

The Role of Tourism in the Development of Sierra Leone

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Abstract

Tourism is now one of the World's largest industries and one of its fastest growing economic sectors for many countries, tourism is seen as a main instrument for regional development, as it stimulates new economic activities. Tourism may have a positive economic impact on the balance of payments, on employment, on gross income and production, but it may also have negative effects particularly on the environment. Unplanned and uncontrolled tourism growth can result in such a deterioration of the environment that tourist growth can be compromised. This study examines the role of tourism in the development of Sierra Leone with key references to both positive and negative economic contributions. The main research instrument used was the questionnaire which was administered among respondents from various sectors within the Tourism Industry in Sierra Leone. Data collected was analyzed by the use of the statistics packages for social sciences (SPSS). One thing I am looking forward to is that the Government will provide adequate fund for Tourism Development in the country.

Keywords: Tourism; Development; Sierra Leone.

1. Introduction

Tourism activities had been going on in Sierra Leone for quite some time, the first indication of government's active involvement and interest in tourism development dates back to 1964 with the establishment of the Hotels, Travel Agencies, Airlines and National Tourist Board by an act of parliament. The board was charged with the responsibility of overseeing the development and promotion of tourism in Sierra Leone and operated within the framework of the then Ministry of Trade and Industry.

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In those early years, the growth and development of the industry both at home and abroad was slow and haphazard. There was practically no national policy evolved on which the sustained and directional growth and development of the industry would be based- Decisions made by those at the top were adhoc and generally inconsistent. Operators within the industry were left to do what they thought was good for the industry and for themselves. This state of affairs continued for close to a decade.

In 1973, however, government decided to establish a Tourism Ministry that would harness the abundant potential tourism resources of the country in order to ensure sustained socio-economic growth in an organized manner thus the creation of the Ministry of Tourism and Cultural Affairs. The Hotel and Tourist Board became an integral part of the newly created Ministry two years later in 1975.

With the establishment of the Ministry, development in the industry started taking shape as was manifested by government's management of, and construction of Hotels such as Paramount Hotel, Cape Sierra Hotel, Brookfields Hotel, Bintumani Hotel, Mammy Yoko Hotel, and Lungi Airport Hotel and the Provision of other necessary infrastructure facilities.

The financial benefits that accrued to the country from the industry however remained minimal due to ineffective monitoring policies adopted by government as well as heavy leakage factor and tax evasion by the private operators.

Tourism is travel for recreation, leisure, religion, family or business purposes, usually for a limited duration.

Tourism is commonly associated with international Travel, but may also refer to travel to another place within the same country. The WTO defines tourists as people "travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

Tourism has become a popular global leisure activity. Tourism can be domestic or International, and International Tourism has both incoming and outgoing implications on a country's balance of payments. Today, Tourism is a Major Source of income for many countries and affects the economy of both the source and host countries, in some cases being of vital importance Tourism in Sierra Leone is an important growing national service industry. Beaches and other natural habitats are the biggest parts of the nation's tourism industry.

According to the International labour organization, approximately 8,000 Sierra Leoneans are employed in the tourism industry, with a growing number of Jobs expected to be created in the future. The main entrance point is Lungi International Airport, where transport to and fro has been problematic. The problems in the tourism sector are a snap shot of the damage done to the wider economy by Ebola, which has forced many industries to stop or reduce work, including much of Sierra Leone's valuable gold, diamond and mineral sector. Ironically, the relatively isolated beach communities have largely been spared from the Ebola outbreak, which began in Sierra Leone's forested interior and spread to urban centers such as Freetown.

Sierra Leone's tourism industry has been badly hit by the current Ebola epidemic, to the extent that the sector is losing millions of US dollars and making the country unattractive to visitors, according to the Ministry of

Tourism and Cultural Affairs who state that revenue generated from the tourism industry has seriously plummeted and that the current situation makes it even worse.

“In 2012, revenue generated from the tourism industry stood at \$41.6 million and in 2013, revenue generated \$58.6 and this shows a progressive growth in the industry.

As the Ebola Epidemic ravages the country, major airlines that fly into the country arrive half empty. Hotels too are virtually empty. Airport officials have confirmed the sharp drop in the number of airlines coming to the country.

During the spread of the Ebola pandemic a lot of destruction took place in the tourism industry. Sierra Leone’s tourism industry was badly affected by the rebel war of the 90’s. It is only now, it has started growing or picking up again.

2. Research methodology

2.1 Research design

The study is designed as a descriptive case study. The researcher prefers the Method because of its ability to describe a situation and its minimum bias in the collection of data. The descriptive design involves large numbers of persons, and describes population characteristics by the selection of unbiased sample. It involves using questionnaires and sometimes interview tests, and generalizing the results of the sample to the population from which it is drawn. Descriptive design is the most frequently used method of collecting information about peoples’ attitudes; opinions and habits on social issues and such studies usually do not involve hypothesis testing. The study was not concerned with testing of hypothesis.

2.2 Population

The population for this work is an entire group of individuals, events and objects with the same common observable characteristics. The study of population includes staff of the Ministry of Tourism and Cultural Affairs, National Tourist Board, Travel Agencies, Hotels, Restaurants, Airlines, Tour Operators and Tourist Handling Agents.

2.3 Sampling frame

A sampling frame is list, directory or index of cases from which a sample can be selected. The sampling frame for this study was the directory of the National Tourist Board which includes list of all sectors within the tourism industry currently operating in Sierra Leone.

2.4 Sampling technique

A sample technique is part of the target (or accessible) population that has been procedurally selected to represent it. The area of study, as tourism was selected. The target population composed of staff of the various

sectors within the tourism industry in Sierra Leone who were selected using random sampling technique for categorization. The respondents were selected using simple random sampling technique.

2.5 Sample size

Sample Size is an important feature of any empirical study in which the goal is to make inferences about a population. To obtain the sample size the researcher selected 50 (Fifty) staff from among all the sectors within the tourism industry in Sierra Leone.

3. Research instrument

The main research instrument for this study was a Questionnaire for all staff of the above mentioned sectors. The Questionnaire was open and close ended to ease analysis of data. It consists of Questions gearing toward sounding their opinion about the contribution of tourism to the development of Sierra Leone.

All Questions were with options and it was left to the respondents to only select the appropriate one for him or her. Interviews schedules was prepared for key senior management team of these sectors and assist to determine whether responses from other respondents were correct or biased. A focus group discussion was conducted with some staff members across Freetown. A total of 5 persons group were selected since the number was easy to organize and manage. A series of visitations were made at these places to observe the interaction between the staff and customers in relation to the quality of service delivered to customers. So many discussions were held with management team especially those who are directly responsible for the tourism policy and objectives setting.

4. Data collection procedure

The source of data was primary as this study was an original study. As indicated earlier a close and open ended Questionnaire for staff was used as the main instrument to collect data. Personal interviews were conducted with key staff of the above mentioned sectors. The appropriate time for administration was negotiated between the researcher and the respondents. The Questionnaire distribution was facilitated by the researcher who also assisted in the collection process. The whole of this exercise was done for a period of two months as some of the respondents were too busy due to work load constraints.

5. Data processing and analysis

Data collected was analyzed qualitatively and quantitatively using the statistical packages for social sciences (SPSS). Before starting, the analysis process, the researcher processed the data by editing, categorizing and coding it appropriately. After processing the researcher then fed the data into the computer via the SPSS programme.

5.1 Economic Impacts of Tourism

Tourism is considered by many to be the largest industry in the world and the fastest growing. Tourism can provide many benefits for host communities and countries but there are also negative effects. Impact studies are carried out with the aim of improving our understanding of the positive and negative impacts of tourism so that steps can be taken to lessen the negative effects and work at sustainable tourism development. In other words, sustainable tourism development is concerned with maximizing the benefits while minimizing the negative effects.

Tourism is seen by governments as a useful tool for economic development. The economic benefits tourism may offer include:

5.2 General effects of tourism:

- It creates employment for people of the country.
- It promotes cultural awareness and also helps to preserve local culture and traditions.
- Money gained from tourism can be used to develop the infrastructure and services e.g. new roads and airports.
- In LEDCs money can be invested on developing education, clean water and sanitation.
- The foreign money can become aid to local people.
- Natural attractions can be protected using income from tourism.

5.3 Positive Economic Impacts

- It generates foreign exchange.
- It creates new job and employment opportunities.
- It stimulates trade, income and entrepreneurship – especially in small business sectors.
- The provision of new infrastructure which is available for non-tourism uses.
- It increases regional development – particularly in isolated areas.
- It generates greater collection of taxes and revenues.

5.4 Negative impacts

- It can have a negative impact on the environment. It increases air travel and thereby contributes towards air pollution.
- Mostly local people are employed in low skill, poorly paid work in unhygienic working conditions.
- Travel agents, airline companies and hoteliers benefit more than local companies when holidays are booked to destinations in LEDCs.
- Destroys local culture and traditions.
- Locally run accommodation companies face competition with foreign companies which build hotels in this new tourist destination.

5.5 *Negative Economic Impacts*

- Necessity to import goods increase. This is especially with small economies which often do not produce what the tourists demand, and therefore import to meet the demands of the tourist.
- Displacement effects. When a new tourism project takes customers away from an existing industry or facility, the economy is said to be shifted.
- Over-dependence on tourism. When initially developing, the tourism industry is in vigor. The people start investing their money in this industry, resulting in downfall
- Of other industries that were initially present. But soon tourists begin to dislike the particular tourist location and the economy falls.
- Over-reliance on labour. As the tourists would increase, the labour required to fulfill their requirements would increase. The industry would extensively rely on labour; therefore these companies would highly exploit labour to meet the tourist demands.
- Higher land values. Higher number of tourists would require more accommodation. Therefore hotels, lodges and rest houses are built. These results in shortage of land and the prices shoot up, which affect the locals.
- Prices of goods increases. More tourists' means more needs of supplies example: food, water, electricity, gas supply, etc. Also maintenance and repair would increase. These would make the market more expensive, making difficult for local people.

5.6 *Tourism and Revenue*

According to statistics released by the National Tourist Board over estimated revenues from the Tourism Industry for the years 2013 and 2014, it has been revealed that tourism revenues dropped by US\$27 million from US\$58.8 million in 2013 to US\$31.8 million in 2014. This drastic decrease is credited with the spread of the Ebola virus which badly affected the tourism industry. The loss in revenue is directly related to the arrivals through Lungi Airport by flight. There were 37,519 less people who flew into Sierra Leone in 2014 than in 2013. According to the statistics 81,250 visitors arrived in 2013 as against a 46.1% drop or 43,731 visitors who arrived in 2014. It is estimated that these figures will probably decrease more if the spread of the Ebola virus is not curtailed before the rainy season.

5.7 *Demand and Supply*

Tourism demand has been defined in numerous ways, including the total number of persons who travel, or wish to travel, to use tourist facilities and services at places away from their places of work and residence' [1:1]. Other studies have defined it as, the relationship between individuals' motivation [to travel] and their ability to do so' [2]. In contrast, more economic-focused definitions of demand are primarily concerned with 'the schedule of the amount of any product or service which people are willing and able to buy at each specific price in a set of possible prices during a specified period of time' [3:15]. Supply may be defined as the value of final output that firms are prepared to sell, plus the value of imports. The money that is paid out to firms goes in wages, profits and taxes and some is saved [4:105]. The act of supply requires the willingness and ability of an

enterprise to acquire resources, including goods and services produced by other enterprises, and to process those resources into an output of products for sale (even at zero price) to consumers. Most analysts would nowadays include the roles of marketing the products as part of supply [5:78].

6. Results

Data Presentation and Analyses

Introduction

This is detailed analysis and presentation of data collected from respondents in relation to the economic contribution of tourism to the development of Sierra Leone Seventy questionnaires was administered among respondents within the tourism industry. Only fifty was filled and returned and is used for analysis. This is 71% respondent's rate.

Table 1.1: what sector best describe you

	Frequency	Percent	Valid Percent	Cumulative percent
Hotel	15	30.0	30.0	30.0
Restaurant	10	20.0	20.0	50.0
Travel Agency	7	14.0	14.0	64.0
Tour Operator	4	8.0	8.0	72.0
Airline	4	8.0	8.0	80.0
Tourist Handling	3	6.0	6.0	86.0
Others	7	14.0	14.0	100.0
Total	50	100.0	100.0	

Table 1.1 revealed that 30% of the respondents are from the hotel sector, 20% are from restaurant, 14% from travel agencies, 8% from tour operators, 8% from airlines, 6% from tourist handling agents and 14% from others like night clubs, casinos etc. It can be concluded that more of the respondents contacted were from the hotel sector because there are more hotels in Sierra Leone as compared to any other sector.

What sector best describe you

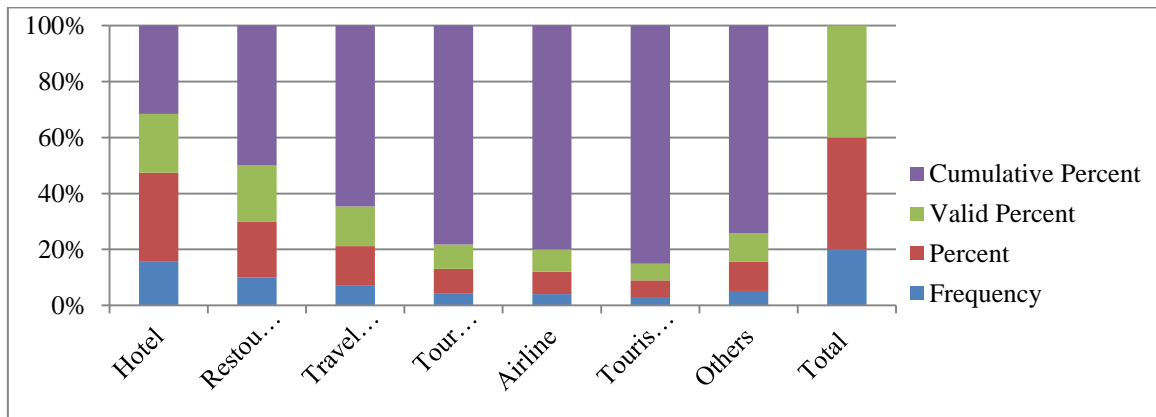


Figure 1

Table 1.2: Current position held

	Frequency	Percent	Valid Percent	Cumulative percent
Manager	20	40.0	40.0	40.0
Supervisor	15	30.0	30.0	70.0
Head of Department	10	20.0	20.0	90.0
Others	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Table 1.2 revealed that 40% of the respondents were managers, 30% were supervisors, 20% were head of departments and 10% were others like marketer, IT, cleaners and security.

It can be concluded more of the respondents contacted were managers because they are responsible for the daily operations of the sector.

Current position held

Table 1.3 revealed that 60% of the respondents contacted were male and 40% were female. It can be concluded more male respondents were contacted as compared to female.

The reason being that more senior managerial position is held by male and lower positions occupied by female.

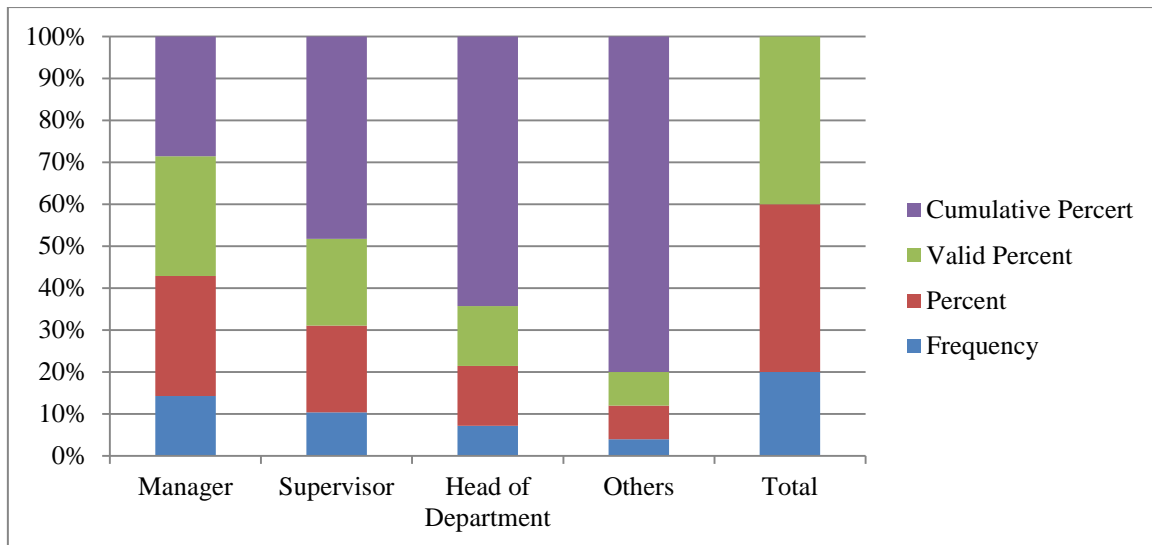


Figure 2

Table 1.3: Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative percent
Male	30	60.0	60.0	60.0
Female	20	40.0	40.0	100.0
Total	50	100.0	100.0	

Gender of respondents

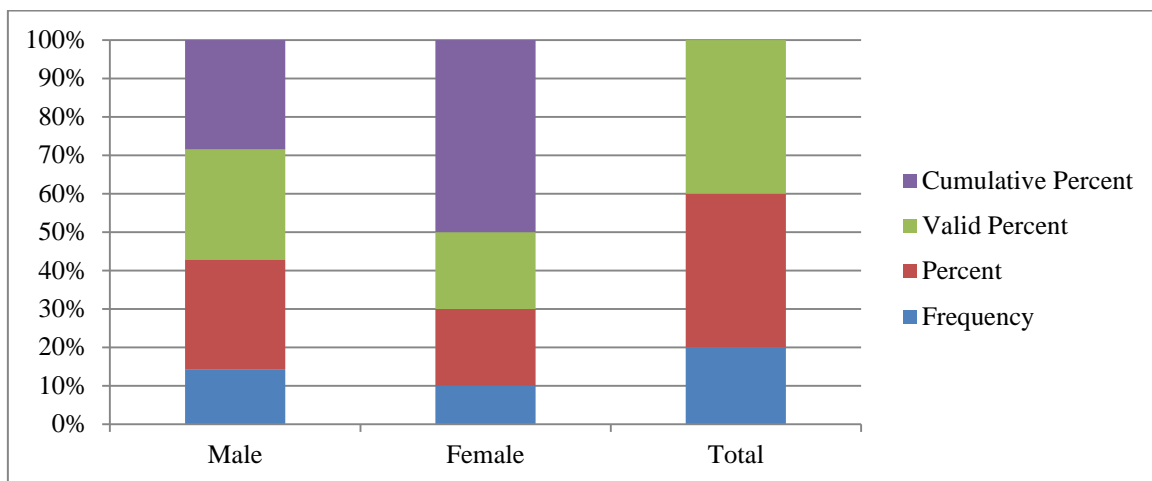


Figure 3

Table 1.4: Educational background

	Frequency	Percent	Valid Percent	Cumulative percent
Diploma	30	60.0	60.0	60.0
HND	8	16.0	16.0	76.0
First Degree	4	8.0	8.0	84.0
Masters	2	4.0	4.0	88.0
Others	6	12.0	12.0	100.0
Total	50	100.0	100.0	

Table 1.4 revealed that 60% of the respondents contacted were diploma holders, 16% were holders of HND, 8% were degree holders, 4% were master holders and 12% are others like certificate and WASSCE holders and can be concluded that more of the respondents contacted are holders of national diploma.

The reason being that it is the commonest qualification that can be easily obtained in the country.

Educational background

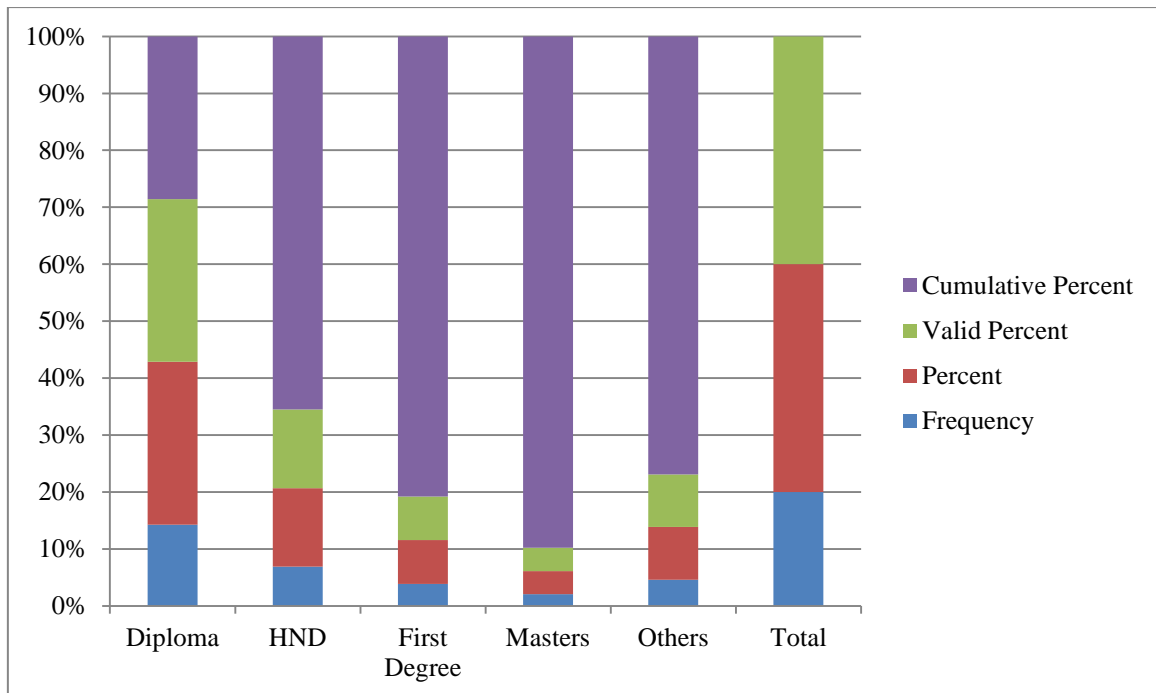


Figure 4

Table 1.5: The rate of tourism development in Sierra Leone

	Frequency	Percent	Valid Percent	Cumulative percent
High	8	16.0	16.0	16.0
Moderate	30	60.0	60.0	76.0
Slow	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Table 1.5 revealed that 16% of the respondents contacted indicated that the rate of tourism

Development in the country is high, 60% indicated moderate and 24% indicated slow. It can be concluded that the tourism development is at the moderate rate due to many factors like the Ebola virus outbreak, past rebel war, inadequate infrastructure among other factors.

The rate of tourism development in Sierra Leone

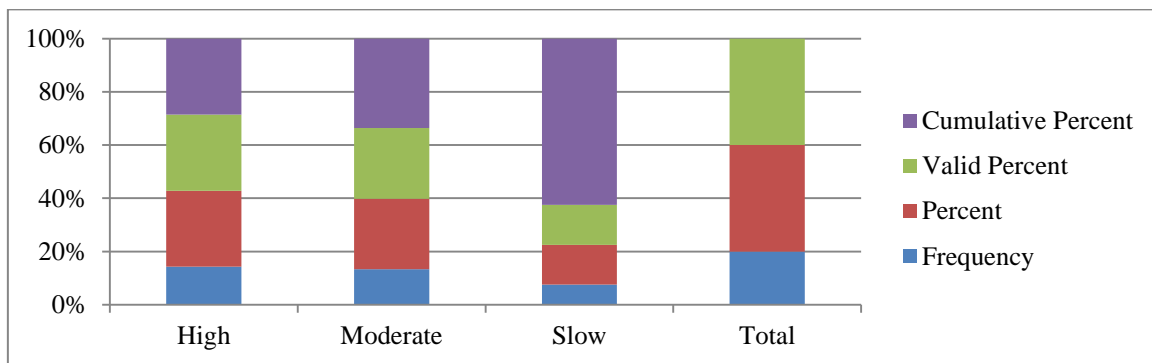


Figure 5

Table 1.6: What is your perception about tourism contribution to the country?

	Frequency	Percent	Valid Percent	Cumulative percent
Positive	35	70.0	70.0	70.0
Negative	10	20.0	20.0	90.0
No Idea	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Table 1.6 revealed that 70% of the respondents contacted indicated that their perception about tourism contribution is positive, 20% indicated negative and 10% indicated no idea. It can be concluded that the perception of people about tourism is a positive reasons being that people

Believed that as tourism is highly contributing to the economic development in other countries the same will happen in Sierra Leone.

What is your perception about tourism contribution to the country?

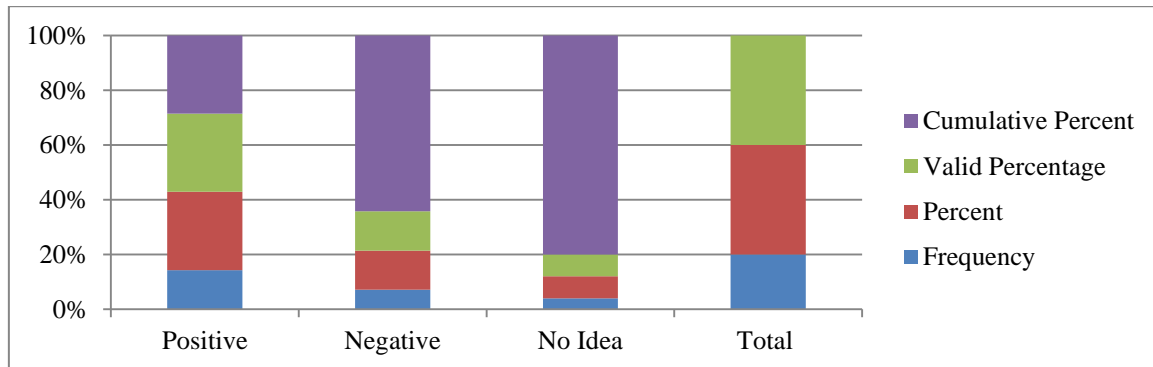


Figure 6

Table 1.7: In which area is tourism contributing greatly?

	Frequency	Percent	Valid Percent	Cumulative percent
Employment	20	40.0	40.0	40.0
Balance of Payment	5	10.0	10.0	50.0
Revenue	20	40.0	40.0	90.0
Others	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Table 1.7 revealed that 40% of the respondents contacted that tourism contribution is greatly seeing in the area of employment, 10% indicated balance of payment, 40% indicated revenue and 10% indicated others like the stimulation of local market growth. It can be concluded that all of the above mentioned areas, tourism is contributing to them.

In which area is tourism contributing greatly?

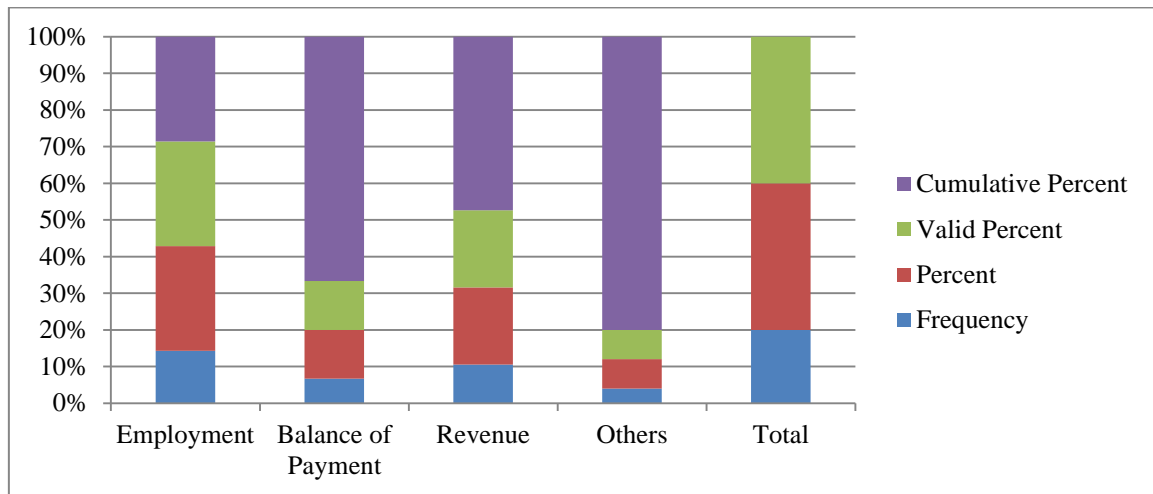


Figure 7

Table 1.8: what are the contributions of tourism to Sierra Leone?

	Frequency	Percent	Valid Percent	Cumulative percent
General foreign exchange	8	16.0	16.0	16.0
Create employment	20	40.0	40.0	56.0
Stimulated trade, income and entrepreneurship				
Provision of new infrastructures which is available for non-tourism uses	6	12.0	12.0	68.0
General collection of taxes and revenues	4	8.0	8.0	76.0
Total	12	24.0	24.0	100.0
	50	100.0	100.0	

Table 1.8 revealed that 16% of the respondents contacted indicated generate foreign exchange, 40% indicated create employment, 12% indicated stimulate trade, income and entrepreneurship 8% indicated provision of new infrastructures which is available for non- tourism uses and 24% indicated generate collection of taxes and revenue. It can be concluded that all of the above mentioned positive contributions is being evident in Sierra Leone.

What are the positive contributions of tourism to Sierra Leone?

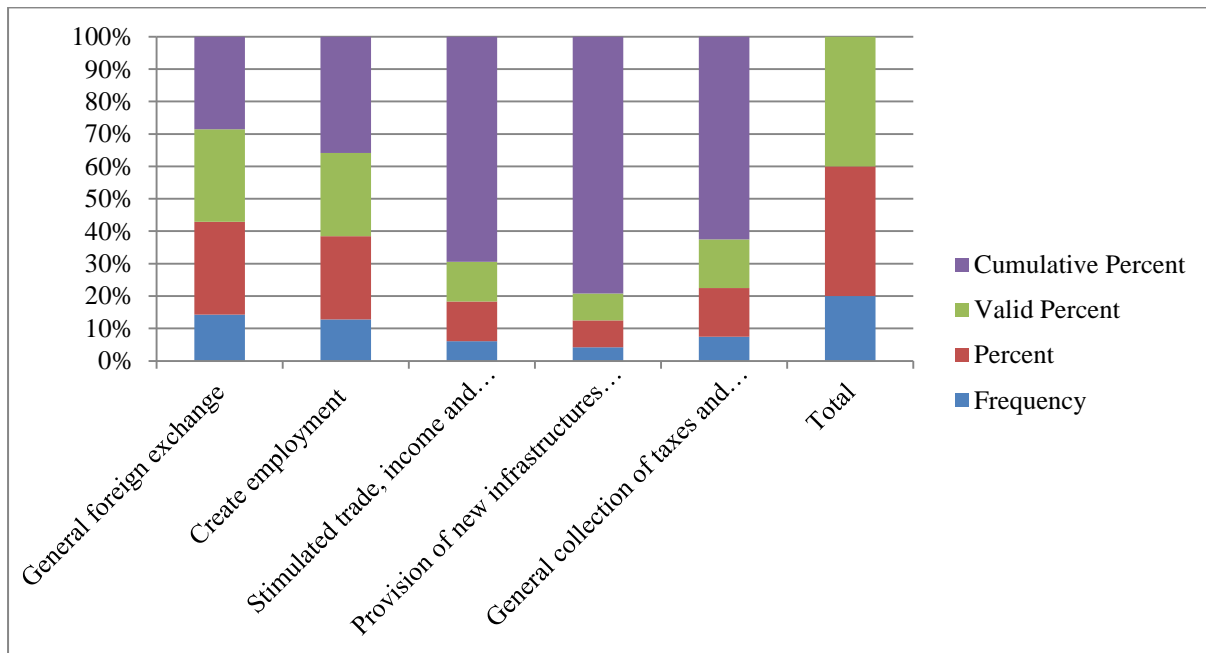


Figure 8

Table 1.9: what are the negative contributions of tourism to Sierra Leone?

	Frequency	Percent	Valid Percent	Cumulative percent
Local people are employed in low skill, poorly paid work in unhygienic working conditions.				
Various sector benefit more than local companies when holidays are booked to destination.	20	40.0	40.0	40.0
Destroys local culture and tradition.				
Local entrepreneurs face strong completion from foreign entrepreneurs.	5	10.0	10.0	50.0
Total	10	20.0	20.0	70.0
	15	30.0	30.0	100.0
	50	100.0	100.0	

Table 1.9 revealed that 40% of the respondents contacted indicated that tourism will lead to local people are employed in low skill, poorly paid work in unhygienic working conditions, 10% indicated various sectors benefit more than local companies when holidays are booked to destination, 20% indicated destroys local culture and tradition and 30% indicated local entrepreneurs face strong competition from foreign entrepreneurs. It can be concluded that once tourism is contributing positively to the development of a country all of these above mentioned negative impacts will be evident.

What are the negative contributions of tourism to Sierra Leone?

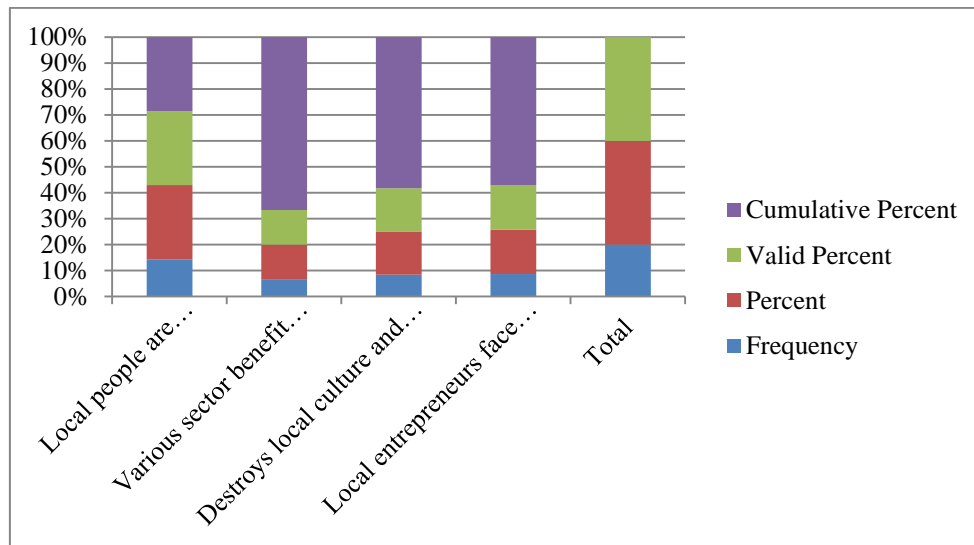


Figure 9

Table 1.10: Negative economic impacts

	Frequency	Percent	Valid Percent	Cumulative percent
Necessity to import goods increase	15	30.0	30.0	30.0
Displacement effects	4	8.0	8.0	38.0
Over – dependence on tourism	4	8.0	8.0	46.0
Over – reliance on labour	5	10.0	10.0	56.0
High land values	12	24.0	24.0	80.0
Prices of goods increases	10	20.0	20.0	100.0
Total	50	100.0	100.0	

Table 1.10 revealed that 30% of the respondents indicated necessary to import goods increase. This is especially with small economies which often do not produce what the tourists demand, and therefore import to meet the demands of the tourist, 8% indicated displacement effects.

When a new tourism project takes customers away from an existing industry or facility, the economy is said to be shifted, 8% indicated over-dependence on tourism.

When initially developing, the tourism industry is in vigour. The people start investing their money in this industry, resulting in downfall of other industries that were initially present. But soon tourists begin to dislike the particular tourist location and the economy falls, 10% indicated over-reliance

on labour. As the tourists would increase, the labour required to fulfill their requirements would increase. The industry would extensively rely on labour; therefore these companies would highly exploit labour to meet the tourist demands, 24% indicated higher land values.

Higher number of tourists would require more accommodation. Therefore hotels, lodges and rest houses are built. These results in shortage of land and the prices shoot up, which affect the locals and 20%, indicated prices of goods increases.

More tourists' means more needs of supplies example: food, water, electricity, gas supply, etc. Also maintenance and repair would increase. These would make the market more expensive, making difficult for local people.

Negative economic impacts

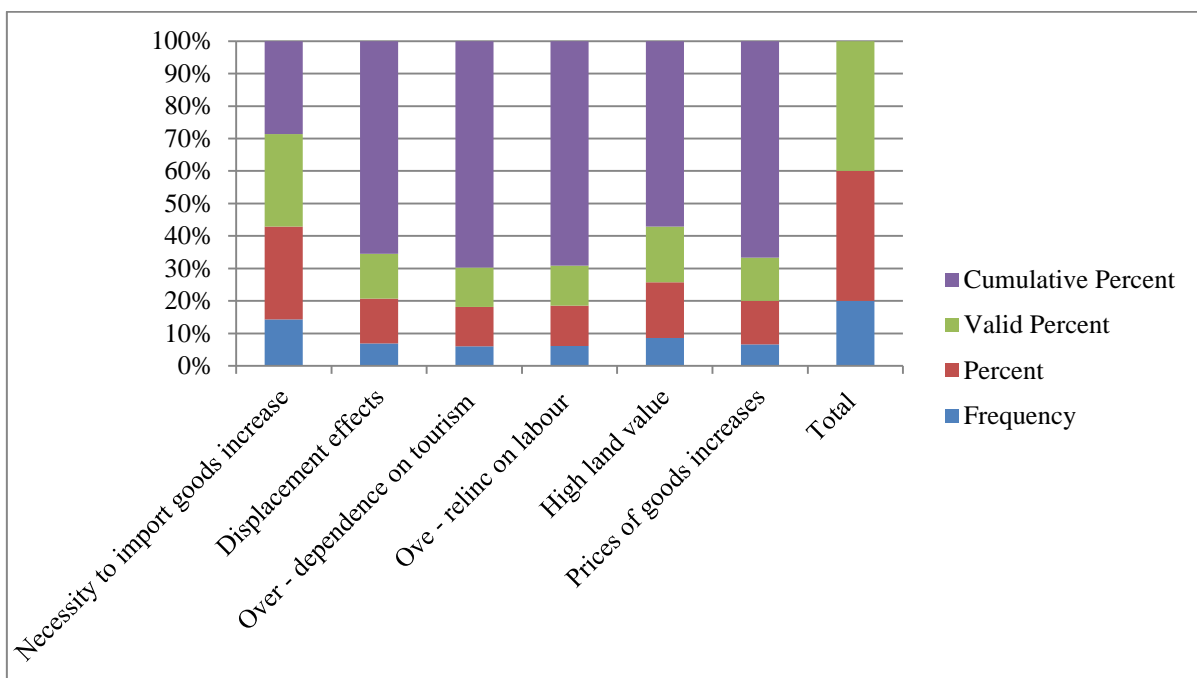


Figure 10

Table 1.11: what are the challenges faced in tourism development in Sierra Leone?

	Frequency	Percent	Valid Percent	Cumulative percent
Inadequate funds	15	30.0	30.0	30.0
Weak human resource capacity	8	16.0	16.0	46.0
Inadequate infrastructures	10	20.0	20.0	66.0
Absence of a national carrier	5	10.0	10.0	76.0
Weak training institution	4	8.0	8.0	84.0
Lack of tourism policy	8	16.0	16.0	100.0
Total	50	100.0	100.0	

Table 1.11 revealed that 30% of the respondents contacted indicated inadequate fund, 16% indicated weak human resource capacity, 20% indicated inadequate infrastructures, 10% indicated absent of a national carrier, 8% indicated weak training institutions and 16 indicated lack of tourism policy. It can be concluded that all of the above mentioned challenges are currently inhibiting the development of tourism in Sierra Leone.

What are the challenges faced in tourism development in Sierra Leone

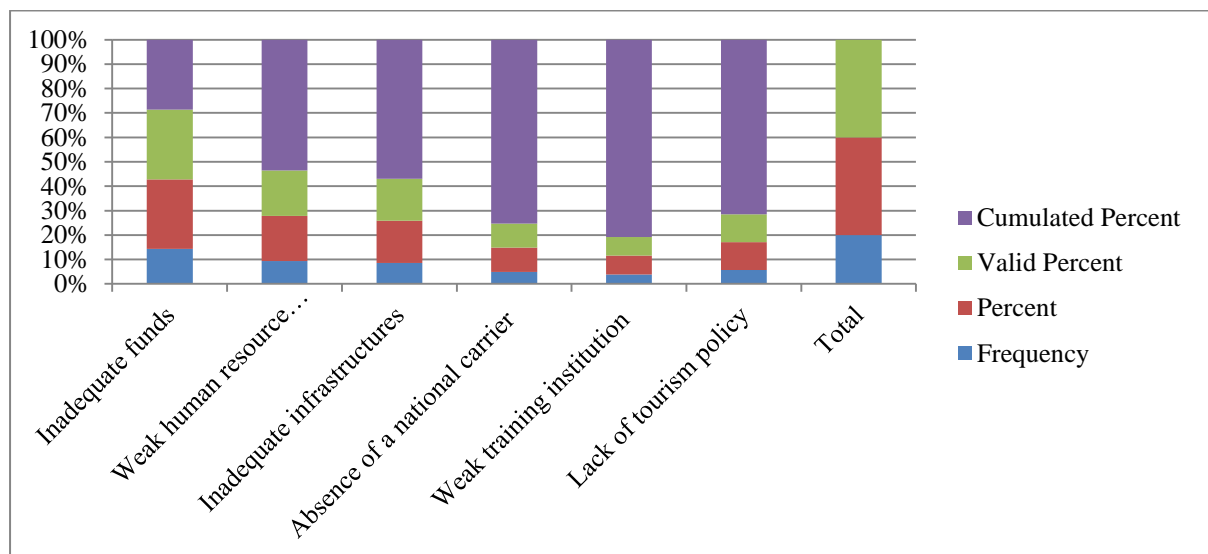


Figure 11

7. Discussion

Tourism is now one of the world's largest industries and one of its fastest growing economic sectors for many countries tourism is seen as a main instrument for regional development, as it stimulates new economic activities. Tourism may have a positive economic impact on the balance of payments, on employment, on gross income and production, but it may also have negative effects, particularly on the environment. Unplanned and uncontrolled tourism growth can result in such a deterioration of the environment that tourist growth can be compromised. The environment, being the Major Source of tourist product, should therefore be protected in order to have further growth of tourism and economic development in the future.

This is especially true with regard to tourism based on the natural environment as well as on historical cultural heritage sustainable tourism has three interconnected aspects: environmental, socio cultural, and economic. Sustainability implies permanence, so sustainable tourism increases optimum use of resources, including biological diversity; minimization of ecological, cultural and social impacts and maximization of benefits for conservation and local communities. It also refers to the management structures that are needed to achieve this. The study provides a theoretical framework for tourism.

Sierra Leone is located on the west coast of Africa with a square kilo meter of 27925. It has a population of 1.5 million (source 2009 survey). Geographically, the country is divided in to four (4) regions namely Eastern, Northern, Southern and Western area which includes the capital city Freetown. There are sixteen (16) ethnic groups and the western area is predominantly considered to be a base of the early freed slaves (Creole, Limba, Loko and Temne).

The Sierra Leone government in the sixties provided leadership for the development of tourism. The French also manifested some interest towards the development and construction of some hotels along the peninsula. The overall policy objective which the government of Sierra Leone intended was to encourage the development and growth of tourism in order to provide better benefit to both the nationals and internationals. The objectives were as follows:

- To significantly increase the country's power for generating foreign exchange.
- Create employment opportunity for citizens.
- To improve the quality of life of the people of Sierra Leone.

In recognition of tourism potential importance to the economy of Sierra Leone, the government through the ministry of tourism and cultural affairs had develop a marketing and development strategies for the tourism sector.

These strategies are:

- To re-organize the industry in order to be private sector oriented.
- To provide adequate investment incentive that can encourage both foreign and local entrepreneurs.
- Promoting general economic development through the tourism income multiplier (TIN) effect.

- To upgrade and rehabilitate the only hotel and tourism college in Freetown / Sierra Leone (the MMCET Brookfields campus).
- Embarking on a confidence and email building campaign in tourist generating countries as well as attending tourism workshop, seminar, conferences, trade fairs and exhibitions above.

8. Conclusion

Tourism has the potential to contribute to economic growth and poverty reduction particular in low-income developing countries. The sector's capacity to generate employment and income owing to its backward and forward linkages makes it important for economic diversification and economic growth. At the same time, however, the negative impact can inflict on the environment and culture cannot be overlooked. To ensure that tourism provides employment and income opportunities in the long run and contributes to sustainable development, its operations including the activities that are linked with it must be sustainable. As Argued in this issues notes calls for ambitious strategies and policy agenda's. In this context, the expert meeting provides on opportunity to address the key issues regarding the contribution of tourism to economic growth and sustainable development. The key questions are as follows:

- i. What are the specific features of tourism that lend themselves to domestic capacity building and economic development and are particularly relevant to poverty reduction?
- ii. What are the negative aspects of tourism that require policy makers to pay extra attention in formulating policies and strategies for tourism development?
- iii. How can governments attract adequate levels of investment to build supply capacities, develop effective linkages between tourism and other sectors and at the same time address economic leakage and anti-competitive practices in the tourism industry?
- iv. Given that tourism – related activities rely on the development of infrastructure, preservation of the environment and cultural heritage sites, supply of energy and water and other factors, how can tourism as an economic activity be made sustainable?
- v. What are the policies and strategies that government need to pursue to promote sustainable tourism and to ensure that tourism contributes to sustainable development?

Finally, it was not an easy task in carrying out this research work. The research work was faced with constraints and some of them are as follows

- Availability of finance to print, administer questionnaire, transportation fare to and from different stakeholders of the tourism industry in Sierra Leone was a limiting factor but the budget allocated for the research was sufficient for the plan data collection.
- The busy schedule of the staff of the tourism industry makes it a difficult part of the research but later appointments were made and interviews conducted. Overall the findings in this study are sufficient for

the achievement of the objective of the study.

Acknowledgement

Thanks to God for His infinite love. I wish to extend my sincere thanks to my director of tourism, Mr. Mohamed Jalloh, ministry of tourism and cultural affairs, Freetown Sierra Leone for thoroughly scrutinizing the work and for contributing towards promoting a good journal. My appreciation also goes to Mrs. Fatmata Osagie of the Sierra Leone National Tourist Board and Mr. Kai Bockarie Saquee of the National Tourist Board Sierra Leone for furnishing me with the needed materials for this project. Also to the editor in chief (Dr Mohammad Othman Nassar) American Scientific Journal for Engineering, Technology, and Sciences (ASRJETS) for editing this work (journal) for me. Finally I want to thank my wife and children for the sacrifice they made for releasing me to this research for this project. May the good Lord bless you all.

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