out a project. The government consider itself superior to other stakeholders thus hindering contributions to resolve the challenges. The solo action of the government results in mounting corruption at
various levels leading to neglected infrastructure. If for example tollgates were managed by all the stakeholders, the proceeds will be better used for road maintenance. There are also mounted gendarmerie control posts to check travelers to destinations with the pretext of getting bribes. Jensen (2001) stressed on the integration of all stakeholders. If all stakeholders in Bamenda work together as expressed by Lewis (2006) their different perceptions would empower each other and they will provide vital contributions. Dwyer and Kim (2003) affirmed that the enhancement of stakeholder’s value brings successful and sustainable destination competitiveness.

5.2.2 Bamenda and carrying capability
From the empirical results “…. The city of Bamenda ...is on the plateau..., with waterfalls cruising through the hills and mountains. The... ... city divided into up station (seated on the mountain) and down town (located on the foot of the mountain) make the town unique and give an appealing view to visitors and inhabitants...” The helicopter interpretation, brands Bamenda as an attractive destination and adds to its uniqueness. Bamenda is unique in its traditional and cultural regalia (g.g. Atoghe, atogho, atoghu and ndiseelak). Besides being a city with waterfalls cruising from the hills and mountain, Bamenda is said to be a melting pot, that has over the years attracted large population arrivals from the entire region and beyond. Bamenda is known for her hospitality and being the largest cities in English-speaking Cameroons. All the examples give a decent depiction of a tourism ready city. The findings indicated however that the city is plagued by numerous challenges. The state has neglected transport and communication architecture and services. Another respondent described the city as jam-packed with thousands of bikes to overcome the acute shortage of roads and to dodge the narrow streets and broken roads.

“...describe them as not up to date, outdated, poorly managed..., are not even found and there's political instability...”. Despite the potentially rich destination, services are under provided to tourists and other residents.

Linked to, McCool and Lime (2001) City-carrying capacity is a framework of thinking and a yardstick to measure workable tourism development in a city from managers, residents and international tourists’ perspectives. Comparing and contrasting the just mentioned statement from McCool and Lime, it can clearly be stated that government has failed to provide required carrying capacity. However, residents’ activities and concentration lead to severe and varied challenges to sustainable city development resulting in poor infrastructure and insufficient services (Postel, 1994). The interviews revealed lack of coordination between government and urban planners to seek measurable and sustainable solutions and procedures. Empirical results revealed that thousands of road users are harassed on narrow and poor roads to destinations by government forces. From the concept carrying capacity, the configuration of the two Cameroons is visible through gendarmerie on Anglophone roads and the skirmish on identity, language and cultures on both camps. Several participants also stated communication carrying capacity;

“...challenging issues for tourism in Bamenda. Telephone signals don't reach most parts of the town and internet quality ... all-time low. The road network ... sorry state while tourism offices are near in existent. Political instability ... compound issues.”
From most participants restructuring in all the sectors of the destination were suggested. Private stakeholders should partner with national and international institutions to invest in the destination.

5. 2. 3 Divergence in stakeholders’ perspectives

The domestic stakeholders described Bamenda as a cosmopolitan city and a melting pot capable of attracting people of all walks of life and offers diverse activities. The international tourists contested the view as they hold that the city lacks what it takes to attract everyone especially international tourists.

“...I do not think ... we would travel to Bamenda as a ... destination. There did not seem to be attractions that would bring tourist in.... I would say that domestic tourism could be possible, but not international now...”

“We did not stay in the city, so I am not sure how accommodations are in Bamenda. I would think nice accommodations for tourists would be a challenge, as well as just getting information out to people to advertise what’s available in Bamenda to do”.

The two participants’ segments accordingly hold varying views on the concept of shortage of basic facilities in the city’s development. They agreed however that Bamenda has a beautiful relief, a scenic landscape and potentials for developing such activities as Bird watching and mountain hiking and that its traditional regalia (atoghe) is matchless anywhere.

When the two perspectives were compared the destination was understood from many viewpoints. One viewpoint looked at Bamenda from the prism of developing city and the other perspective saw Bamenda as incapable to compete internationally. As noted by Kimbu (2011) development and different views are interpreted differently. The international tourist interprets Bamenda comparatively differently domestic tourist would look at the destination from a limited perspective. The author acknowledged that all the views are important. Through various stakeholders’ perspectives effective contributions and solutions to challenges are gotten (Freeman & Phillips, 2002). As mention from the interviews different participants suggested different solutions to the shortcomings and from this solutions can be gotten.

5. 2. 4 Government policy and crisis of identity

The empirical results showed that of the 37 participants in the interview, more than 90% mentioning the current political instability as a huge factor that affects city of Bamenda. They used the words this current crisis. The participants acknowledged that government policy has added significance to the emerging debate on the crisis of identity in the Cameroons. The union of the two Cameroons expose the causes of the Amazonia war of independence.

“...apart from the current crisis...”

“... the constant harassment of nationals and foreigners in the name of police checks...”

“... absence of security at touristic sites has led to kidnappings...”

From the foregoing expressions, the participants highlighted the crisis rocking the tourism industry in the entire Anglophone Cameroon as a huge setback. They cited features of the crisis like abductions and sometimes ransoms taking. The expression crisis, brings up the crisis of identity in the Cameroons (see figure 1) where the country is divided between
(Anglophone) Southern Cameroons and (Francophone) La republic of Cameroon. Lack of governance and political instability has a negative impact on tourism (Novelli et al 2012) as it brings uncertainty to both tourists and investors. The participants acknowledged that the state of Cameroon should be aware of the shortage of basic services which a destination needs. The state should listen to solutions from respective stakeholders’ perspectives. In a statement, Newall (1992) held that stakeholders’ perceptions of a destination brings growth and a better standard of living. Accordingly, the dynamic population of Bamenda is a vital resource to improve on tourism and their numbers are effective solutions.

5.2.5 Transportation and mobility
Transportation and mobility problem has been echoed by all the participants as one of the basic services and infrastructure lacking. Stakeholders and tourist considered transportation and mobility as worrying because of the negligence. The excerpts from a participant on narrow road infrastructure and other services.

“Roads are old, not up to international level, not accessible and not everywhere in the region”

“In terms of communication and infrastructure…. in Bamenda, one can say the city of Bamenda ….. The telephone networks, internet services and road network system are so poor making it difficult for effective communication within and across the city”

“…The current political instability and poor road networks has greatly reduced the influx of tourists into Bamenda”.

Responding to the qualitative interview questions, the participants noted that its hurts to have infrastructures that is an eye sore. Judging from the perspectives of the participants on infrastructure and services effective solutions and actions is needed. Sietchiping et al (2012) had indicated that cities in sub-Saharan Africa are unevenly planned and has deteriorating transport infrastructure and services causing mobility challenges. This issue is shared by Adolehoume et al (2005).

5.2.6 Effective solutions suggested by participants
In part, the aim of the research was to seek possible solutions to infrastructure deficiency and service shortages in Bamenda. Subsequently the research question sought to gather participants perspectives to better improve the destination. A group of 37 participants selected based on their academic and working experiences took part and they pointed uniqueness of Bamenda. They came up with great suggestions amongst which were; hiking, bird watching websites on Bamenda and cooperation as well as coordination amongst all stakeholders. As shown previously in (stakeholder model 3.2) working together among the stakeholders produce effective solutions to difficulties and participants attempted exactly the theory in practical terms. The author also brought in workable scientific theories (e.g. 3.2, 3.3, 3.4) as suggestion for improvement.
6. Discussions

The objective of the study was to investigate and highlight “lack of basic services” on city tourism in Bamenda from stakeholders’ perspectives. The study also intended to seek possible solutions and improvements to lack of basic services on the destination. The results of the study show that Bamenda has the potentials of developing cultural and nature tourism owing to its diverse cultural heritage. This was exemplified by the diverse cultural and natural endowment in the city. From the stakeholders’ perspectives, the city has dynamic population proficient in running small and medium size enterprises.

The study revealed a longstanding political problem that dates to colonial times and has been exasperated by successive French Cameroon establishments. This is the Ambazonia war of independence (Anglophone crisis) that has impacted all spheres of the economy including tourism industry. From 2016 till date the whole English-speaking areas of Cameroons have been badly hit resulting in the fall in tourists arrivals. This study revealed that information on Bamenda tourism is sketchy and in patches. From an international perspective, there are no updated tourism websites that could provide comprehensive knowledge of the city’s tourism sub industries. Still from the stakeholder’s point of view, the study gives a helicopter perspective of Bamenda characterized by constant electricity outages. This, the study noted is caused by government negligence, poor waste management, lack of drinking water, abandoned road infrastructure due to corruption and the political instability. There are no reliable enterprises engaged in providing quality services to tourists and no school that train tourism personnel (e.g. tour guides and hospitality managers). The shortage of these basic services would expose the few tourists that visit feel unaccompanied, unaccommodated and thereby discouraging other visitors and hence sending a negative message to penitential tourists.

The effective solutions suggested by stakeholders and tourists has to do with collaboration, coordination and cooperation between all the stakeholders to seek durable solutions to the problem. Collaboration will bring awareness to stakeholders. An effective solution will be a confederacy that allow the francophone and anglophone with different legacies to develop their tourism potentials separately. Nevertheless, it was observed that when the two Cameroons work as one, there is huge corruption as one corrupts the other. Education and information on the potentials and the shortcomings will be a good tool that will modernize the tourism industry.

6.1 Conclusion

The challenges posed by lack of basic services on city tourism in Bamenda is significantly huge. These have caused a fall in the number of international and domestic tourist arrivals and the fall will continue. It can be inferred that government policy has worsen the challenges faced by the industry. Corruption is unchecked as the government is the dominant stakeholder and take unilateral decisions without consulting other stakeholders. Its actions allows numerous gendarmerie control posts on neglected roads with poor infrastructure. As a
stakeholder, the government has politicized infrastructure provision and has failed to cooperate with other stakeholders to resolve infrastructure and service insufficiencies.

The city of Bamenda has a vibrant young population that engage in diverse tourism activities making it rich in human capital. The resident stakeholders are crucial for tourism development because of absence of big industries in the region. Every little business contribute to the economy of the city is privately owned. It can also be stated that Bamenda is a major tourist hub in the region with unique tourism potentials capable of solving unemployment if basic services are improved. It is worth noting that stakeholders are a very vital resource in tourism development if their various perspectives are taken into consideration. Lack of basic services which is a challenge to tourism can at the same time be a useful if wisely studied to seek solutions. Although tourism has strong linkages with other sectors, this research revealed that participants’ concerns in the development of tourism failed to improve the quality of life and infrastructure in the destination.

The uniqueness of Bamenda characterized by its traditional regalia, landscape observed that the colonial legacy of the country and fighting doesn’t develop it. A potentially rich destination plagued by shortage of basic services turned a once thriving region in shambles. It could be inferred that inactivity, neglect and corrupt practices by the state functionaries is the cause of the problems. The composition of the two Cameroons has a negative impact on the tourism as Bamenda has become a centre of conflict between the Ambazonia restoration forces and the Cameroon government forces thereby bringing the melting pot to zero.

6.2 Contribution & knowledge gained
The author contributed in highlighting lack of basic services hampering tourism in the city of Bamenda and researched on stakeholders’ perspectives on the challenges. The knowledge gained has been on gathering data from stakeholders to know what they think and what they would like to see in Bamenda. There is an enormous insight in working with all to seek effective solutions to problems. The author also gained problem-solving skills that involved investigating challenges and working vigorously with participants using qualitative interviews. The problems solving skills can be replicated in other tourism study areas. The author’s contribution includes leading participants to know the destination, the problems and suggest solutions. It was through this study that the author acquired skills on carrying qualitative interviews through google online questionnaire platforms. Moreover, the author successfully used the snowball sampling technique to reach participants whose contacts were not available (Bryman, 2012, p. 424-425). At the end the author gained effective leadership skills as participants’ views on problems, were successfully guided leading to suggestions on effective solutions.

6.3 Recommendations
It’s the first scientific research done on lack of basic services on the destination from stakeholders’ point of view. The author recommends a thorough research on the uniqueness of the city and region and how the tourism can be made the biggest industry in the region. The author will also recommend an in-depth research on the union between the two Cameroons to find out its impact on the potentially rich tourism industry in Bamenda. More research should be done to find out about the relationship between stakeholders and state of Cameroon in
Bamenda. The author will equally recommend that since transport infrastructure is one of the biggest issues mentioned many times by participants, it will be wise to build road from Bali to Bambili cutting across the city. The road would link Sabga and Bali Fon’s palace and the other road could link central Bamenda and Bafut Fon’s palace. The author also would recommend studies to see the damage caused by cameroon soldiers on palaces in Bamenda and the rest of the region.

6.4 My own suggestions to improve a tourist destination in Cameroons and Africa

Suggesting solutions to the shortcomings was one of the objectives of the study. Besides participants attempted suggestions to improve the destinations problems. The author observed in Cameroons and some African countries that heritage is under attack by some religious fanatics. These religious fanatics engage in attacking sites, buildings and objects representative of cultural heritage as well as cutting down trees deemed spots for traditional sacrifices. Looting and destruction of cultural heritage is common in armed conflict in the Cameroons. The author suggests criminalization of the demolition and attacks of cultural heritage.

There must be extensive advertisement through the media such as internet to sell the potentials of the continent. Infrastructure is a foundation so roads and other forms of transport leading to tourist attractions should be upgraded. International exertion and cooperation to fight against international and domestic injustices be increased to sustain global security and peace. An typical example is Cameroons where a glowing conflict stemming from injustices of the colonial bias has forced peoples with unparallel culture to live together.

The author suggest the need for foreign and domestic stakeholders to invest in modern tourist facilities such as hotels and lodges to bring solutions to the deficiencies named previously. The use of various big events and forums such as world cup football finals to advertise the tourism sector in countries more internationally. Inclusive training of managers, travel agents, guides working in the tourism industry will boost the tourism industry and provide excellent services. The industry will be sustainable when there is a cooperation of all people on protection of tourism attractions.

Additionally, the academic framework provides valuable theories to the study and destination improvements. An interactive procedure for a functioning social, political, economic and stakeholder’s value is a reasonable solution that makes a destination competitive (Dwyer and Kim, 2003). Newall (1992) cites human development as the central pillar in destination competitiveness and as for Crouch and Ritchie (2003, p.233) basic services must be improved as well as destinations’ resources, endowment and the ability to organize them. (Crouch and Ritchie, 1999) stated that basic services must be conquered and improved to make a destination attractive.

6.5 Future research opportunities

This study is a new and an unexplored area of research which centres on key problems hindering tourism specifically lack basic services. There is the opportunity of researching on rebranding Bamenda to be able to compete with other major tourism cites. Future research can
also be on how the cultural legacies; British and French can be a tool in tourism development rather than a setback. An extra and detailed research on the stakeholders’ perceptions, alliances and collaboration should be methodically researched.
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61


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