

# Management of Calabar Carnival and the Socio-Economic Development of Cross River State, Nigeria

Okwajie, Fabian Ajijias<sup>1\*</sup>, Undie, Godwin Ititim<sup>2</sup>, Igbang, Vincent Obok<sup>2</sup>, Dr. Chibuogwu, Dupe Ejabena<sup>3</sup>

<sup>1</sup>Department of Accountancy, Faculty of Management Sciences, University of Cross River State, Calabar (UNICROSS)

<sup>2</sup>Department of Business Administration, Faculty of Management Sciences, University of Cross River State, Calabar (UNICROSS)

<sup>3</sup>Department of Accountancy, School of Management Sciences, Federal Polytechnic Ukana, Akwa Ibom State

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\*Corresponding author: Okwajie, Fabian Ajijias

Department of Accountancy, Faculty of Management Sciences, University of Cross River State, Calabar (UNICROSS)

## Abstract

## Original Research Article

The research examined the management of Calabar carnival and the socio-economic development of Cross River State, Nigeria. Specifically, the research work explored the effect of Calabar Carnival strategic planning, private sector participation initiatives and quality security coordination on social and economic progress of Calabar. A descriptive survey design was adopted for the study. The population of the study consisted of officials of the Cross River State Carnival Commission, officials of Cross River State tourism bureau, office of the special adviser on Tourism/carnival and representations of the private sector, making a total of 121. A sample of 121 respondents was used using the census method. Regression analysis was used to test all the research hypotheses at 0.05 level of significance using the appropriate degrees of freedom. The results revealed that all the research hypotheses were significant. That is, government strategic planning in Calabar carnival, private sector participation in Calabar carnival and Calabar carnival security management all have significant and positive effects on socio-economic development of Cross River state, Nigeria. The study concluded that when the Calabar Carnival is properly managed it would generate revenue, create employment opportunities, improve infrastructural facilities, enhance the wellbeing of the citizenry, among other socio-economic benefits. Based on the findings, it was recommended that festival organizations should plan ahead of time on how to raise the present status of Calabar carnival festival to international status. This could be achieved through appropriate policies and programmes and by continuing to put in place the necessary infrastructure and enabling environment that would sustain the festival. Also, there should be private sector participation. Besides, festival organizations should take strategic sustainable development approach to address security challenges in the study area.

**Keywords:** Carnival, Cultural festival, Economic Development, Organization, and Management.

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## INTRODUCTION

### 1.1 Background to the Study

Managing tourism festivals like carnivals can simply be seen as a process whereby common and strategic objectives of tourism festivals are achieved through proper planning, coordination, cooperative efforts and actions by utilizing available skills and techniques as well as employing the basic functions of management which determines the success of cultural festivals' events and activities. These functions of management are planning, organizing, directing, coordinating and controlling. These functions help managers to understand the management process.

Managing tourism cultural festivals also require making sound informed decisions that protects participants, taking care of their needs and expectations. According to Ojua and Isokon, (2017:9) assert that, "one has to properly understand the dynamic nature of tourism festivals and its complexities as this would help to determine the appropriate policies and strategies that will facilitate the creation of the most beneficial tourism festival products". They added that it managing tourism also involves marketing efforts to attract tourist to grace the events.

Tourism festivals have contributed to socio-economic development of many countries in the world. For tourism to be highly sustained in Cross River State, the government introduced the carnival, also called the

“Calabar Festival” which is hosted annually, during the Christmas periods. The period usually marked a rallying of different kinds of people including tourists, investors, business men and women politicians to the business booming environment. In support of this assertion, Okon (2007) stated that events and organizations were mapped and made to be part of the tourism carnival. Examples are the Ekombi cultural dance of the Effiks and Leboku new yam festival of the Yakurrs. Individual events also benefit greatly as destination strategies and policies exist to help the carnival festival. Because tourism is used in the state as a core attraction, around which image building and packaging are created, many cultural festivals have been fashioned. Besides, government has realized that the destination positioning strategy of tourism is shaped by one or more event attraction, so it plans for the inclusion of local cultural festivals and displays to participate in Calabar festival. In other words, to reinforce the positioning of the state as tourism destination, the state began to showcase its various tourism potentials including its diverse cultural heritage. This made the state a touring destination with strong opportunities for outsiders to experience (Cross River State News Bulletin, 2013). They did this through special tourist phases and unique indigenous cultures through hundreds of annually scheduled festivals and events. All the increased the economic and community development impacts of these unique festivals (Cross River State News Bulletin, 2013).

To enhance the visitor quality of experience and extend length of stay to the state, each year of the Calabar carnival, the government ensures that hotels in the state are maintained to international standard, makes security of lives and property a top priority in order to enhance the visitor quality of experience and extend length of stay in the state (Cross River State News Bulletin, 2013). This in turn creates a conducive business environment for investors and tourists alike. According to Bessong (2008) the role tourism festivals plays in creating and enhancing images and in fostering the art, cultural goals, recreation, nature and heritage conservation and community development, would thus goals, recreation, nature and heritage conservation and community development, would thus promote the economic support base and organizational development at the level of interest groups, communities, destination areas and government agencies or departments.

Cross River State has abundance tourism attribute that enhances customers’ satisfaction in the state. These include: shopping facilities, refreshment centers, standard hotels, safety and security as well as environmental ambience. All these, according to Frank (2009) engage more people in different kinds of businesses. The study of Kozak and Rimmington (2010) revealed that tourism festivals promote tourists’ visitation. Tourism festivals foster cross-cultural communication easily and it is seen as a marketing tool to attract people from all works of life to investments

with their attendant job opportunities. In China tourism festivals engaged a lot of people who helped to boost tourism (Sofield & Li, 2008). This could be seen in the way the Chinese uses their traditional festivals, folk arts (music, dancing, crafts work) and cultural villages to attract tourists and investors to the country. In most places and countries like Rome, USA and Britain, it is tourism festival that was used to attract tourists and investors and this help to enhance the foreign earnings and also reduce the unemployment ratio of these countries (Jodice, Norman, Kyle & Marshianko, 2006). Naturally, tourism festivals are events replete with beehive of activities. A lot of people seize that opportunity to earn a living by engaging themselves in personal selling as hawking, sale of fast food and other businesses.

Carnivals are universal seen as income generating avenue as well as brooding the socio-economic of a given nation. Compton and Love (2015) reported that the ambiance of the Victorian carnival festival celebration attracts a lot of businesses. These include: vendors, variety of foods and well organized, peaceful and immense shopping opportunities, Frank (2009) stated that carnival festival have contributed to the socio-economic development of many countries in the world. To a great extent, carnivals which stands as a very vital and popular global human activity has become a major sector of the state economic. One fact that is quiet glaring concerning Calabar carnival is that it has the potentials to generate significant foreign exchange earning employment, investment opportunities, infrastructural facilities development and income generation towards the economic development of the state.

Carnival are increasing by all nations of the world as a significance tools for achieving economic growth and spreading socio – economic growth to its people. Also, many nations in the world have seen carnival festivals as more lucrative area of generating income Tosun (2013) supported this opinion by stating that carnival festival is one of the aspect of tourism that plays a very important role in the socio-economic development in destination country, by providing employment opportunities, increase output, infrastructural facilities development, income generation and create room for cultural understanding by providing awareness and transmission of cultural trade which may contribute to the broader social understanding and reporting diversity of cultural ways of life.

## 1.2 Statement of the Problem

The effective performance of any event, activity or festival requires the application of management functions such as planning, organizing, directing, coordinating and controlling as major tools for the realization of its set goals and objective. The inability of most tourism festivals to utilize these managerial functions leads to waste of material, financial, time and

other resources. It also results to high expenditure on tourism festivals. Sometimes, the poor and inefficient managerial techniques applied result to lack of the right people in the policy formulation and implementation of carnival.

It has also become somehow worrisome that the organization, maintenance and sustainability of tourism festivals, especially carnivals is taking too much of public funds. For example, Edem, (2009) reported that in 2005, the state government share of the expenditure was 85 percent, donor agencies 10 percent, while the private sector contributed only 5 percent. In 2008, the government share was 83.8 percent, donor agencies jointly contributed 10.5 percent and the private sector had only 5.7 percent. One wonders why the government spends huge sums of money for the carnival alone without a corresponding return in terms of profit maximization being made. Beside the public expenditure going into the Calabar carnival alone is too high for comfort, because this is at the expense of other sectors of the economy which also demands government attention.

The inability Of government to establish managerial control over the infrastructural development and other tourism investments resulted to decreasing tourism visitation and high level of competition from other states of the federation that had also introduced festival tourism in the states. It was on this premise that this research investigates the effect of management of Calabar carnival and the socio-economic development of Cross River State, Nigeria.

### 1.3 Objectives of the Study

The broad objective of the study was to determine the effect of carnival management on the socio-economic development of Cross River State, Nigeria. The specific objectives include:

1. To examine the effect of strategic planning of the Calabar Carnival on social and economic progress of Calabar.
2. To examine the effect of private sector partnership initiatives in Calabar carnival on social and economic progress in Calabar.
3. To examine the effect of quality security coordination in Calabar carnival on social and economic progress in Calabar.

### 1.4 Research Questions

The following research questions were formulated to direct the study:

1. To what extent does strategic planning of Calabar carnival affect social and economic progress of Calabar?

2. To what extent does private sector participation initiatives in Calabar carnival social and economic progress of Calabar?
3. How does quality security coordination in Calabar carnival affect social and economic progress of Calabar?

### 1.5 Research Hypotheses

The following research hypothesis were formulated to guide the study:

**HO<sub>1</sub>:** There is no significant effect of strategic planning of Calabar Carnival on social and economic progress of Cross River State.

**HO<sub>2</sub>:** There is no significant effect of private sector participation initiatives in Calabar carnival social and economic progress of Cross River State.

**HO<sub>3</sub>:** There is no significant effect of quality security coordination in Calabar carnival on social and economic progress of Calabar.

### 1.6 Significance of the Study

The study would be of great benefit to a number of people, government, organizations and the public at large. First, the study would be of great benefit to tourists and investors who may want to come to Calabar, Cross River State, most especially those who want to grace the Calabar festival and other tourist attractions, as this would afford them the opportunity to have a unique experience replete with fun relaxation, leisure as well as discover a lot of business potentials that could be harnessed from the state.

Second, entrepreneurs and manager of business enterprises would find the study useful in that they would discover a lot of business interest and business potentials that abound in the state. The private sector would discover areas of investment and how and where they can contribute to the sustainability of tourism in the state.

Third, the study would serve as any eye opener to government and people of Cross River State as it would stimulate the need to maintain appropriate behavior, clean and serene environment as well as the required hospitality that benefits a tourism state.

Fourthly, the study will also serve as a guide to government in the formulation of appropriate policies and programme regarding tourism in the state. To the students, it would widen their scope academically, and also their knowledge and educational attainment would be now become effective and result oriented. Finally, the research will serve as research tool for further research.

## 2.0 REVIEW OF RELATED LITERATURE

### 2.1 Conceptual Framework

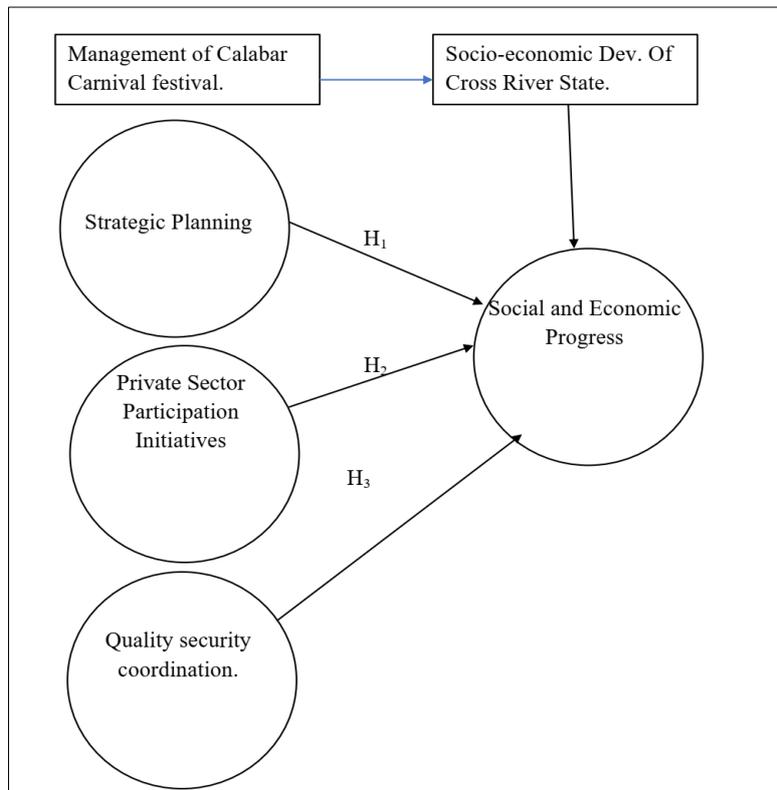


Fig. 1: Conceptual framework for the management of Calabar carnival and the socio-economic development of Cross River State, developed by the researcher, 2023

#### 2.1.1. Concept and Nature of Management of Carnival Festival

Carnival festival is a component of tourism. It symbolizes a transformation of tourism out of its traditional form. Carnival festival encapsulates the evolution of cultures, economic and knowledge. All these presents tourism in different forms called “sustainable tourism” with the aspect of well-planned events, activities, tour, well-studied destinations and conservation destinations (Anderson, 2013). All these activities make carnival a recreational activity, which is a product of tourism. Carnival festival management is concerned with the planning and management of carnival activities, travel and tourism, including tourist experiences and consequences of those experiences for communities, economies and environments. It is also concerned with the creation of image, the shaping of community experiences and tourist/visitors’ perceptions and the ways which carnival festival operators manage themselves and destinations (Zulia, 2016. Anderson (2013) sees carnival from three management perspectives: these are traditional, government and independent organized carnival festivals.

1. Traditional carnival festival management: traditional festivals celebrate traditional tourist. They are usually organized by wealthy community members or corporate.

2. Government carnival festival management: Government carnival festivals are usually organized by the state government or federal government, to boost tourism or showcase cultural heritage, as well as promoting economic activities of the state country.
3. Independent carnival festival management: this is the independent led festivals. According to Anderson (2013), 47% of festivals are independently produced, managed, run, and control, while 25% are managed and run by the government and 29% are managed and run by the traditional communities.

Festival activities are one of the ways of life of a typical African society mostly in Nigeria, festivals are usually held annually and usually attended by a wide range of society across; gender income, background, geography, faith and age (Ekpenyong, 2014). Onoh (2007) was of the opinion, that the potential of tourism development on the one hand, and on the other, the huge scope for diversifying mono-cultural and multilateral economics through tourism has drawn the attention of policy makers unilateral and multilateral organizations contending with the underdevelopment and the attendant poverty in developing countries. Brenda (2011) opined that through carnival festival is a vehicle for economic, modernization and diversification which leads to change

and development in the structure of the society, the change might be presented positively or negatively. That the positive aspect will lead to improved income, employment opportunities, education, local infrastructure and services.

Carnival management involves the management of multitude of activities such as, studying the events, tour destinations, planning the carnival festival, making artistic participation arrangement and providing accommodations and all forms of entertainment activities. It also involves marketing efforts to attract tourist to travel to particular destinations, this is due to the rapid changing conditions the socio-economic and legal condition in different destinations sites (Edem, 2009). However, managing tourism development in Cross Rivers State involves the activities of both public, private and other stakeholders full participation towards the policies implementations, planning, to achieve sustainable and acceptable tourism development projects that takes into consideration the local communities, create appropriate employment projects that takes into consideration the local communities, create appropriate employment, create room for corporate social responsibilities, maintains the natural environment and create avenue to show case the beautiful culture of the destination sites with focus on innovations to catch up with international standard and also delivering a quality visitors experience (Edem, 2009).

### 2.1.2 Government Strategic Planning of Carnival Festival

Strategic planning is a theoretical and systematic way of making decisions that affect tourism cultural festivals (Gath, 2017). Okonyang and Oghuru (2009) assert that for the management of cultural festivals to be effective, it must pass through strategic planning process, taking into consideration an examination of how the different components of the festival fit together as well as the factors that affects the quality of strategic decisions generated by the strategic management process. Anderson, (2013) was of the view that, for a tourism festival to achieve its competitive advantage over others it requires strategic planning, they further emphasized strategic planning would bring about quality, efficiency, and effectiveness in tourism festival management. To them, strategic planning provides a framework of how Calabar carnival series festival and events; and to enhance security and friendly environment for the festival. In support of this view, Zumen (2010) went further to recommend a six-step approach for strategic planning of tourism festivals. These are: needs analysis, research analysis, creative infusion, strategic positioning, plan development and training, implementation, evaluation and adjustment. These will help to provide a road map for almost any tourism festival management that would promote socio-economic development of a country.

Pauline (2008) posited that the enhancement of effective management of a carnival festival can only be realized through the adoption of a carefully developed management techniques such as consistency, good analytical skills, competences and the needed managerial attributes. Laurence and Giant (2009) asserts that the key to successful and sustainable tourism festival development is careful and integrated planning on selective basis, and the selection should target the most productive events and segments and equally focus on the provision of infrastructures, products and services that would bring maximum benefits to all persons whether as observers or active participants.

Esu, Array, Basil and Eyo (2011) noted that carnival festivals represent wide range of tourism activities which requires proper coordination and control; otherwise, they would generate negative consequences on the participants and the host communities. Therefore, appropriate decisions had to be taken to guide against any adverse effect. Also, for event managers to minimize cost and maximize the potential benefits that accompany the hosting of tourism cultural festivals, there is also the need for proper strategic planning. However, it is unfortunate that what Mintzberg referred to as “emergent” (unplanned) events may surface in a tourism festival. It is in this regards that government need to plan for the provision of corrective measures that will create an environment conducive enough to arrest such tendencies (Odugba & Gerdy, 2015). Pauline (2008) stressed that some of the things involved in tourism festivals that required planning include: favorable climate, source of funds, access to incentives, provision of facilities and infrastructure aimed at putting the festival in a more strategic position for international reckoning.

### 2.2.3 Private Sector Participation in Calabar Carnival

#### The Private Sector Includes:

Businesses run privately either by individuals as a private company or by a group of people coming together to own a company. Ikepeme, (2010).

According to Adirije (2015) tourism cultural festivals drives can best be achieved through private sector driven economy. He added that private sector can be used to attain effective management of tourism festivals using efficient managerial techniques and competencies. In Pauline’s (2008) view, as sustainable tourism festival can best be attained through private sector management, wherein they would deliver the minimum standards of services, products as well as bring in the needed skills and core competencies. In some countries, while the government helps in funding tourism festivals, the private sector provides the managerial skills necessary to make it successful (Oguoru, 2010).

Fred and Henry (2008) stated that private sector driven policy has resulted in the development of tourism

carnivals in most countries of the world. These entails the planning for and identification of tourism cultural festivals activities in which the private sector is involved. In some cases, the government creates the enabling environments that attracts private sector participation, through the provision of the needed infrastructures. Thus, Oghuru (2009) posited that the private sector had always been employed to contribute in many areas of carnival. These may be in the areas of security, entertainment, supplies, etc.

Bhanu and Stone (2016) are of the view that private sector contribution in tourism festivals will help bring in investors, who command political attentions, dynamism, creativity and a wealth of resources that can help to take the festival to the next higher level. Private sector contribution can enhance the use of professional skills.

According to Ghan and Terdy (2016) effective private sector contribution in tourism festivals will result in improved transparency and accountability. It will also give a more professional service which may have a stronger focus on managing the different aspects of the festival.

Private partners in tourism festivals can raise public expectations, demanding more respectful and responsive service, sharing expertise and capacity in recruitment and assisting government to build a formidable and well secured tourism festival (Bhan & Stone, 2016). Private contribution to tourism festival may also be in form of infrastructural development and provision of services. In carnival festivals for example, private entrepreneurs, may provide the necessary inform to government on where to get better resources. The private sector can also help in areas of effective communication in the tourism festival events. There is no doubt that access to effective communication and information technology would spur tourists and investors to a tourism festival.

Because of the high cost involved in sustaining the Calabar carnival festival as one of the major pillars of tourism. The government source for sponsorship from the private sector such as banks, hotels, industries and even foreign donor agencies (Besong, 2008). This therefore opens a gateway for business growth in the state. Starling (2016) asserts, that the advantage of private sector participation in tourism festivals is to bring into it, greater efficiency. This is because the unnecessary distortion from bureaucracies in government undertakings will be minimized. It will also minimize the unnecessary routine details of government activities in the tourism festival. However, there are some problems that can be anticipated from private participation. When private partners are not effectively controlled and monitored, would result in poor quality job management especially where the products involved are not easily measurable as to quantity and quality

(Starling, 2016). It may also breed favoritism, bribery and corruption. Other problems articulated by Adirijeje (2015) include the fact that private participation may result in placing the poor majority in social, economic and /or political disadvantage. There may also be lack of clearly stated mechanisms of actions by concerned participants. This may hinder effective service delivery.

#### 2.1.4 Calabar Carnival Security Coordination

Despite the socio-economic benefits derived from tourism festivals, scholars have also observed some challenges confronting some of these countries that host them. For example, Bamidele (2008) asserts that countries that celebrate tourism festivals are commonly faced with security risks. He stressed that many people who grace the occasion or even tourists may come with ulterior motives and that is why government gives top priority to security management, each time the festival is hosted. Okon (2007) posited that despite enormous benefits, the government and people of the state derived from the tourist festival like the carnival, if it is not properly handled, would turn out to be a thorn in the flesh. He claimed that Cross River State which has been known as peaceful and tranquil nature may be open up to terrorist and criminal activities.

That is, the tourist festival is capable of posing a security risk to the citizen of the state. Also, Benjamin (2010) affirmed that although the tourist activities like the carnivals are appealing many people take advantage of the period to get rich, acquire material things to show off their peers, bully to showcase how tough they are, and all manner of immorality, e.g., rape, prostitution, drugs, rubbery, accidents as a result of drunkenness, sexual harassment and child abuse. This can tarnish the beautiful shape of this period has taken and force people even tourists to stay away from this festival. Supporting the above assertion Ugbong, (2013) reported that thuggery, molestation and drug abuse were common feature of the 2015 Calabar carnival in the state.

Ekpenyong (2014) opined that during the period of the Calabar carnival, all manner of people with different missions are usually found in the state. It also induces the migration of people from the rural areas of the state to the Calabar Metropolis. All these pose population problems which thus have adverse effect on the socio-economic development of the state. This problem according to Spedwell (2009) was managed through the development of infrastructures and social amenities. Another vital problem identified by Dan and Fredy (2008) is the lack of security to guaranty a successful tourism festival void of arm bandit, thuggery, car theft and kidnapping. It is a known fact that security threats in Nigeria today have become inviolable, and security threat looms large in Nigeria, with attendant cases of armed robbery, terrorism, kidnapping and tribal wars. Odiong (2012) saw these security treats as something that required effective management through the training of security personnel, provision of resources

and adequate budgetary allocation to security issues. Tosun (2013) maintained that the main problem of managing security challenges during carnival festivals include lack of consistency, coordination and cooperation.

### 2.1.5 Socio-Economic Development of Carnival with Host Communities

Socio-economic development is a term that has no definite definition, different scholars have presented their different views and opinion but there seems to be no consensus on a common definition of the term. Onoh (2006) posited that socio-economic development means improvement in the quality of human life, including rise in income, job creation, consumption habit, education, health status, infrastructure among others. Similarly, Smith and Rees (1998) view socio-economic development as sustainable increase in living standards. It implies increase in per capital income, better education and health as well as environmental protection.

Socio-economic development entails the creation of wealth for all citizens within the diverse layers of society. It includes the redistribution of wealth so that all people have equitable access and potential of enhancing their quality of life (Okon, 2007). However, it is imperative to embrace all facet of the society and give them access to improved quality of life, this will enhance a meaningful socio-economic development from traditional relations to more modern ways (Ojo, 2008). It entails remarkable improvement in the people's lifestyle, through improved education, income, skills acquisition, and employment. Socio-economic development refers to sustainable transformation in all ramifications that meets the needs of the present generation without compressing the aspirations and needs of the future generations (Dyllick & Hockerts, 2002). It implies resolving the conflict between the various competing goals, and include the simultaneous pursuit of economic prosperity, environmental quality and social equality with the resultant effect being investment in social infrastructure and human capital development (Hasna, 2007).

Essama and Gbabo (2017) opines that tourism industry has become a significant provider of employment in Asian and pacific region, thereby improving the economic situation of the people of those countries. In addition, revenue generated from tourism has enable Governments to allocate financial resources for improving education and health countries. They further stress that in Maldives, where tourism activity is the economic mainstay, almost 100 percent of the population is now literate, while the infant mortality rate has improved from 120 per 1,000 in 1978 to 36 per 1,000 in 2003 and over the same period, the average life expectancy at birth increased from 46 years. Bam (2008) assert that tourism is an important engine of economic growth and job creation. World Travel and Tourism Council (WTTC), estimated that travel and tourism generated 253 million jobs over 9% of all jobs worldwide

in 2001, rising to over 208 million in 2004. Within a decade, the estimated to increase to over 260 million jobs or of all employment. The jobs employ a significant proportion of women, minorities and young people and are predominantly in small and medium scale enterprises (SMES, 2011). Startling (2016) acknowledged that the tourism industry has grown into a major component of the global economy and has become highly developed. In this vein, Nigeria is looking to tourism as a possible alternative income earner Essama and Gbabo (2017), believe that if Nigeria tourism sector is rightly placed, then tourism will become a good tool that will serve as an employer of labour besides agriculture.

According Inyang (2015), Nigeria is a country richly endowed with a wide range of natural and cultural resources relative to other nations in Africa and global level most of which are largely untapped. Carnival as a means of revenue generation has the potentials of creating effective areas of investment opportunities for the citizens, operators in the business and the country in which they operate. Whereas, Nigeria tourism industry is still on the developing stage, since its independence in 1960. Because the tourism industry has been neglected and over dependent on crude oil sector. However, past government have come to realize the need to diversify its economy by laying emphasis on tourism development as a strategic way of achieving economic sustainability in his study on the socio-economic impact of tourism discovered that carnival have become a significant source of foreign exchange revenue for many countries of the world. According to him tourism activities in Maldives contributed 68.3 per cent of the country's Gross Domestic Product (GDP) and accounted for 66.8 per cent of its exports.

## 2.2 Theoretical Framework

This study was anchored on the Keynesian Economic Theory.

### 2.2.1 The Keynesian Economic Theory (1930)

The theory was propounded by Keynes, J. M. (1930). This is an economic theory popularly called the Keynesian theory. It assumes that high level of government consumption is likely to increase employment and also the profitability of investment via multiplier effects on aggregate demand. In other words, increased government spending stimulates economic activity and productivity. Some scholar like Valle (2006) & Frank (2009) in their analysis of the relationship government investment and economic growth noted that large government revenue in Gross National Product (GNP) enhances economic growth mostly in poorer or in developing countries. Onah (2008) enumerated government spending to be in form of social expenditure, infrastructural expenditures, capital expenditures, import and export expenditure etc. on his part, Brenda (2011) decompose the component of government spending not only into the usual capital and recurrent expenditures, but

also into social expending (education, health welfare); productive expenditure and defense.

The theoretical relevance of the Keynesian theory to the present theory lies on the fact that the sustainability of Calabar carnival in Cross River State depends on increased government strategic planning and investment. From the inception when the government of Cross River State initiated the tourism plan, it embarked on infrastructural development like construction of urban roads, provision of electricity and portable water and other facilities that will promote tourism. It increases the enabling environment for the carnival festival to thrive. As a result of government strategic planning and activities, Calabar carnival attained international recognition and brought with it increased economic activities especially within the social services, transport sector, hospitality industry and many utility sectors expanded tremendously. Again, for the electrification and the beautification of Calabar Metropolis and ensuring that all the hotels in the metropolis are kept and operate according to international standards.

### 2.2.2 Resource Based Theory (Perspective of Competitive Advantage) By Robert Grant (1991)

The resource-based theory was formulated by Robert Grant (1991). The theory assumes that the successfulness of a firm is determined by its ability to identify their competitiveness in the industry by developing distinctive and unique capability to withstand its competitors and take a leading position in the difference in profitability will not exist among them; and this will amount to firms adopting any strategy in the same industry, therefore, the sustainability of the competitive position of any firm against others in the industry lies on the cost of resources and capabilities utilized for implementing the strategy pursued. The resource-based theory upholds that the firm must consider its strategies towards the maximization of its performance. In other words, the relative position of a firm in a specific industry, its environment, its internal resources and potentials for value generation must be taken into consideration. It is the type of strategy that will be appropriate to be applied to maximize the value of that will enhance the sustainability of the firm's assets (Kozak Rimmington, 2010).

In line with this theory, the Cross River State not minding the cost, strategically planned and provided infrastructural and facilities that promoted the Calabar carnival to enviable height such that it facilitated socio-economic growth in the metropolis and other part of the state. It also implies that the carnival organizers need to recognize the role of resources, capabilities and routine in the effective management of the Calabar carnival. It would also require the organizers' capacity to cooperate with the private sector in strategic formulations dues to their experience, competences, knowledge and skills in the area of managerial efficiency, innovations and quality resources combinations.

### 2.3 Empirical Review

Odere and Ojong (2021) investigated the socio-economic importance of Calabar Carnival on the economic development of Cross River State. The study investigates the socio-economic importance of the Calabar Carnival on the economic development of Cross River State, Nigeria. To establish the relationship between the carnival and the development of Cross Rivers State, hypotheses were formulated based on the identified major independent variables namely: employment creation, income generation, and infrastructural development while the dependent variable is the Calabar Carnival. Literatures related to the major variables of the study were reviewed. To generate data for hypotheses testing, questionnaire was used; survey research design was adopted for study while utilizing the convenience sampling technique to select the respondents (300) for study. The generated data were statistically tested at a 0.05 level of significance using Pearson Product Moment Correlation Coefficient analysis. The analysis showed that the Calabar carnival has significant relationship with job creation, income generation, and infrastructural development in Cross River State. Based on the result of the findings, the study recommended the need for tourism industry be fortified with security and as well be privatized. Also, the study recommends that youth development should be a cardinal point in the carnival as a promotional strategy in other to accelerate the state's socio-economic development.

Doe and Preko (2020) conducted a study on Festival tourism and socio-economic development: case of Kwahu traditional areas of Ghana. A quantitative cross-sectional survey utilizing convenience technique was used to gather data from a sample of 398 residents of the selected towns and the regression model was used to analyse the data. The findings revealed festival tourism to have a positive effect on community cohesiveness but not statistically significant. Further, the festival brought economic gains but had negative social effects on development of the selected towns. The findings suggest that for growth of festival tourism in Ghana to be actualized, the Ghana Tourism Authority needs to ensure festivals do not erode entrenched traditional values and negate efforts at developing social structures and systems by putting measures to reduce the negative effect of commoditization of festivals on the communities' cultural authenticity. Law enforcement agents should also be massively beefed up to curtail crime and social vices.

Essien and Anthony (2019) conducted a study on carnival activity and economic development of youths in southern senatorial district of cross river state, Nigeria: implication for environmental adult education. To achieve the purpose of this study, one (1) null hypothesis was formulated to direct the study. Survey research design was adopted for the study. The sample was made of five hundred and forty four (544) respondents drawn

from the area of the study. The instruments for data collection were Carnival Activity Questionnaire (CAQ) and Economic Development Questionnaire (EDQ) developed by the researchers which were validated by three (3) experts in Measurement and Evaluation. The reliability was established through test-retest reliability. Pearson Product Moment Correlation analysis was adopted to test the hypothesis at 0.05 level of significance. The result of the analysis revealed that carnival activities had significant influence on economic development of the State. It was therefore recommended that the Calabar annual carnival should be decentralized and extended to other zones and Local Government Areas of the State to enable them showcase their tourism potentials which has remain in obscurity.

Obong and Etim (2019) examined socio-economic analysis of tourism: evidence from Calabar Metropolis, Cross River State, Nigeria. The paper was focused on the socio-economic analysis of tourism impacts on the economy with evidence from Calabar Metropolis, Cross River State, Nigeria. Data for the study was generated from well-structured questionnaire administration. The generated data was analyzed using descriptive statistic; while three hypothesis were tested in the study using and results shows that there is a significant difference between the socio-economic impact of tourism and the internally generated revenue; there is a significant difference between the impact of tourism on households and private businesses within the Metropolis; and there is no significant variation in the challenges faced by private businesses associated with tourism in the study area. Based on the findings, it was recommended that tourism experts should be employed to pilot the affairs of tourism to position the industry for greater benefits in the study area.

Abdulkadir (2018) examined the contribution of cultural festivals to event tourism development in Kwara State, Nigeria. The objectives of the study were: to profile cultural festival products and their effects to event tourism development, to establish the strategies adopted to create awareness on cultural festivals to develop event tourism and to evaluate the influence of cultural festivals on event tourism development in Kwara State, Nigeria. The study adopted descriptive research survey design to collect primary data using a mixed quantitative and qualitative method. The study targeted a population of 517 who comprised of 500 members of three cultural festival associations and 17 government officials. Slovin's formula was used to proportionately select a sample size of 347 subjects from a target of 500 cultural association members. Simple random sampling method using lottery method was used to select the members of the cultural associations' respondents. In addition, purposive sampling method was used to identify government official as expert respondents. The study used structured questionnaires to collect primary data from the cultural associations' respondents, while the interview schedule was used to solicit information

from government officials. Data collected from members of the cultural associations were cleaned, coded and entered into Statistical Package for Social Sciences for descriptive statistical analysis. In addition, multiple regression analysis was conducted to assess the relationship between independent and dependent variables. The findings of descriptive quantitative analysis were presented in tables and charts. Qualitative primary data solicited from government officials were thematically analysed and presented as key voices and verbatim reporting. The study, in conclusion, found that there is a variety of cultural festivals held in Kwara State. The study recommends that the Nigeria Federal and State government together with stakeholder need to come up with policies and programmes to identify and promote cultural festivals as an event tourism product.

Shalau, Benard, and Toshio (2016) studied the impact of tourism festivals on socio-economic development of developing countries. The study relies on primary field data to investigate the range of tourism cultural festivals activities. The study had a sample of 2710 respondents. The respondents were randomly selected from ten developing countries from Africa through a validated four-point liker scale questionnaire. Data analyzed using Pearson product moment correlation analysis. The finding revealed that tourism festivals like the carnivals generate foreign earning to the host country. It also reported that it generates bountiful employment opportunities and business of all kinds. The relevance of this theory to the present study lies on the fact that, during Calabar carnival, many people are usually involved in self-employed activities, private partners also employs' a lot of youth during this festival period. Calabar Carnival Commission the management armed of the Calabar conical festival, has also open doors for employment opportunities for the citizens of the area which further enhances the socio-economic development of the area.

Edim and Osaji (2014) conducted a study Perception of Economic and Environmental Impact of Christmas Festival/Calabar Carnival in Calabar Metropolis of Cross River State, Nigeria. To achieve the objectives of this study, two hypotheses were formulated to guide the study. Literature was reviewed according to the hypotheses directing the study. The survey research design was adopted for the study. A total of two hundred (200) respondents were randomly selected for the study. The selection was done through simple random sampling technique. A questionnaire was designed by the researchers with the help of some measurement experts that gave its face and content validity. To test this hypothesis and to ascertain whether to accept or reject them, Pearson Product Moment Correlation Analysis was considered appropriate because of the nature of variables involved. The 0.05 level of significance was used for the statistical testing of each hypothesis, with critical value and degree of freedom. The results show that there is significant effect of economic and

environmental impact of the Christmas Festival/Calabar Carnival on the residents of Calabar Metropolis, in Cross River State, Nigeria. Based on the findings of the study, it was recommended that the timing in the organization of the Calabar Carnival should be reviewed, specialized training for effective crowd control for security operatives and band marshals should be conducted, and alternative routes should be provided to ease the difficulties encountered by Carnival attendance to the place of events.

### 3.0 METHODOLOGY

Descriptive survey design was adopted in the study. The setting for the study is Calabar Metropolis. Calabar Metropolis is the administrative headquarters of Cross River State and comprises Calabar Municipality and Calabar South Local Government Area. Calabar Metropolis is thickly populated and is bounded in the North by Odukpani local Government area, in the west and south by the Creeks of the Atlantic Ocean, in the east by Akpabuyo and Akamkpa Local Government Areas. The population of the study consist of officials of Carnival Commission, officials of Cross River State Tourism Bureau, Senior Adviser on tourism and Calabar carnival, private sector partners and security operatives in Calabar Metropolis. The total population of all these stakeholders was 121 (Office of the Senior Adviser to the Governor on Tourism, Governor's office, Calabar). The stratified and enumeration method were used to select the sample from the study population. The stratified samples were drawn from the five groups that constitute the Calabar carnival management team. The first stratum comprises officials of carnival commission, the second stratum was made up of officials of tourism bureau, the third stratum was made up of office of the senior adviser on tourism and the fourth stratum was security operatives, while the fifth stratum was private sector representatives.

To select respondents for the study, the enumeration method adopted. The research instrument used to elicit information from the respondents was a consolidated questionnaire. The first part of the questionnaire focused on gathering information about the socio-demographic characteristics of respondents. These characteristics include respondents' sex, age, occupation, years of working experience and. religion. The second part was sub-divided into three sections. The

first section dealt with government strategic planning of Calabar carnival. The second section focused on private sector participation in Calabar carnival. The third section is on Calabar carnival security management and the fourth section was on the dependent variable: socioeconomic development in Calabar Metropolis. To determine the reliability of the instrument, a pilot testing was done, using fifty (50) respondents drawn from Calabar South that was not earmarked for the original study. Cronbach alpha reliability estimate of the various sub-variables was used in the instrument. Data entry and analysis were done using Microsoft excel (for cleaning) and the statistical package for Social Science (SPSS version 20). Linear regression analysis was used to test the hypotheses of the study.

The Regression model was used in the test of formulated hypotheses. The model used is specified as:

$$SEP=f(SP, PSPI, QSC) \quad (1)$$

Analytically, it is expressed as:

$$SEP = \alpha_0 + \alpha_1 SP + \alpha_2 PSPI + \alpha_3 QSC + \varepsilon \quad (2)$$

Where:

SEP denotes Social and economic progress

SP denotes strategic planning

PSPI denotes private sector participation initiatives

QSC denotes quality security coordination

$\alpha_0$  denotes constant

$\alpha_1 - \alpha_3$  denotes coefficients

$\varepsilon$  denotes stochastic term

Apriori expectation: It is reasonably expected that the coefficients  $\alpha_1 - \alpha_3$  will be positive and significant indicating that the three dimensions of Calabar carnival management contributes to social and economic progress. Thus,  $\alpha_1, \alpha_2, \alpha_3 > 0$ .

### 4.0 RESULT

#### Analysis of Responses to Variables

**Table 4.4:** Distribution of respondents by their responses to government strategic planning in Calabar carnival festival (n=121)

7. The carnival featured five major competing bands made up of king and queens and many others to draw patronage and visitors to the festival

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	24	19.8	20.7	20.7
Agreed	50	41.3	43.1	63.8
Strongly disagreed	34	28.1	29.3	93.1
Disagreed	8	6.6	100.0	100.0
Sub-total	116	95.9		
Undecided	5	4.1		
Total	121	100.0		

Source: fieldwork, 2021

Table 4.4 shows the distribution of respondents according to their responses to the government strategic planning in Calabar carnival items. Item 7 shows that out of 121 respondents competing bands made up of king and queens and many others to draw patronage and visitors disagreed; and 8 representing 41.3 percent agreed; 34 representing 28.1 percent strongly undecided.

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	48	39.7	40.7	40.7
Agreed	42	34.7	35.6	76.3
Strongly disagreed	16	15.7	13.6	89.9
Disagreed	12	9.9	10.1	100.0
Sub-total	118	97.5	100.0	
Undecided	3	2.5		
Total	121	100.0		

Source: fieldwork, 2021

Item 8 shows that out of 121 respondents surveyed, 48 representing 39.7 percent strongly agreed that Calabar festival increased the attractiveness of the festival; 42 representing 34.7 percent disagreed while 15.7 percent strongly disagreed; and 12 representing 9.9 percent disagreed; while 3 representing 53.7 percent undecided.

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	65	53.7	54.2	54.2
Agreed	40	33.1	33.3	87.5
Strongly disagreed	10	8.3	8.3	95.8
Disagreed	5	4.1	4.2	100.0
Sub-total	120	99.2	100.0	
Undecided	1	0.8		
Total	121	100.0		

Source: fieldwork, 2021

Item 9 shows that out of 121 respondents surveyed, 65 representing 53.7 percent strongly agreed that hotels and tourists' sites in the metropolis were rebranded as a plan to make Calabar carnival festival an economic global attraction and convenience; 40 representing 33.1 percent agreed; 10 representing 8.3

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	60	49.6	50.4	50.4
Agreed	41	33.9	34.5	84.8
Strongly disagreed	14	11.6	11.8	96.6
Disagreed	4	3.3	3.4	96.6
Sub-total	119	98.3	100.0	100.0
Undecided	2	1.7		
Total	121	100.0		

Source: fieldwork, 2021

Item 10 shows that out of 121 respondents surveyed, 60 representing 49.6 percent strongly agreed that Miss African beauty carnival pageants in which 26 African countries participated was a strategic plan to advertise the carnival festival to the entire world; 41 representing 33.9 percent agreed; 14 representing 11.6

i. The Calabar festival featured musical concert with many renowned national artistes to grace the festival increased the attractiveness of the festival

ii. Hostels and tourists' sites in the metropolis were rebranded as a plan to make Calabar carnival an economic global attraction and convenience

percent strongly disagreed; and, 5 representing 4.1percent disagreed while 1 representing 0.8 percent were undecided.

iii. Miss African beauty carnival pageants in which 26 African countries participated was strategic plan to advertise the carnival to the entire world.

percent strongly disagreed; and 4 representing 33.9 percent disagreed while 2 representing 1.7 percent undecided.

iv. Calabar carnival festival is bereft of good vision and effective planning

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	21	17.4	17.9	17.9
Agreed	12	9.9	10.3	28.2
Strongly disagreed	38	31.4	32.5	60.7
Disagreed	46	38.0	39.3	100.0
Sub-total	117	96.7	100.0	
Undecided	4	3.3		
Total	121	100.0		

Source: fieldwork, 2021

Item 11 shows that out of 121 respondents surveyed, 21 representing 17.4 percent strongly agreed that Calabar carnival festival is bereft of good vision and effective planning; 12 representing 9.9 percent agreed; 38 representing 31.4 percent strongly disagreed; and 46 representing 38 percent disagreed while 4 representing 3.3 percent were undecided.

**Table 4.5:** Distribution of respondents by their responses to private sector participation in Calabar Carnival festival (n=121)

- v. Companies Like Dangote, First Bank Plc. Provides sufficient funds to the carnival festival by acting as brand to the festival

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	63	19.8	20.7	20.7
Agreed	31	41.3	43.1	63.8
Strongly disagreed	12	28.1	29.3	93.1
Disagreed	13	6.6	100.0	100.0
Sub-total	119	95.9		
Undecided	2	4.1		
Total	121	100.0		

Source: fieldwork, 2021

Table 4.5 shows the distribution of respondents according by their response to private sector participation in Calabar carnival items. Items that shows that out of 121 respondents surveyed, 63 representing 52.1 percent strongly agreed that that companies like Dangote, First Bank Plc, Zenith Bank Plc, Eco Bank Plc. Generated sufficient funds to the carnival festival by

acting as brand to the festival, 31 representing 25.6 percent agreed; 12 representing 9.9 percent strongly disagreed, and 13 representing 10.7 percent disagreed, while 2 representing 1.7 percent were undecided. Item

- vi. Most Companies like First bank and other companies promoted talent creativity among the youths during the carnival festival period

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	7	39.7	40.7	40.7
Agreed	14	34.7	35.6	76.3
Strongly disagreed	40	15.7	13.6	89.9
Disagreed	59	9.9	10.1	100.0
Sub-total	120	97.5	100.0	
Undecided	1	2.5		
Total	121	100.0		

Source: fieldwork, 2021

13 shows that out of 121 respondents surveyed, 7 representing 5.8 percent strongly agreed that most companies like First Bank and other companies promoted talent agreed; 40 representing 33.1 percent during the carnival festival period; 14 representing 11.6

percent disagreed, while 1 representing 0.8 percent were undecided.

- vii. First Bank Plc., Zenith bank Plc, Eco Bank have their own ban during the Calabar Carnival festival

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed		53.7	54.2	54.2
Agreed		33.1	33.3	87.5
Strongly disagreed		8.3	8.3	95.8
Disagreed		4.1	4.2	100.0
Sub-total		99.2	100.0	

Undecided		0.8		
Total		100.0		

Source: fieldwork, 2021

Item 14 shows that out of 121 respondents surveyed, 59 representing 48.8 percent strongly agreed that during the Calabar carnival festival, banks and other cooperate organizations parade their own band along - side those formed by the government; 30 representing

24.8 percent agreed, while 2 representing 1.7 percent were undecided.

viii. Representatives of private organizations like banks, floor mill, UNICEM participated in the planning of the carnival

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed		49.6	50.4	50.4
Agreed		33.9	34.5	84.8
Strongly disagreed		11.6	11.8	96.6
Disagreed		3.3	3.4	96.6
Sub-total		98.3	100.0	100.0
Undecided		1.7		
Total		100.0		

Source: fieldwork, 2021

Item 15 shows that out of 121 respondents surveyed, 10 representing 8.3 percent strongly agreed that representatives of private organizations like banks, floor mill UNICEM participated in the planning of the carnival; 21 representing 17.4 percent; 36 representing 5 percent strongly disagreed. 49 representing 40.5 percent

disagreed, while 5 representing 4.1 percent were undecided.

ix. Government alone cannot successfully organize the Calabar carnival without the contribution of the private sector

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed		17.4	17.9	17.9
Agreed		9.9	10.3	28.2
Strongly disagreed		31.4	32.5	60.7
Disagreed		38.0	39.3	100.0
Sub-total		96.7	100.0	
Undecided		3.3		
Total		100.0		

Source: fieldwork, 2021

Item 16 shows that out of 121 respondents surveyed, 54 representing 44.6 percent strongly agreed that government alone cannot successfully organize the Calabar carnival without the contribution of the private sector; 31 representing 25.6 percent agreed; 23 representing 19 percent strongly disagreed; and, 10 representing 8.3 percent disagreed, while 3 representing 2.5 percent were undecided.

**Table 4.6:** Distribution of respondents by their responses to Calabar Carnival security coordination (n=121)

x. Government introduced a new security outfit at home known as "Home Security" to boost the existing security network in the state

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	59	48.8	49.6	49.6
Agreed	30	24.8	25.2	74.8
Strongly disagreed	14	11.6	11.8	86.6
Disagreed	16	13.2	100.0	100.0
Sub-total	119	98.3		
Undecided	2	1.7		
Total	121	100.0		

Source: fieldwork, 2021

Table 4.6 shows the distribution of respondents according by their responses to Calabar carnival security

management items. Item 17 shows that out of 121 respondents surveyed, 59 representing 48.8 percent

strongly agreed that government introduced a new security outfit known as “Home land security” to boost the existing security network in the state; 30 representing 24.8 percent agreed, 14 representing 11.6 percent strongly

disagreed; and 16 representing 13.2 percent disagreed, while 2 representing 1.7 were undecided.

- xi. Police and other security operatives were seen at strategic points during the carnival celebrations.

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	65	53.7	54.2	54.2
Agreed	40	33.1	33.3	87.5
Strongly disagreed	10	8.3	8.3	95.8
Disagreed	5	4.1	4.2	100.0
Sub-total	120	99.2	100.0	
Undecided	1	0.8		
Total	121	100.0		

Source: fieldwork, 2021

Item 18 shows that out 121 respondents surveyed, 65 representing 53.7 percent strongly agreed that police and other security operatives were seen at strategic points during the carnival celebrations; 40 representing 33.1 percent agreed; 10 representing 8.3

percent strongly disagreed; and, 5 representing 4.1 percent disagreed, while 1 representing 0.8 percent were undecided.

- xii. Criminal activities are common place during the Calabar carnival celebrations

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	12	9.9	10.1	
Agreed	13	10.7	21.0	
Strongly disagreed	63	52.1	73.9	
Disagreed	31	25.6	100.0	
Sub-total	119	98.3		
Undecided	2	1.7		
Total		100.0	100.0	

Source: fieldwork, 2021

Item 19 shows that out 121 respondents surveyed, 12 representing 9.9 percent strongly agreed that criminal activities are common place during the Calabar carnival celebrations; 13 representing 10.7 percent agreed; 63 representing 52.1 percent strongly disagreed; and, 31 representing 25.6 percent disagreed, while 2 representing 44.6 percent were undecided.

- xiii. Government empowered security agents with security vehicles operating at strategic points and a supply of more arms and ammunitions to arrest the threatening incidents of arm rubbers, Kidnappers, cultism and other criminal activities

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	54	44.6	45.8	45.8
Agreed	31	25.6	26.3	72.1
Strongly disagreed	23	19.0	19.5	91.5
Disagreed	10	8.3	8.5	100.0
Sub-total	118	97.5	100.0	
Undecided	3	2.5		
Total	121	100.0		

Source: fieldwork, 2021

Item 20 shows that out 121 respondents surveyed, 54 representing 44.6 percent strongly agreed that government empowered security agents with security vehicles operating at strategic points and a supply of more arms and ammunitions to arrest the threatening incidents of arm rubbers, kidnappers, cultism and other criminal activities; 31 representing 25.6

percent agreed; 23 representing 19 percent strongly disagreed; and, 10 representing 8.3 percent disagreed, while 3 representing 2.5 percent were undecided.

- xiv. The use of motor cyclist within Calabar metropolis was banned in order to ensure serene environment devoid of criminal activities

	Frequency	Percentage	Valid %	Cumulative
Strongly agreed	63	52.1	52.9	52.9
Agreed	31	25.6	26.1	79
Strongly disagreed	12	9.9	10.1	0
Disagreed	13	10.7	10.9	89.0
Sub-total	119	98.3	100.0	
Undecided	2	1.7		
Total	121	100.0		

Source: fieldwork, 2021

Item 21 shows that out of 121 respondents surveyed, 63 representing 52.1 percent strongly agreed that the use of motor cyclist within Calabar Metropolis was banned in order to ensure a serene environment devoid of criminal activities; 31 representing 25.6 percent agreed; 12 representing 9.9 percent strongly disagreed; and 13 representing 10.7 percent disagreed, while 2 representing 1.7 percent were undecided.

## 4.2. Test of Hypotheses

### 4.2.1 Hypothesis One

**H<sub>0</sub>:** There is no significant effect of strategic planning of Calabar Carnival on social and economic progress of Calabar.

**H<sub>1</sub>:** There is a significant effect of strategic planning of Calabar Carnival on social and economic progress of Calabar.

The independent variable is government strategic planning of Calabar carnival festival while the dependent variable is social economic development. To test hypothesis, simple linear regression analysis was carried out. The results are presented in summary as table6

**Table 4.7:** Registration of Government Strategic Planning of Carnival and Socio-Economic Development in Calabar Metropolis (n=121)

R = .851 adj. R – Square = .723

R – Square = .724 Std. Error = 2.101

Source of Variation	Sum of Squares	Df	Mean square	F – Value	P – Value
Regression	2876.666	1	2876.666	651.558*	.000
Residual	529.8	120	4.415		
Total	3406.466	121			

Variable	Unstandardized Coefficient		Standard Coefficient	t-value	P – value
	B	Standard Error			
Constant	3.451	.455		7.583*	.000
Government strategic planning	.782	.031	.851	25.528*	

\*Significant at .05 level. P < .05

From table 4.7, an r – value of .851 was obtained, giving an r square value of .724. This means that about 72.4% of the total variation is socio-economic development in Calabar Metropolis is accounted for by variation in principals' supervision of classroom management.

The P- value (.000) associated with the computed F – value (651.558) is less than .05. Consequently, the null hypothesis was rejected. This means that government strategic planning of Calabar carnival significantly influence the P – value (.000) associated with the compound t-values (7.5583) & 25.528) for the regression constant (3.451) and coefficient (.782) respectively are less than the chosen level of significance (.05). This means that the constant (3.451) and regression coefficient (.782) contribute significantly to the prediction of socio-economic development in Calabar Metropolis using government strategic planning of Calabar carnival.

### 4.3.2 Hypothesis Two

**H<sub>0</sub>:** There is no significant effect of private sector participation initiatives in Calabar carnival social and economic progress of Calabar

**H<sub>1</sub>:** There is a significant effect of private sector participation initiatives in Calabar carnival social and economic progress of Calabar

The independent variable is private sector participation in Calabar festival while the dependent variable is socio – economic development in Calabar Metropolis. To test this hypothesis, simple linear regression analysis was carried out as in the case of hypothesis one. A summary of the result is presented in, Table 4.7

**Table 4.8:** Regression of private sector participation in Calabar carnival on socio-economic development in Cross River State

R = .903 adj. R – Square = .815

R = Square = .816 Std. Error = 1.716

Source of Variation	Sum of Squares	Df	Mean square	F – Value	P - Value
Regression	3241.750	1	3241.750	1101.534*	.000
Residual	122.943	120	2.943		
Total	3364.693	121			

Variable	Unstandardized Coefficient		Standard Coefficient	t-value	P – value
	B	Standard Error			
Constant	1.864	.398		7.583*	.000
Government strategic planning	.0883	.027	.903	33.189*	.000
*Significant at .05 level. $P < .05$					

Table 4.8 result showed that an  $r$  – value (.903) was obtained, giving an  $r$ - squared value of .816. This means that about 81.6% of the total variation in social-economic development in Calabar Metropolis is accounted for by private sector participation in Calabar carnival festival. The  $p$ -value (.000) associated with the computed  $F$  – value (1101.534) is less than .05. Consequently, the null hypothesis was rejected. This means that private sector participation in Calabar carnival festival has a significant influence on social-economic development in Calabar Metropolis.

Further analysis and tests showed that the  $p$  – value (.000) associated with the computed  $t$ - value (4.689 & 33.189) for the regression constant (1.864) and coefficients (.883) respectively, are less than .05. This means that both the regression constant (1.864) and coefficient (.883) contribute significantly to the prediction of social-economic development in Calabar Metropolis.

### 4.2.3 Hypothesis Three

**Ho:** There is no significant effect of quality security coordination in Calabar carnival on social and economic progress of Calabar

**Hi:** There is a significant effect of quality security coordination in Calabar carnival on social and economic progress of Calabar

The independent variable is socio-economic development. To test this hypothesis, simple linear regression analysis was carried out. Table 4.8 summary of the results.

**Table 4.9:** Regression of Carnival Festival Security Coordination on socio- economic Development in Calabar Metropolis

$R = .933$  adj.  $R$  – Square = .879

$R$  = Square = .816 Std. Error = 1.390

Source of Variation	Sum of Squares	Df	Mean square	F – Value	P - Value
Regression	3492.700	1	3492.700	1808.707*	.000
Residual	231.72	120	1.931		
Total	3724.42	121			

Variable	Unstandardized Coefficient		Standard Coefficient	t-value	P – value
	B	Standard Error			
Constant	.966	.331		2.915*	.004
Government strategic planning	.947	.022	.938	42.529*	.000
*Significant at .05 level. $P < .05$					

The results in Table 4.9 shows that an  $r$  – value was obtained, giving an  $r$  – square value of .879. This means that about 87.9% of the total variation in socio-economic development in Calabar Metropolis is explained by Calabar carnival security management. The  $p$  – value (.000) associated with the computed  $F$  – value (1808.707) was observed to be less than .05. Thus, the null hypothesis was rejected. This means that Calabar carnival security management has a significant influence on socio-economic development in Calabar Metropolis.

Further analysis results associated with the computed  $t$  – values (2.915 & 42.529) for the regression constant (.947) respectively are all less than .05. This means that both the regression constant (.966) and

coefficient (.947) contribute significantly to the prediction of socio-economic development in Calabar Metropolis using Calabar carnival security management.

## 4.3 DISCUSSION OF FINDINGS

This section is concern with discussion of the research based on the hypothesis tested.

4.3.1. Government strategic planning on Calabar carnival and socio-economic development of Cross River State.

The first finding revealed that there is significant effect of government strategic planning of Calabar carnival festival on socio-economic

development in Calabar Metropolis. This study agrees with Dallak, Bishak, Mohammed and Dullaman (2014) who investigated effective management of carnival festival celebrations in Malaysia and reported that the government provided effective management of carnival festival celebrations. Through preparation and planning, following guidelines, regulations and accurate knowledge. The current study also agrees with Extrah, Daniel, Caizhan and Cortia, (2012) who studied the role of government on effective management of tourism festivals in developing countries and reported that policy formulation, enactment of laws, funding, provision of enabling environment and infrastructures were among the things government can do for effective tourism festival celebrations.

The government of Cross River State planned and put place necessary infrastructures and facilities that do not promote the Calabar carnival but also facilitate socio-economic growth in the capital city of Calabar. Such facilities include road constructions and provision of electricity and the beautification of Calabar Metropolis. The government strategic plan as far as the Calabar carnival is concern is evident in the areas of transportation, commerce, roads construction, and housing, among others. For example, in order to accommodate the expected crowd during the Calabar carnival, the government planned and opened new areas for individuals to build residential accommodations. Thus, narrow roads in the capital city of Calabar were constructed to dual carriageways; commercial activities increased as a result of the festival; with the ban on commercial motor cyclists, government gave licenses to many companies to operate motor transportation in the city of Calabar. This in a way has improved the transportation sector. The Calabar carnival was equally planned to boost tourism in the state. Consequently, Calabar became a rally planned to boost tourism in the tourist, investors, business men and women, politicians as well as the enhancement of the business booming environment.

## 5.0 CONCLUSION

The study gives an insight into the effect of management of Calabar carnival and the socio-economic development of Cross River State Nigeria. Specifically, this study implies that managing Calabar carnival in terms of government strategic planning, private sector participation and effective security management has significantly contributed to the socio-economic development of Cross River State, and therefore needed consideration. The implication of this is that when the Calabar carnival is properly managed it would generate revenue, create employment opportunities, and enhance the wellbeing of the citizenry among other socio-economic benefits. For instance, the Calabar carnival initiative of the state government has within a short space of time boosted business activities, provided infrastructural facilities as well as enhance the hospitality industry to modern standards. Besides, it evoked positive

attitudes of the government, private investors, and other stakeholders in the management of the festival.

## 6.0 Recommendations

Based on the conclusion of this study the following recommendation were made:

1. Festival organization should plan ahead of time on how to raise the present status of Calabar carnival to international status. This could be achieved through appropriate policies and programs and by continuing to put in place the necessary infrastructures and enabling environment that would sustain the festival.
2. There should be conscious effort to encourage private sector participation on Calabar carnival. For example, the private sector can be made to handle regular training of personnel in charge of the management of the festival events. The private sector should also take advantage of what the festival has offered in terms of employment creation to reduce the rate of unemployment in the study area.
3. Festival organizations should take strategic sustainable development approach to address security challenges in the study area. They should provide the necessary security apparatus such as security vans, walkie-talkie, arms and ammunitions among others. Besides, police posts should be established in strategic locations in the study area. Also, they should embark on vigorous campaigns that will maintain the peaceful nature of the study area.

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