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Urban Heritage Tourism in Tripoli, Libya

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This work is dedicated to my wife and children who have been a great help to me during my studies with regard to their patience and tolerance. Without my wife and children I wouldn't have been able to finish this work as they have always been a source of motivation and encouragement to me.

Declaration

I hereby declare that the contents of this work belong to me, and that reference is made to the ideas and work of others as appropriate.

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Date..

Acknowledgements

Abstract

Despite its size Libya has been largely dependent upon its natural resources of oil and gas. Yet, given its long Mediterranean coast, and its rich heritage extending from the ancient Romans to recent colonial times including the Turks, the Italians and the British; the country could possibly become a major tourist attraction. In other words, Libya can boost its oil-dependent economy by properly investing in its tourism potential. The main purpose of this study was to highlight the tourism potential of Libya particularly its heritage tourism. In this regard, the question of urbanization and urban development will be key to the process of promoting heritage tourism. Hence, heritage tourism will be discussed in the context of urban development in third world countries. The relationship between heritage tourism and urban development will be analysed in relation to the capital city Tripoli as a case study. To evaluate heritage tourism in the Libyan capital, qualitative research methods were used to acquire the appropriate information. These methods included visual observation, documents analysis, and content and semiotic analysis. Throughout these methods, the researcher have given a full justification about why these methods have been employed. In addition, and according to the utilised methods, the researcher have utilized a variety of materials to promote Tripoli and Libya, in general, as foreigner tourists attractive destination. These materials comprise photos, audio-visual materials, art objects, and government documents. Moreover, a detailed content and semiotic analysis of available facilities in Tripoli has been done in the light of the guidebook "Lonely Planet" analysis. Finally, the researcher highlighted the problems associated with tourism industry in Libya and recommended numerous steps for the Libyan government to update and upgrade the tourism sector in Libya.

Contents

List of Figures

List of Tables

=

=

Chapter 1

Introduction

1.1 Introduction

The process of urban planning should always take into account the preservation of heritage sites; otherwise the latter would be negatively affected by the process of urbanization. In fact modern technology has made it easier for planners and decision makers to promote their heritage products across the world, as well as exchange information and expertise with other nations. In this current research, heritage tourism in Libya will be discussed in view of the foregoing with Tripoli, the capital city, as a case study.

The main theme of this research is to investigate the heritage tourism of Libya with the capital Tripoli as a case study. However, in order to do that the researcher had to review previous records featuring tourism in Libya. Furthermore, for the picture to become complete the management side of the matter regarding heritage tourism had to be investigated. In other words, the investigation would include the annual reports compiled by the Libyan government on the development and performance of museums in Tripoli; as those museums constitute a genuine part of heritage tourism.

In Libya, the oil industry is obviously the main generator of income accounting for a quarter of the Gross National Product. Yet, given the new economic policies in favour a market economy and privatisation, the tourism industry has the prospect to play a major role in the economy. In other words, these economic policies will encourage the tourism industry to prosper (Travel and Tourism Intelligence, August, 2005). As Mr. Butter, an executive of the Middle East Economic digest put it "Libya may well now endeavour to develop a more market-oriented economy and the tourism industry would be an obvious sector to develop". Libya's emergence as a tourist destination has already started to attract European companies for investment from abroad as well as promoting its tourist industry in places as far as Japan, by opening a bureau there to sell package tours. Hence, with the developing tourism sector in Libya companies have got opportunities for investment in areas of construction and human resources by providing state of the art training (Terterov and Wallace, 2002, p159).

Following the suspension of sanctions in 1999 the Libyan airports have been opened to international air services mainly from Europe to meet the increasing

demand by increasing numbers of visitors to the country. For example, according to Charlie Cassouls, British Airway's manager in Libya the company is following the government tourism policies very closely and that should the government integration into the international community continues and should encouragement to foreign visitors goes on, the next five years will be very busy for Libya (ibid, 159).

Moreover, the ancient Roman relics and other ancient treasures displayed by Libya that are seldom seen by foreign visitors as well as its finest beaches along the Mediterranean coast, have raised the speculations that foreign companies will soon organise tours to Libya. In this respect, the authorities had plans to raise the number of visitors to one million within five years. Hence, much work had to be done including the qualification of hotels to reach international standards, and the promotion of services to make life easier for tourists. For example, in Tripoli only two hotels and a handful of restaurants are available that provide services to tourists and credit cards cannot be used anywhere in Libya.

The fact of the matter that the tourism industry so far, accounts for only 1 % of the GDP, but within the coming few years the industry is expected is likely to expand to play a wider role in the economy by generating employment opportunities and by providing a boost to the manufacturing sector. At this point though conflicting reports exist about the revenues of the tourism sector, but as a study undertaken by High-Point Rendel in 1997 has estimated that the tourism sector has generated a total of US$ 23 million, eventually growing to US$ 50 million in 2000 (Travel and Tourism Intelligence, August 2002, p 13).

In order to implement its tourism policies, two bodies have been set by the government, which are the Libyan Tourism Promotion Board and the General Board for Tourism and Archaeology. The main purpose of the two bodies is promoting tourism by coordinating its development with foreign partners that show interest in the business. They should also provide assistance in areas of tourism management and tourism marketing including the organisation of special visits to areas suitable for tourism investment. In this regard, Article 3 of the charter of the Archaeological Board states that the government has mandated the organisation to "develop and promote internal and foreign tourism in addition to development of tourism resources and their investment to connect the citizens with their heritage

and the rise of their country and to participate in economic, social and cultural development" (Libyan Tourism Promotion Board 2002, p 159). The Libyan Tourism Promotion Board, on the other hand, has been mandated to identify commercially viable projects in the tourism industry particularly by organising activities such as (Teretov and Wallace 2002, 158-159):

- Cultural tours to ancient sites and relics exploring the influence of the population's traditions and customs. - Desert tours to explore the Sahara desert and its myriad marvels and treasures featuring palm trees, oases, lakes and mountains. - Ecological tours to national parks and forests which provide a safe refuge to wildlife with its beautiful fauna and flora. - Sporting tours whether sea-related such as diving and swimming or desert-related sports such as mountain climbing, sand marathons and desert rallies. - Religious tours to mosques, churches, abbeys and cemeteries. - Adventure tours such as crossing sand dunes, exploring the desert, climbing mountains, trekking through rallies and sailing. - Health tours to desert lakes and natural springs.

However, the five-year development plan in Libya announced at an international conference in November 2000 would set targets for a future investment of an estimated US$ 35 billion for the next five years, not to mention the plan proposed by the government featuring national and local tourism development (1999-2018). The plan mainly targeted investment in non-oil economic sectors for the purpose of creating employment. The target sectors would include telecommunications, tourism, non-oil minerals, fisheries, roads and rail networks. Yet, the development of the tourism sector would come at the top priority of the investment plan. Planners aim at boosting the tourism industry so that they can reduce the dependency of the economy on oil, but in the mean time they look forward to avoid the unfavourable effects of mass tourism experienced by neighbouring countries. For this reason, Libya is mainly interested in encouraging cultural tourism, aiming at promoting its historical and cultural potential among foreign visitors, and the possible exchange between the peoples. Consequently, an increasing number of visitors would be expected to visit the country particularly those visiting the archaeological sites. Many investment projects are due to be established involving hotel construction as well as other tourist facilities close to the archaeological sites and other sites of tourist

interest. For the purpose of exposing these sites to foreign investors, businessmen who visit Libya for a few days are usually advised to relax in ancient Roman cities that are close to Tripoli and the Greek ones that are close to the city of Benghazi. (Teretov and Wallace 2002, pp. 26-90).

The development programme in Libya has been greatly inspired by the booming tourism industry in neighbouring countries particularly Egypt, where an estimated 5 million tourists visit the country every year generating more than US$ 4 billion to the national economy. In this regard, the President of the Libyan Tourism Promotion Board speaking to a major travel market conference in Dubai stated that their main aim was to establish a strong tourism infrastructure in collaboration with foreign investors from Arab and non-Arab countries. However, according to the Tourism Promotion Board Planning committee director Mr. Amen Seif Ennasir their plans would rather provide opportunities for investment in a wide range of activities from ecological, to health, to religious, sports and adventure tourism projects (Teretov and Wallace, 2002). Hence, for Libya to become destination for tourists the development of basic facilities would become an urgent matter. The fact of the matter is that tourists do visit Libya, and that their number is on the increase, and that it is quite common that foreigners are seen exploring museums in Tripoli coming from countries as far away as Japan. Also people from European countries such as Germany are commonly seen exploring the desert on off-road vehicles or even on motorcycles. Thus, in order to capitalise on the booming tourism industry planners in Libya are targeting the tourism sector allocating US$ 2-3 billion in programmes involving tourism development. The development programme includes heritage and archaeological sites, the beaches as well as other facilities and supporting infrastructure.

1.2 Statement of the problem

Oil is almost the only source of income for Libya, and so the economy is based on oil revenues. Therefore, given the fact that oil resources are subject to depletion, the government of Libya needs to consider an alternate economic resource to compensate for any possible losses of oil revenues. Heritage tourism represents one of

the potential areas for investment. Regarding its location in North Africa; Libya could become one of the most attractive sites for tourists and visitors from Africa, Europe, the Middle East and possibly the rest of the world. In this respect, a lot of work needs to be done by the government to activate heritage tourism in the country. Most importantly urbanization plans need to take heritage sites into account. In other words, heritage attractions such as old buildings and other ancient monuments, which could be potential tourist attractions; need to be conserved and properly looked after. In fact, heritage conservation has been a cause for concern since colonial times (Maclan, 2006). However, the main problem facing the development of the tourism sector in general and heritage tourism in particular in third world countries including Libya is the scarcity of financial resources for tourism development. Yet, should heritage tourism be properly developed it could generate huge revenues in foreign currency to the state.

However, as far as Libya is concerned, its huge potential for heritage tourism seems quite promising in terms of the great number of tourists and visitors it is expected to attract from overseas. Given its location along the Mediterranean Coast, Libya has the advantage of being a major tourism market for Europe. The main problem is that the country needs to develop its infrastructure to cope with the increasing number of tourists and visitors from Europe and the rest of the world. In this regard, Dabour (2001) indicates that the tourism sector in OIC countries including Libya has sustained problems which need to be urgently addressed. In his view, paying attention to heritage tourism could result in huge economic benefits through attracting foreign and local investment and through creating new jobs not to mention its impact on the tourism sector as a whole. The government of Libya had already taken the right decision in 2003 by giving away its Weapons of Mass Destruction (WMD). That has been a major step forward to win the trust of the international community, and hopefully would put the country on the right track for future tourism development.

1.3   Aims and objectives of research

Urbanisation in Libya has had its negative effects on heritage sites. Therefore, the main aim of this research is to investigate heritage in Libya, and ways of developing that heritage to promote tourism. In other words, heritage tourism in Libya needs to be properly assessed in the light of the fact that Libya has the potential to become a major tourist destination where millions of tourists are expected to visit the country every year. This implies that efforts should be made by the government of Libya as to the preservation and promotion of heritage sites to improve the chances for heritage tourism in the country. Moreover, the government has a duty to improve the infrastructure such as hotels, transport and other services associated with the tourism sector. By doing so, the government will be able to reap the benefits of heritage tourism in terms of foreign currency. Accordingly, the main purpose of this research is to investigate the prospects of tourism in Libya with special focus on heritage and cultural tourism. The factors that influence the tourism industry in Libya will also be discussed with the capital city of Tripoli as a case study. Therefore, the objectives of this research can be summarised as follows;

1- To investigate the nature of the urban society in Tripoli and the way in which that society differs from other urban societies in the world in terms of cultural heritage.

2- Given the fact that field studies are meagre in Libya with regard to this subject, it is hopeful that this research will add new dimensions to the existing literature particularly with regard to the process of urbanisation in Arab counties.

3- To investigate the effects of the process of urbanisation in changing societies in terms of ethnic and cultural composition.

4- To study the standard attributes of urban societies that makes African cities popular tourist attractions.

1.4 Thesis Structure

A brief description of each chapter is given below.

1.4.1 Chapter one: Introduction

This is an introductory chapter focussing on the theme of the research in the light of the general aims and objectives. The main idea is to consider heritage tourism in Libya with the capital Tripoli as a case study, where the balance should be set right between the process of urbanisation and the preservation of heritage sites.

1.4.2 Chapter two: Heritage Tourism Development

In this chapter, the researcher discusses the different aspects including the economic impact of heritage tourism. However, since museums constitute an important component of heritage; they have been discussed in more detail in this chapter. In other words, focus has been made on the role of museums as promoters of heritage tourism.

1.4.3 Chapter three: Urban Tourism Development

In this chapter the researcher discusses the impact of urbanisation on the socio-economic development of major cities worldwide, and the role of urban tourism in the process.

1.4.4 Chapter four: Methodology

This chapter discusses the various methods of data collection in general, and the methods used by the researcher to gather data for this research. The various methods of data analysis are also discussed in this chapter.

1.4.5 Chapter five: Tourism Planning in Tripoli

In this chapter, the different aspects of tourism planning in Tripoli are discussed as well as the role of tourism in the process of socio-economic development. Also, the role of heritage tourism in Tripoli is being evaluated in a regional context (i.e.

in relation to neighbouring North African countries Tunisia, Morocco, Egypt and Algeria).

1.4.6 Chapter six: Representations of Tripoli: Content and semiotic analysis

In this chapter, tourist guidebooks and texts that promote Tripoli as a tourist destination, mainly Lonely Planet, will be evaluated through semiotic and content analysis. The main idea is to highlight the tourist facilities and services that make Tripoli attractive to foreign tourists.

1.4.7 Chapter Seven : The Jamahiriya Museum in Tripoli

This chapter focuses on the Jamahiriya museum as a main attraction for tourists in the capital Tripoli. The researcher tries to highlight the main activities undertaken by the museum. The general aspects of museum management and planning have also been discussed.

1.4.8 Chapter Eight: Conclusion

This chapter provides a conclusion of the above chapters suggesting recommendations to help decision makers for future planning in the area of tourism in Libya.

1.5 Conclusions

Libyas new economic policies should favour the market economy and privatisation as to make the country less oil-dependent. In this regard, the country needs to develop its non-oil resources. Given its high economic potential; the tourism industry is one of the top runners to do the job. So, the new economic policies should focus on tourism as a major economic resource to lift the burden from the oil and gas sector. Hence, the country has already started to develop its tourism sector by encouraging local and foreign investors to invest in the sector. Investment in the tourism sector includes construction, and the development of human resources through intensive training.

However, the lifting of sanctions has given a great boost to the tourism industry as to be promoted the world over. The country has become open to international flights, in favour of the tourism industry. As a matter of fact, Libya is very rich in its tourism heritage not to mention its 2000 km of beaches along the Mediterranean. That will qualify the country to become one of the top tourist destinations in the region if not in the whole world. In the meantime, this will also put the pressure on the government of Libya to put more effort to improve the country's infrastructure to cope with the expected influx of tourists. That should be particularly so in the capital Tripoli where only a few hotels and restaurants match international standards.

In a few years to come, the tourism industry in Libya is expected to expand as to make a major contribution to the GDP by providing more job opportunities for the people. In this regard, a development plan that has been suggested by the government features a perspective for the development of the tourism sector until 2018. The plan mainly focuses on non-oil economic sectors to provide job opportunities, whereby the tourism sector comes as a top priority. In this respect, Libya is looking forward to catch up with its neighbours such as Tunisia and Egypt. However, to reach that end, Libya needs to pay more attention to its cultural heritage as an important economic resource. Moreover, the desert in Libya constitutes a major tourism resource. For this reason, a number of tourist sites in the desert have been chosen by the Tourism Promotion Board for investment. The southern desert is famous for its human heritage that dates back to more than ten thousand years. On the other hand, Tripoli the capital is another major tourist attraction with its old relics dating back to the Roman times. However, the conservation of heritage sites constitutes a main challenge to tourism development plans in Libya. So, any construction plans should take into account the preservation of those sites.

Chapter 2

Heritage Tourism Development

2.1 Introduction

In domestic tourism, cultural heritage can stimulate national pride regarding history. But in international tourism, cultural heritage can represent respect and understanding of the different cultures. Cultural heritage remains fundamental to tourism authorities for how to develop heritage sites, including their protection and preservation (WTO, 2001). Heritage sites such as museums, galleries and old buildings are meant to address social inclusion in order to become more accessible and channel more resources and outreach. Thus, the main task of management is to make the content, operation and organisation of these heritage resources relevant, meaningful and accessible (Steyn, 2005). Along with this phenomenon tourists have increasingly become more interested in consuming heritage. Consequently, this has triggered competition between historic towns and other heritage sites to attract tourists, whereby some places that have been previously unknown are appearing in the heritage market. In this regard, heritage is considered the most important resource for international tourism which is multi-sold and multi-consumed. However, apart from its economic purposes, heritage has cultural aims as well. Hence, in the light of the development of heritage tourism as one of the main sectors in the establishment of new patterns of modern tourism, the value of heritage resources being cultural or otherwise need to be properly evaluated by managers (Jimura, 2010).

However, Hall and Zbell (cited in Timothy and Boyd 2003) point out that offering visitors experience of the past remains a main challenge for a heritage destination being a museum or otherwise. In this respect, visitors to museums and heritage sites tend to seek a variety of experiences rather than just simply acquire information. For example, planners and managers should bear in mind the fact that most people visiting a museum or a heritage site might simply come to entertain and socialise at the first place. Consequently, this fact should always be taken into account regards the design and the nature of the product on offer. In other words, it implies that heritage managers should set the balance right as to the competing visitor needs for education and entertainment. However, heritage sites in general and museums in particular are thought to have ignored the public opinion in terms of the view points and expectations of their visitors by failing to incorporate the experience

of those visitors. In this regard, interpretation plays a vital role to museums and other heritage sites. The role of an interpreter is mainly to stimulate interest, help visitors understand the resource on display and to provide an experience which appeals to emotions and other feelings as well as the imagination and intellect. Thus, interpretations in this sense should in essence tend to create an element of wonder about the resources being interpreted (Berho and Prentice, 1995).

In heritage tourism, the interpreters focus upon the resources by which all events in a particular environment are managed and marketed. However, interpretation is not easy way as visitors need to be educated about the heritage sites, historic buildings or fragile ecosystems. Interpretation in true aspect helps the implementers to make changes while marketing, especially, including to upgrade the image of tourism industry, (Uzzell, 1989). Volunteer communities had a pivotal role in commercial and cultural, aspects in the small communities but are not the ideal for running an interpretation project. Therefore, knowledge and skills in interpreting the sites have a central importance, which must be shown all the times, while interpreting, (Leader-Elliot 2005). Interpretation has been used by various industries, and it is considered a way to the heritage sites as value added component, including help to sell the commercial products on the heritage sites. The managers on tourism heritage and leisure sites get motivated by the interpreters (Uzzell, 1992). Both history and heritage enforce the peculiar use of the past for the current purposes and simply transform through the interpretation. Interpretation is more obviously and centrally the outcome of history and heritage (Light, 1987). The scholars, researcher historians archaeologists including others who are professionally engaged in revealing the work, and where these aspects are educated to the visitors. This process is called interpretation (Tilden, 1977).

Urban interpretation is in crisis, because the techniques used in interpretation come from the age where some explanation of the past was enough to engage a population. But the new generation is not similar and is more convinced to the dominance which formed our city centres. This historic chain is now broken because of the industrial employment. Interpretative practice could not bring the visitor and information to an urban site (Hems and Blockley, 2006).

In todays circumstance, TV programmes, movies, games and most importantly

the independent press play a major role in informing and educating the people about archaeology and heritage. It is seen that more often, the stories become remain in order or in press and these do not reflect the scientific and humanistic goals of archaeological research. Therefore, it is mighty media wherein the public get to know about archaeological sites or museums. The positive way to let the public know about archaeology is by the archaeologists only not by other means (Paynton, 2002). The previous research on public interpretation has suggested that people are supportive as what they knew. Therefore, archaeologists need to present their work as socially and physically accessible to visitors, (Davis, 1997). Successful interpretation means to present the data information on correct basis and could not be challenged; including the information should be funny and attractive to the visitors, and should also be related to the todays world requirements, (Jameson, 1997). Undoubtedly, untrue interpretation at sites would mislead the tourists and rather it could ruin the building image or site attraction, (Greenwood, 1989). The researchers and archaeologists need financial and political support from public so that their set goals are researched and be achieved so that future generations could become beneficiary. Interpretation in heritage tourism is the alliance of conservation, education, and tourism. Including it has played a crucial role in regenerating declining urban, rural and industrial areas through tourism and conservation. It is also argued that the modernisation in applying techniques in interpretation have reduced the issues and problems. There are still two issues or questions which are the base line of interpretations, such as who challenges the attitudes, values and attitudes of visitors, and secondly who pays attention to eradicate the bottlenecks from the systems, (Uzzell and Ballantyne, 1998). Therefore, a simple question comes on mind that whether or not interpretation did enhance visiting peoples awareness, understanding, and appreciation. Some critics decry about the representation of museums and further held that only a partial picture of the past could suggest in future alterations, (Walker 2009). However, Walker questions about history and then argues that both objective and subjective approaches could answer regarding museum displays and etc . Presenting different story about the same issue reflects the trend in museum experience (Stone, 1997, Tufts and Milne, 1999). However, museums should provide a forum for general public debates, every exhibit must be

linked with the issues and problems such as environments, demographics or city planning. However public would be more keen to see the displays as relevant and inspirational (Merriman, 2000).

The emergence of modern public museums can be traced back to the late 18th or the early 19th centuries. Though that emergence came about through a long and complex process; featuring the transformation of practices of earlier collecting institutions and exhibitions and also through the creative adaptation of aspects of other institutions such as the international exhibition, and the department store which developed alongside the museum. But nonetheless the emergence of modern museums could only be understood through the development of culture which was thought of as a useful tool for governing and subsequently fashioned for practicing new forms of power. However, Toney and Bennett, (1995, p.19) suggest that "public exhibitions should be rendered subservient to improvement of morals and to the means of infusing in the mind a love of the constitution, and a reverence and respect of the laws". In this regard, the actual engagement between culture and power came in the late 19th century featuring the idea that modern works, forms and institutions of high culture for this governmental task are to be assigned the purpose of civilising the population. So, instead of making power remarkably visible by embodying, staging or otherwise representing it, culture was increasingly deemed as a resource in programmes aiming at bringing about changes in acceptable norms and forms of behaviour consolidating them as active imperatives within broadly disseminated regimes of self management. In this sense, similarities always existed between what was expected of cultural technologies closely associated with the new modality of power such as museums and libraries and the parallel relationship of the power to punish.

For over a century the museum has been the most reputed and authoritative place for seeing original works of art. As for today, the very idea of art per se becomes inconceivable without the service of museums. In other words, no institution other than a museum can claim to be paramount as a treasure house of material and spiritual wealth. It is worth mentioning that despite the fact that museums are associated with the notion of aesthetic contemplation, but as yet studies show that the average visitor to a museum comes with no fixed purpose other than focusing

on individual works (Dunican and Wallach, 1980). In this respect, Peter Kyron, Chairman of the United Sates National Council on Arts cast doubts on the real purpose of a museum by stating that "despite the fact that museums have demonstrated their ability to draw millions of visitors, but still they have yet to say what they are about and to analyse the experience of going to museums".

According to Findlen (1989), the primary function of a museum is ideological meaning to instil upon those who pass through it the societys most revered beliefs and values. She borrows the analogy of ancient societies who devoted substantial amounts of wealth for the construction and the decoration of temples and cathedrals to make the point that contemporary world societies allocate enormous resources for creating and maintaining museums of art so that the museums physical prominence and monumental appearance is always a function of its importance, and that the fact that more manual and imaginative labour is absorbed by the architecture associated with museums compared to other types of architecture would confirm the power and social authority of its patron class. In the United States for example, the museum stands as a symbol of the state and those who pass through its doors would enact a ritual that would equate the state authority with the idea of civilisation i.e. like ceremonial monuments museums can be described as a complex architectural phenomenon that selects and arranges works of art within a sequence of spaces. This totality of arts and architectural form tends to organise the experience of visitors so that individuals may respond to it in different ways depending on their education, cultural background and class. But as yet the architecture remains a common factor by imposing the same underlying structure on everyone, so that by following the structural script the visitor would engage in an activity that could be most accurately described as a ritual. In this sense however, museums should strikingly resemble religious monuments in both form and contents (Carbonell, 2004). But nonetheless that should not mean that museum visitors would think of the experience as being a ritual process. It is rather the museum itself, the installations, the layout of the rooms and the sequence of collections etc. that create an experience that resemble traditional religious experiences. Henceforth by performing the ritual of walking through the museum, the visitor is actually prompted to enact the values and beliefs written into the architectural script whose works of art play the

same role as the traditional ceremonial monuments.

The aim of museums as educational institutions with a potential role to provide universal access to knowledge has long been accepted. This aim has been adopted by the museum association (UNESCO, 1988) and incorporated in the charters of numerous international institutions (e.g. UNESCO, 1982) as well in the charters of many museums. For example, the British museum act of 1753 would incorporate the idea of the museum as being "not only for inspection and the entertainment of the learned and the curious, but for the general use and benefit of the public" (quoted in Merriman, 1991). In some cases however , museums are thought of to be people's universities acting as institutions for the promotion of lifelong learning within the community particularly providing those who missed the chance of formal schooling with a second opportunity for education. But as yet more recently the potential of museums as a positive social force has been raised with renewed vigour. It has been argued that museums should be actively involved in the community in which they operate by helping them to build their own past for themselves whether in a rural or urban domain while at the same time raising awareness of temporary issues such as famine, racism drug abuse etc. (Hancock cited in Merriman, 1991).

Recent research however, suggests that museums can make significant contributions towards social inclusion at the individual and community levels. At the individual and personal levels engagement with museums can have positive impacts such as enhancing self-esteem and self confidence and rendering them more creative. At the community level on the other hand, museums can play the role of a catalyst in the process of social regeneration by empowering communities to augment their self determination to the effect of developing the confidence and skills for taking greater controls over their lives as well as developing the neighbourhoods in which they live. Furthermore, museums through the representation of communities featuring their various collections could possibly contribute to the promotion of social tolerance and intercommunity respect as well as disfavouring and challenging stereotypes. Thus, as initiators of change within communities and individuals museums have the potential to deal with issues such as poor health, increasing levels of crime, illiteracy, unemployment, and other social ailments (Sandell, 2000). Also, by addressing the histories of the unprivileged as well as the conditions in which they

lived including the political, legislative, social and professional influences associated with these conditions museums would assist the society to understand as to how people's identities and places in the society had been shaped over time (Barones, and Oliver, 1998). Moreover, greater understanding may change attitudes and help address the significant amount of prejudice against frustrated people who live in the society (Allday, 2009).

However, critics refer to the heritage boom in the eighties as a perfect example of the dominance of the free market policies over the sphere of public culture bequeathing into the 21st century market values which have become accepted wisdom (Dicks, 2003, p.32). This refers to the fact that the 1970s marked a boom in cultural planning in most European cities as witnessed by the programmes of community participation, widening access to the arts and the democratisation of public space and the revitalisation of urban space (Bianchini, 1993).

The definitions of museums are so wide that it might include institutions that might not be deemed by the public as museums. For example, the International Council of Museums defines a museum as "a non-profit making institution which serves the society and its development and opens to the public, and which acquires, conserves, researches, communicates and exhibits for the purpose of study, education and enjoyment, material evidence related to the people and their environment", (Ambrose, 1993).

However, the above definitions may cover conservation institutions and exhibition galleries permanently maintained by galleries and archive centres, natural ethnographic monuments and historical sites of museum nature, institutions displaying live specimens such as botanical and zoological gardens, aquaria and science centres etc.

The Museum Association on the other hand, perceives the idea of a museum in a much simpler way as "the institution which collects, documents, preserves, exhibits and interprets material evidence and the associated information for the public benefit". However, according to the Museum Training Institute, the key mission of a museum is to "acquire, preserve, research, exhibit, and communicate material evidence and associated information of people and the environment for learning and enjoyment". In other words, this definition implies that the idea of a museum is all

about collecting and managing items (Ambrose, 1993, p.2-3). Ambrose (1993, 6-8) points out that, museums through their various collections tend to provide the public with opportunities to have access to genuine material in relation to cultural and natural heritage. He further highlights the fact that museums have to undertake the duty of to care for, and managing the collections so that collecting, documenting, preserving and conserving the collections should be the essence of the work of a museum in order to serve the public. The services provided to the public by a museum however, should include education, entertainment, displays and exhibitions, lectures, and research to be carried out within the museum and outside it often in partnership with other organisations. So to speak , for a museum to be successful it has to be a more dynamic organisation rather than just a static exhibition. Also, a museum should put the public benefit rather than profit as a top priority. In this regard, the profit element in case of a museum should be in the cards only to assist the museum to fulfil its commitment towards its collections and the public. Actually as a matter of fact museums contribute to the cultural infrastructure by providing a wide range of cultural activities which are of great value to their users, not to mention their contribution to the social and economic development programmes by providing employment and by fostering a sense of belonging particularly in multi-ethnic communities. In this respect, Jeffery-Clay, (1998) describes museums as ideal learning environments, which allow visitors to explore information working at their own pace. In his view, museums would encourage sharing and interaction between groups as well as allow personal experience with real objects. He also refer to the fact that museums provide a place for visitors to examine and expand their own understanding, emphasising the fact that professionals have a duty to build and enhance these environments so that they can pull museum visitors into the experience by allowing them to explore in ways that stir up their curiosity and encourage them to investigate and make comparisons to their own lives and experiences. In order to reach that end he hints that "programmes and exhibits must be carefully crafted and tested to assure that they enhance visitor knowledge or feelings without encouraging misconceptions". In other words, such view perceives museums as learning facilities rather than places to provide expert knowledge.

Furthermore, Burton and Scott (2007) are of the opinion that museums should

be valued for their institutional role contributing to social values which is worth more than a short term visit. In their opinion, the museum incorporates the intellectual heritage, the history, values and traditions of the society, and emphasises continuity through the preservation of valuables from antiquity to bequeath them to future generations. However, a UNESCO (1988) report (cited in Sandell and Janes 2007) suggest that museums as non-profit public institutions should follow cultural policy guidelines so that at the international level museums policies should highlight issues related to the interlinked issues of globalisation. Eventually, this tends to reflect cultural diversity giving spaces for cultural expression and for experiencing identity as well as gaining knowledge and understanding of other cultures.

Hence, the main task of museum management is to develop a relationship between the museum and the surrounding communities. In this regard, Scott and Luby (2007, p.265) refer to the fact that such a relationship has been proved to be worthwhile for museums to the effect of creating new understanding of the museums collections as well as other activities undertaken by the museum such as educating the public. But nonetheless according to Tuffs and Milne (1999, p.616) museums become potential instruments involving consumption activities in the process of attracting local residents to the city. They argue that a tourist may enter a museum for a negligible admission fee but during the visit may include other expenses involving meals, buying souvenirs and taking a taxi back home or to a nearby hotel.

According to Erturk (2006) for displays to reflect the cultural regime and contents of the site they need to be substantiated by storyboards with supporting images, photographs, models and other multimedia presentations. He also points out that visitors should be encouraged to become more or less involved with the archaeological site to the effect of providing sufficient connection between the ruins and the finds. In his view, this becomes a necessary requirement for presenting a sense of meaning as to visualise the life of an ancient civilisation. In this regard, audio guides, videos and brochures can also be effective mediators between the sites and the potential visitors as they tend to enhance the understanding of the latter to the former as to bring about the anticipated enjoyment. The fact of the matter is that informed visitors are less likely to cause damage to the site. Instead these visitors can quickly develop a protective attitude about a place that means something

to them.

The emergence of heritage tourism is thus an industry in the form of a modern activity, with the aim to of having a product which is sold in the market (Sigala and Leslie 2006, p8). Keeping in view the importance of the subject and research matter, the followings are suggested to present as the objectives of this chapter:

- To define and explain heritage tourism.

- To examine the economic impacts of heritage tourism.

- To discuss museums and their importance as heritage tourism sites.

2.2 Definitions of Heritage Tourism

Recently, heritage tourism has been prospered rapidly as a consequence of education development, economic growth, globalisation, technology and media, Timothy and Boyd (2003, p.10). In this respect, heritage and culture have been considered in 40According to above, the real definition of heritage tourism is a matter of discussion. In literature, the definition of heritage tourism is mainly affected by several factors. First, the importance of heritage tourism resources that affects the community continuity, renovation, and development. Second, the ability of heritage tourism resources to preserve community identity. Finally, the ability of heritage tourism resources in supplying recreation opportunities.

In this context, the World Tourism Organization (WTO) defines the heritage tourism as "An immersion in the natural history, human heritage, arts, philosophy and institutions of another region or country" (Timothy and Boyd, 2003)

Heritage tourism creates opportunities to draw the past in the present as Kirshenblatt-Gimblett (1998, p.149) states "Heritage produces something new in the present has resources to the past". Furthermore, the author defines the relationship between heritage and tourism as, "Heritage and tourism are collaborative industries, heritage converting locations into destinations and tourism making them economically viable as exhibits of themselves" (p.151) It is worth mentioning that heritage is not limited to historical locations and the way of life for people in past, but it may include too many elements as Bowes (1989, p.36) argues, "Heritage must be

broadly defined to encompass not only major historic sites and institutions, but the entire landscape of the region with its geographic base: farms and field patterns, roads, harbours, industrial structures, villages and main streets, commercial establishments and of course, the people themselves and their traditions and economic activities".

In this regards, Kirshenblatt-Gimblett (1998, p.150) goes further and writes, "Heritage not only gives buildings, precincts, and ways of life that are no longer viable for one reason or another a second life as exhibits on themselves. It also produces something new". Sigala and Leslie (2006, p7) The World Heritage Convention under its Article 1 gave the following definitions of heritage such as:

Monuments, which refers to architectural works, sculpture and painting, cave dwellings and combinations of features, which are of outstanding universal importance from the history art or science point of view;

Groups of Buildings, which represents separate or connected buildings, which remain outstanding from their landscape and architectural values, including universally accepted in art or science; and,

Sites, which include the work of man or the nature, additionally archaeological sites, which are outstanding universally and got a place in history, art and aesthetic.

Timothy and Boyd (2003, p 281) reported that defining heritage tourism is not an easy task, but emphasised for a framework which provides sound and strong ground for the industry. They noted that the importance of heritage is not how it is defined; but in how it is used to present a meaningful experiences for the tourists, when the lenders promote conservation values. Timothy and Boyd (2003) highlighted the significance of heritage as follows:

- Economic value: which is accounted for in terms of the money spent by visitors to the potential heritage sites including the entry fees.

- Social value: heritage can assist people develop a sense of belonging to a specific place. In this regard, people can use heritage in some situations to gain attachment and maintain a sense that remains unchanged.

- Political significance: heritage can be described as political by definition, in terms of what has been conserved, the way it's told and in terms of placing

the wishes of private owners of heritage into conflict with the government or public interest.

- Scientific significance: sites such as national parks beside their importance as tourist destinations act as safe havens for endangered species as well as safe ecological research sites.

Sigala and Leslie (2006, p7) further define heritage tourism as a form of special tourism, which provides opportunities for tourists to communicate with the past. Moore and Whelan (2007, p10) while discussing 'heritage, memory and the politics of identity' presented an explanation of heritage, and said that the heritage industry has its own ways and means of criteria where landscapes can be examined as cultural historical things. Berry and Shepherd cited in Richards (2001, p 5) discussed cultural attractions, and further found that the economic importance of culture has a pivotal role in the growth of heritage tourism. While discussing socio-cultural impacts, the WTO (1993) held that the well planned, developed and managed tourism can improve the living standards of people, and this also conserves the cultural heritage of an area which otherwise has little importance. Brown (2000) meanwhile highlighted the importance of heritage, in the past and its authenticity, and argued that the debate on tourism and heritage stops on a point whether or not tourism destroys or preserves beauty and it trivializes or revalidates culture. However, there are examples in each case.

Boswell (2006, p.452) concluded from a research investigation 'Say what you like: Dress, Identity and Heritage in Zanzibar' that Article 7 of the United Nations Education and Scientific Council (UNESCO) Universal Declaration on Cultural Diversity indicated that heritage includes oral traditions, customs, languages, music, dance, rituals, festivities, games, and including arts. UNESCO perceives intangible cultural resources as a way of preserving human diversity because of sustainable development. However, Boswell's work found that Zanzibar and Indian Ocean islands had some resources like dress, which is part of heritage, because the people are very specific and is by and large considered as heritage and for others who visit the area as tourists it is heritage tourism. This research also noted that in 2009, UNESCO is planning to develop a programme in Africa which could have the capacity of heritage management. She also indicated that the heritage managers are fac-

ing lots of problems in Africa including the valorisation of intangible heritage, and there was not any programme which could address these issues since 2003. Boswell also indicated that awareness regarding heritage can be raised through training and expertise on heritage management. Issa (2006), meanwhile, studied the impacts of political instability on tourism planning and development in Lebanon. In his research investigation, it was found that there were deep implications due to political instability and that this has had an enormous impact on the tourism planning and development in Lebanon. In this research, Issa (2006) suggested the practice of crisis management, as this approach can ease out the nations from unexpected instability and uncertainty.

2.3 The Economic Impacts of Heritage Tourism

Xie (2006) reported that there are many industrial areas where tourism can be promoted as a tool for economic development. However, industrial heritage tourism means the establishing of touristic activities on sites which are already have some significance. The already established sites include buildings and architecture, plants, machinery and equipment, and industrial heritages refer to housing, industrial settlements and landscapes. Xie (2006) discussed the case of Ohio, USA where a jeep museum was the focus under industrial heritage. Xie applied six key attributes concerning developing heritage tourism, including:

- Potentials,

- Stakeholders,

- Adaptive re-use,

- Economics,

- Authenticity and

- Perceptions

The research investigation revealed that the potentials for conserving and interpreting the museum were high valued but there were some conflicting views by

the stakeholders. The issues and problems in this study were attributed to poor community perceptions. The study concluded that there few direct economic benefits but there were some implications which provided the suggestions for future improvements in the development of industrial heritage tourism. While supporting heritage tourism, Xie (2006) suggested that regional economies can be uplifted by applying these six attributes, but the methods should be very clear.

Zaiane (2006, p26) undertook his research in Tunisia, and the major aim was to look into the heritage tourism, including its role in the economic balance of the country. Basically, the government in Tunisia upgraded the coastal facilities to attract tourists in the country. It can be noted from this research that Tunisian tourism plays a pivotal role in the economic balance of the country; this provides the chance of bringing foreign currency, including preservation of the cultural, physical and environmental resources and heritage.

Edson (2004, p333), meanwhile, differentiated heritage as whether or it is pride or passion or it is a product or service. According to this researcher, various governments have formal legislation, courts have imposed fines and penalties upon the law breakers, and companies and organisation have conducted awareness campaigns. A major threat can be seen where archaeological sites under threat, theft of cultural and natural objects and specimens, including the destruction of locations. In simple words, it can be seen that when heritage is presented to the customers or tourists and if it can be presented and it has worth and some old history, then it is indeed pride. Therefore, the presentable commodity is always placed in the category of 'pride'.

Poria et al (2004, p12) stressed that how tourists decide which site to visit? This subject will remain important in terms of heritage and tourist. According to them, heritage sites are identified by the skilled people, and thereafter managers of these sites set the priorities. Poria et al (2004) revealed and highlighted the significance of heritage management and linked this all motivation and expectation.

Prentice and Andersen (2007, p661) discussed familiarity and felt history while interpreting heritage. It was noted from the results that nationality, cultural familiarity helps in understanding the heritage more easily than other wise. Leask et al (2002) also studied heritage visitor attractions. Their research concluded that

the majority of heritage visitor attractions employ a number of well tested revenue management techniques. Heritage tourism, whether in the form of visiting preferred landscapes, historic sites, buildings or monuments, is thus also experiential tourism in the sense of seeking an encounter with nature or feeling part of a history of a place. The fact of the matter is that heritage and culture have played a major role in bringing tourism into an otherwise declining urban and rural areas by bringing life into previously derelict industrial regions (Timothy and Boyd 2003).

Ashworth (2000) refers to four characteristics of heritage tourism products. The first is that heritage tourism products should be heterogeneous in the sense that smaller attractions such as cafs, bazaars, floating markets etc. should not be overlooked as they are unique and add to the experience of the specific place such as in the case of Paris, Istanbul, Bangkok, etc. Secondly heritage resources are ubiquitous in the sense that all places have a past whether recorded in history or not and all people have heritage no matter how distinctive, but nonetheless they produce heritage products for the tourism market. Thirdly, the identity of a place, its unique history and its characteristic local elements are strongly interdependent featuring the norms and values of its relevant society. Finally, the fact of the matter is that tourism makes use of resources that are not originally produced for the tourism market, which implies that most professionals concerned with heritage justify their selection and presentation on aesthetic, social or political grounds rather as part of the tourism industry.

2.4 Heritage Interpretation

Internationally, museums attract millions of visitors each year, the more important point is why the visitors visit, what the visitors remember, and especially the role social nature play in the meaning making process. The answer of these questions can be seen in interpretations, as the interpreters discuss their social experience, (Uzzell and Ballantyne, 1998). It could be argued that at least a hot interpretation approach alters the visitor to the critical approach and the stance being employed. The investment in heritage industry has strategic importance at national, regional and local economies, and finally the involvement of public sector's integration can

guarantee more employments and revenues, (Graham et al. 2000). The following are presented in accordance to the heritage interpretation, technology in interpretation and key issues in interpretation. Uzzell and Ballantyne, (1998) concluded by highlighting the importance of technology used in interpretation by adding that the continuous enhancement of human experience and the quality of life could be changed in appropriate technological aspects are used during interpretation. They further inferred that the future for interpretation within urban future is located in engaging developers, urban designers, and artists. However, electronic media is also the need of the time to be practised by the artists, developers and interpreters. In addition, they presented the key issues in interpretation and linked the issues with the following five major factors such as charging, promotion, seeing globally, virtual places and layering.

Lehr and Katz (2003) concluded from a study that heritage interpretation is never neutral and seldom. They further presented these are the political views and objectives which force the interpreter to be around and must not give his/her views about a particular case. Therefore, even in the current circumstances, the themes of interpretation would be different when Arabs or Jews would be interpreting about the holy place in Jerusalem. In simple some of the barriers were also indicated by the researchers, as the local Arab community would feel inclined to visit an interpretive centre situated within a Jewish settlement. Therefore, it was stressed that interpretive change must come from within the both communities as it cannot be imposed by others. Taylor, (2006) summarised the interpretation philosophy such as:

- To achieve the real level in depth in interpretation, all should be involved, be it they are working in one particular place or they are visitors. This way in depth information would be shared by the participants.

- Interpretation should be meaningful, be it the people are of any age or group. In simple words, interpretation must suit to the needs of people.

- Interpretation must be combination of themes, stories, and the site or place. The Statement of Significance is prepared by listening to the people.

Tilden (1977) indicated that the interpretive effort may be written or oral, or

projected by means of certain devices if based upon the following six principles can be termed as right direction of interpretation:

1- The interpretation must be meaningful and clearly related to the experience of the building or site. If this is not the case, then the total effort would be futile.

2- Any available information is not interpretation. Inversely interpretation is revelation based upon information. Both terms are entirely different, however interpretation includes information.

3- Interpretation is an art, where many efforts are combined. However, any art is to a certain extent teachable, particularly to those are interested to learn.

4- The main aim of interpretation is not instructing the visitors but provoking.

5- interpretation should be whole story of any heritage site not in bits and pieces.

6- Interpretation addressed to children, adults and old people should differ clearly. In reality, the presentation approach should be different in each case.

These should be base lines for developing strategies in interpreting while giving presentations regarding heritage tourism. While earlier Uzzell, (1998) while highlighting the importance significance of strategic considerations and practical approaches to the valuation of heritage and environmental interpretation indicated that indeed interpretation is a new field and there is a high competition regarding interpretation in heritage tourism and other related activities. Competition does not mean in terms of revenues but in reference to the hearts and minds of the visitors. We have to accept that interpretations are developed in the light of experience and planning of heritage managers. The strategies must have the following answers such as:

• Whether or not the public understands the exhibition materials.

• Whether or not public think that the interpretation is stimulating.

• Whether or not the media used is really successful.

- Whether or not the resources spent upon interpretation facilities are satisfying the visitors.

Strategies in heritage tourism cannot be successful if not evaluated as per the demands of visitors. There are various ways in evaluation of strategies. These include questionnaires (survey questionnaires) and interviewing some people in one group of visitors.

In addition, Copeland (2006) discussed implications and strategies together. Actually, Copeland argued that if a constructive approach (whole site presented, visitors are thinkers, interpretation strategy is aimed to encourage discourse, and assessment seeks to discover visitor perspective and hence improve interpretation) is used by the interpreters as more valid in making understandable from the evidence of the past than a positivist approach (part of a site is presented, sites are guided by technology, visitors are consumers, interpretation strategies are aimed at the individual, and assessment seeks the exact response to validate success of strategies). In simple words, constructive approach is transposed into practical strategies to especially help the audiences by engaging site but by incorporating the present knowledge.

Uzzell and Ballantyne (1998) indicated that the interpreters must base upon the proceedings of an interpretation on theory. It means that to develop the problem basing upon theory can address the question. They maintain that interpretation would be indeed effective when it is built on firm theoretical and research based foundation. Further hinted why the evaluation is the last thing to be considered in interpretive planning? They envisage that evaluation can be carried out by using common evaluation techniques such as questionnaire, interviews, focus groups, observation studies, experiments and readability tests. However, Lee (1998) linked quality assurance in interpretation by focusing performance. Parr (1973) indicated that evaluation plays a very important role in planning and implementing the use of interpretive media. Therefore, it is important that interpretive panel must be tested before it is finally installed so that any risks or any monetary wasting could be controlled or reduced. However, by using public art as a medium for interpretation could increase the costs and risks. In case it becomes successful, this would be termed as memorable, provocative and enlightening experiences. And it fails; this

can be named as an intrusive object of ridicule and embarrassment.

Uzzell (1989) indicated that heritage industry is in the business of mass communication and that the boundary between museums and media is becoming blurred and increasingly indistinct. Silverstone (1989) presented some implications while discussing heritage in reference to media. In reference to museums as media, it was stressed to adopt strategies in the design and layout of their texts, such as gallery, exhibition area, reconstruction, including any new programme on the agenda. It is argued that if museums are not appropriately designed, how the visitors would be informed, educated, and entertained. However, information, education, entertainment are, none of them, unproblematic categories in the world of heritage display or the museum, more than that would be the world of media . With out doubt it is accepted that reliance on communication technologies could break the barriers in presenting the case of museums. We know that communication technologies are the combination of printed word, moving and still images, sounds and objects, which convey the messages to the readers, researchers, and visitors. Morton, (1988) showed that there is another element which brings closer the museums, such as television programmes and competition for attracting audiences. This way there is growing competition by which visitors are attracted and even funding on the same basis is claimed. Further, it can be seen that economic and political imperative has already given rise to transform the museum, especially, in relation to mass media's terms (the fragmentation of displays, the drawing on mass culture's own metaphors in designs of gallery, and display of television drama costumes). All this suggests the presence of televisual and arcade culture. This also testifies the foundation base for carrying out research.

In an inference, it can be said or argued that if the bottom line for research on heritage presentation and interpretation is evaluation, then it should not be taken as measurement but of only understanding and not individual visitors but the whole communication process wherein both producers and consumers are implicated. According to Affleck and Kvan (2008) that there exists a high potential for virtual communities to contribute to the interpretation of heritage and engender a sense of place. Basically, the study was carried out in Hong Kong, where researchers engaged members of the public in generating the case study. Furthermore, Corsane

(2005) pointed out that heritage, museums and galleries which show knowledge in a linear manner do not have same authority that was as traditions had; and now it is accepted that they provide generally representations and interpretations of the world. In addition, Affleck and Kvan, (2008) noted that the vocabulary of museum professionals, such as curators, (will differ from the general public, means they have harnessed active participation using social software to allow participative interpretation). This simply shows the way by putting or giving importance on 'authoritative' means of involving community interpretation.

According to Leader-Elliot (2005) found from a study that the technology can play a big role in interpreting the sites, as in this case, the researcher found that the residents in Angaston use to work as on interpreting their town since 1990s, but with the passage of time, it was realised to start computer base games including the games for adults, children and for all those who matter in a community.

2.5   Museum design

Museums, as the word is understood today, started with the British museum and the Louvre museum in France which date back to around two hundred years. But the origin of museums could be traced back to the Ptolemaic monseion at Alexandri'a, which was in essence a study collection with a library attached, a repository of knowledge, a place for scholars, philosophers and librarians (Virgo, 1989, p.1). However, over the last decade or so museums long held functions have been challenged and in effect the boundaries between museums and other institutions have become blurry such that museum professionals have become confused as to what a museum as an institution really is (Macdonald and Fyle 1996, p.1).

Museums mainly aim at collecting, safeguarding, conserving and displaying works of art of various kinds. Museums play an important role in providing information to the general public through direct information and consultation in response to specific enquiries and special interest groups such as foresters, farmers, industry, health officers and environmental planners in case of natural history museums (Linnie 1996, p.133). Museums are also involved in other business activities so that running a museum shop, cafe or restaurant could be as important as

running any other department. Moreover, education is another task in which the museum management find itself trapped between the demands of curators who are mainly concerned with the care and conservation of objects in their charge, and the expectations of an ever diverse public of foreign and local visitors, schools, ethnic minorities, visiting scholars and college students. Consequently, museums are becoming increasingly diversified to satisfy new definitions such as museums of the moving image, museums without walls or even museums without objects (Vergo in Vergo 1989: 41), as well as deal with controversial subjects such as the Holocaust Memorial museum in Washington DC, the museum of Famine in Ireland etc.

Design in the museums plays a significant role in bringing the general public to the museums, including exhibitions and displays. Contrary to this, it is held that unacceptable designs leave the objectives unfinished and the resources and sources are wasted. The biggest challenge is todays museums designs demand the proper exhibitions, listening to the visitors and then entertaining their questions in the future agenda. According to Orr (2006), the followings as basic principles of ecological design, such as use of sunshine and wind, to preserve diversity, to account for all costs, how to eliminate waste, including the way to protect human integrity. The people and technology can play a central role in explaining the designs of museums, including the curators, artefacts, and the buildings wherein the collection is housed and not very oftenly, but still the visitors themselves can become the topic of discussion. Including regarding usability, usefulness and educational value of technological museums have been pointed out especially the use of information by the visitors (Ciolfi, 2008). It was also noted that the role of technology cannot be underestimated in the circumstances of any kind and type, because peoples experiences of heritage need to show to the visitors as this is the only way for educating visitors.

According to Message (2006), the designing is main point in attracting the visitors in any site, museums or old building. It was noted that the strong link to the pre-building stage of museum must reflect to the architectural form. However in simple words, he concluded that the promotion of future oriented museums is a way of making or constructing spaces which would contribute in redefining the museums. It was noted that the language of contemporary museo-logy is frequently employed

to conceal less visionary modes of production. Bemoaning the facts that newly added images in the museums might or not attract the visitors, the technology is the answer in redesigning the walls with the cultural aspects. The changes can be made in redesigning the museums from the notes or experience of those who knew the subject. It was also found that the administration of museums only rely upon the stories reported by the visitors, or of visitors, own experience. According to Ciolfi (2008), the design of museum technologies, which help visitors to participate, has not been practised in its true perspective so far. This is 21st century and the existence of technological aspects at the very levels, but still the visitors interests are placed in front while designing the museums etc. It simply suggests that the approach which brings the visitors in side the museums still very demanding. The human beings do the mistakes but these mistakes should be addressed in time so that the wastage of human assets and others be saved for the future of museums. Every body in the administration side must be accountable as its negligence could costs more than benefits. Nasar et al. (2007) highlighted the importance of assessing designs of schools of architecture and argued that people can carry out credible and consistent assessments about the buildings and their interior designs. However, ultimately the issue of design evaluations refers back to fundamental question of values. In real sense, the assessment would gauge the followings such as planning (resource planning and research planning), conducting (data collection, monitoring, analysis of data and applying the findings). Therefore, it is important to practice these two levels in their true gesture. This all could provide assessment in the designs. Similarly, we can apply the same scenarios while assessing the designs of museums.

IIIeris (2006) concluded from a study about the museums and galleries community based voluntary adult education been under pressure from the neo-liberal discourses regarding benefits of globalisation. With reference to museums, life learning experiences could bring and connect popular enlightenment. However, there are difficulties in learning about the museums and galleries. Hence, three words are used to present the discussion about museums and galleries, such as construction, deconstruction and reconstruction.

Walker (2009) discussed Public Interpretation at Mexican Museums, and sum-

marised that museums have been especially influential in creating national identity and including promotion of artisans of local production. However, it was noted that whenever artisans are encouraged to re-make older designs for modern production, they also represent the symbol of functioning as their cultural heritage. What this amounts to that while designing the museums, it must be made sure that the local, regional and national cultures must be cared for.

Uzzell (1998) pointed out some of the important points for interpreters while presenting the stuff to the visitors at the museums. These points are as:

- What kind of visitors and where they come from?

- What facilities and services provided for the visitors?

- How the visitors perceive the museum or interpretive site?

- What made them visit the museum and why?

- What level of exhibition inside the museums the visitors understand?

- Whether or not different types of visitors visit different types of museums?

- What type of interpretation is most preferred by visitors?

Knell (2007) noted that in the true sense of architectural postmodernism, museum studies became eclectic and fostered illusions. It was also noted that one cannot continue thinking old thoughts and remain doing odd things at least not asking 'why'. Basically, museums do not need a revolution to come but only and only understanding, including so many things we do not know; especially, the certainty of law of nature. This is the time which as a matter of fact affects history in its entire guise. We know very well that disciplines and people change, and in doing so their interpretation.

Sterry (1998) reported the role of museum professionals and held that the interpretation has been set out by the some precedents which were establishing by the museum profession. It was stressed that the visitors must understand the heritage centres and museums. In addition, it can be seen that the development of new heritage attractions in either way. It might be evolutionary or revolutionary. Basically, these are ever increasing complexity in interpretation and differentiation

in cultural themes. Regarding museums, the museums have to adapt as per the demands rise. Hence, concluded that the assumption which misleads about the past in interpretation should not abuse because it need not to be.

Gilbert and Stocklmayer, (2001) mentioned that the designers can only safely use the positive aspects of subject, as the main purpose is not to confuse the visitors. In simple words, the design must be understandable and accessible. Hemsley, (1993) discussed design and development of systems for museums and galleries. It was noted that indeed there are issues and problems in framing designs for museums and galleries. It is well accepted that the people who work in the museums and galleries are not well educated, and skilled. Therefore, any short term or part time training or education can reduce the pressure.

2.6   Museum Management

According to Macdonald and Fyfe (1996: 1-22) over the last decade or so most of the museums longheld functions have been challenged, so that the boundaries between museums and other institutions have become indistinct, and that even museum professionals can hardly define what a museum institution is. But as yet the central role and functions of Third World historical and cultural museums has been elaborated by the International Council of Museums (ICOM) which is the most important forum of Third World musicology. So according to ICOM their role is to strengthen cultural and historical consciousness in the face of rapid cultural change world-wide, to enhance the national identity within an international system of states, and to make use of the educational potential of museums in a developmental context. In this regard, Tyson (2008) points out that should serve as places where critical dialogues about his might be staged rather than serve as shrines to the past. In his view, in order to do that museums should incorporate the new social history into their programmes, and should cast more light on parts of history not represents not represented in previous historical visions. But having said all that museums vary tremendously in size (buildings, collections and staff), in the nature of administration and in the emphasis they place in their various functions. The natural History Museum in London for example, features around 800 staff members,

and occupies a space of many acres. Although primarily an international research institution, it also undertakes extensive exhibition and educational functions. At the other extreme are very small museums perhaps run on part-time voluntary basis by a dedicated group of enthusiasts with very limited display space and collections such as Croydon Natural History and Scientific Society museum in London (Stansfield et al., 1994).

Yet museums big or small have witnessed significant changes in the last decade Museums are changing from being mere storehouses for artefacts and works of art into active learning centres for the people. A change which has implied radical recognition of functions involving staff structures, attitudes and work patterns which must change to accommodate new ideas and new appropriations. So, in addition to caring for collections museums are now equally caring for visitors and audiences so that the balance of power is shifting from those who care for objects to include those who care for the people. So, collection is no longer an end per se but rather a means to communicating with people and making links with their experience. In other words, the museum is being the university of the people but in a different educational context involving education in the one hand and on the other hand, involves a rapidly growing world of leisure and tourism industry dedicated to pleasure and consumerism (Hooper-Greenhill, 1994: 1-2). This new role of museums should imply that information resources should be readily available for users as the case with most libraries. For some this will be significant change in information policy as museum information has a history of being held back and being hidden in curational files, and yet from their side users expect immediate access to all resources regardless of the type of organisation, whereby modern technology works in the advantage of museum professionals and management to meet user needs (Marty, 2006).

Hence, increased competition both from within the museum industry and from outside it featuring other parts of the leisure industry, greater demands from audience, especially schools audience, and increased accountability to government and museum governing bodies should emphasise the need to develop new ways of management to attract audiences through providing satisfactory service (Hooper-Greenhill, 1994: 171). The notion that works of art should be left to speak for themselves overlooks the fact that for most visitors these works speak very little so

that great effort needs to be made by viewers to persuade them to do so. Hence, one of the problems associated with museums is that most exhibition makers focus on presentation and content of their exhibitions and care very little about their potential audience and may find it hard to define who those audiences are. Yet the chances of success will be very slim without good knowledge about the character of their audiences and the level of understanding the potential visitor may be assumed to have. In this regard, surveys always focus on numbers of visitors to exhibitions and museums as to their social origins leaving out their expectations and mental set up (Virgo, 1989: 49). This is where curators become important in preserving cultural heritage as well as transmitting its inherent cultural message. Curators however can best do that as they stand in the front line given their direct contact with the people who enjoy the cultural heritage and who are willing to receive the message (Nardi, 1999: 44).

In order to encourage the acquisition and understanding of knowledge in museums, particularly in these days, when so many other attractions are appealing for visitors and making great efforts to satisfy their needs, the traditional curational approach needs to be changed. Curators need to learn from the warding staff about visitors preferences in terms of knowledge. So the curator can build on warders experience as they are close to visitors when the latter make contacts with the works of art. By the same token, the curator can train warders for specific duties of observation and reporting, and by doing so the museum will be able to pursue its declared objectives for success (Virgo, 1989: 147).

Exhibitions can use a number of non-verbal materials ranging from maps and diagrams, illustrations and photography, to slides and film showing to explain the techniques employed in the creation of objects or works of art on display. Sometimes the same material can be made to tell quite different stories not through information panels or explanatory texts but rather by the very sequence in which the different works are being displayed. In other way words the very manner in which the material is being divided up and spread should provide an important context. So the museum has to cater for an increasingly fragmented public audience who want to learn different things at different speeds, while curators need to learn about effective ways to meet visitor expectations (Virgo, 1989: 53, 54, 119 and 140). In

this regard, Ross (2004: 100) points out that in museum terms consumer power may entail not only the ability to pay, but also the possession of competence or what he calls cultural capital which is education-dependent together with the ability to decode and find meaning in the representations on offer by museums. So, in his view the ability to participate in this form of cultural consumption seems likely to remain confined to educated and privileged classes.

However, according to Hooper-Greenhill (1994: 1) the main challenge for museum management today is to combine its traditional concerns of preservation with educational values to use collections to improve the quality of life of museum visitors and audiences. So as museums develop into institutions which collect and care for objects, more museum staff members are developing their roles as educators though considering the educational potential of the new museum developments and through heightened awareness of the museum public. In Britain for example, members of staff in charge of education constitute part of the senior management team, and contribute to the scheduling and planning of exhibitions and other events, as well as take responsibility for the management of buildings and staff. So the main idea is that the education staff, given their experience with visitors, should take the lead in the development of the new relationship with audiences. Also, museums have to respond more effectively to the needs of plural societies as to represent fully and fairly their histories in a multicultural societies, which is a key challenge to museum management (Moore, 1994, pp.1-2).

As a matter of fact museums will always be dependent on public funding and that any cutback will have devastating impact, so the focus will switch to increased efficiency and accountability in the use of public funds through more effective management practice. The right management can enable a museum to seize the opportunities available for it, and not only survive the current hard times but also prosper in future. In this respect, some management approaches are clearly more valuable than others. For example, some museums rely heavily on the knowledge and expertise of highly skilled staff, and they seek to engage with and involve all sections of society, and remain non-profit making organisations. In such case the human relations approach will constitute a fertile ground for management ideas that museums can use and develop (Moore, 1994).

Yet, at the international level the wider perspective has been in many countries that the process of cutting direct public funding has pushed museums into the market place with the subsequent need for income generation and marketing as never before. In other words, museums are pushed into the market place which they find rapidly changing and increasingly challenging. So, museums have to compete for visitors with museums as well as with other leisure attractions even in cases where admission is free. Hence, taking into account the increasing number of museums, and the harsh market competition, their ultimate survival may be at stake and many of them may end in closure. Hooper-Greenhill (1994: 19) postulates that as far as museums are concerned marketing should go beyond publicity and public relations to link products to intended target audiences by asking questions about the appropriateness of a specific product for the potential consumer, bearing in mind the fact that museum consumers include visitors of all types, though potential visitors and other users should be considered. In his research market research should focus on what people think and feel about a particular product or experience and that this kind of work in relations to museums has produced amazing results. He emphasised Britain as a case in point where the introduction of market research has led to studies of how museums and galleries are perceived by those who visit them as well as those who dont. The fact of the matter that many people who dont visit museums think of them as forbidding, difficult, unchanging and of no immediate relevance, and yet they remain unaware of the way in which museums have changed.

Ambrose and Paine (2006, 236) refer to the fact that understanding the legal status of a museum is always an imperative requirement to successful management. They argue that museums may virtually look the same to a visitor in terms of size and type, but in fact they might be quite different in terms of legal status. In other words, one might have been set up by a special decree of state authority, and another may be run by a government department as part of their general activities and a third may be run by a board of trustees operating under laws that govern voluntary associations. Such aspects of museum legal status make a great difference to the future development of the museum. For instance, a museum run by a board of trustees may not be able to develop a relationship with the local school service,

while a government-run museum may not be allowed to run a museum shop. They argue that the museum character might be affected by the management structure as in some cases this structure might have direct impact on the directors ability to take decisions. In other situations however, the director might be responsible to senior bureaucrats who may not have the time to follow up the museum activities, but in the meantime his approval is vital for decisions to be made. Likewise sometimes decisions could be halted by a board of trustees who treat the museum as a private club or property negligent of the public interest. However, the best system of management may involve two levels i.e. the governing body which decides on the museums policy and the director and his staff who assume a dual role as an advisory body to the governing body and the implementation of its approved policies. In this regard, the governing body may also be responsible to other organisations such as a university council, a government agency or a commercial company or otherwise the museum may be an independent trust. But as yet, the governing body becomes a necessity for any museum as it decides on the overall policies, and that advising the governing body on the museums policies constitutes the core of the directors duties. This implies that all the members of the governing body should be aware of the different activities to be undertaken by the museum by keeping in touch with the director. From his part the director should take every opportunity to keep the members of the governing body informed of the various museum activities including providing training to new members. Furthermore, the director has an obligation to implement policies already approved by the governing body. In this regard, as Middleton (1998, 22) puts it managers of smaller museums need to be skilful in all areas of management including marketing, financial management, information technology for managing purposes and other aspects of management including the management of human resources. However, the fact of the matter is that most small museums are lagging behind in this fast moving area so that they need a lot of support to overcome this knowledge gap which is referred to by the term "management deficit". The management deficit nonetheless constitutes a structural weakness affecting the majority of museums and has to be addressed by the management. In case of organisations such as banks, building societies, hotels etc. they could overcome the problem of management deficit through collaboration

and merger to form larger units, an option which is not available to most small museums. So, identifying the knowledge and techniques that will best serve the well-being of museums in a manner which enhances their particular role taking into account the ambiguity of its attendance remains the main challenge to museum management. In this regard, the need for management and leadership training becomes important, so that for a museum to perform successfully museum staff and professionals need to be equipped with the appropriate knowledge, experience and skill to become successful leaders and managers. This should imply that museum managers must be open-minded and thoughtful as they seek solutions for a host of paradoxes and unanswered questions. They should always take into account elements such as reputation, name recognition and the trust of visitors which are traits associated with quality and worthiness rather than size. In other words, any museum can achieve no matter what the size is, and yet smallness sometimes can be an advantage as small museums can become big through alliances, cost sharing and creative collaboration Ohmae, (1998).

However, Sandell and Janes (2007) point out that in this modern time museums are confronted with a range of management issues to say the least the museum management has to make up for budget deficits to undertake research and development programmes to improve organisational effectiveness. In the meantime the underpaid staff and volunteers have to be motivated to perform to high professional standards. Yet, according to Davies (1994) the main problem is that even though most museums are dependent on public funding, but as yet in terms of short term priority they are not seen as socially very important, so that as a long-term priority they have to struggle to be awarded adequate funding. In his view however, even though lack of funding might not be a threat to bring immediate closure of museums and galleries, but instead it might lead to the gradual reduction or withdrawal of many of the services provided by the museum disfavouring visitors and reducing capital investment in the whole museum sector. In this respect, Kenneth Hudson (1998) argues that old museums were mainly focussed on collections, buildings and other matters rather than caring for visitors so that the latter becomes the prime responsibility of a museum. But recently things have changed dramatically, and museums have become increasingly focussed on visitor issues, which eventually put

more pressure on museum management. For example, in his view the decline in museum attendance and visitor base has forced many museums to find ways of increasing their income through high-profile activities such as exhibitions and state of the art structural designs. But as yet such a move has proved to be very demanding in terms of staff time and other resources so that little of either is left for other activities.

According to Lord and Lord (1997) where museums are involved the main purpose of management is to help the staff to do their job through wise decision-making. In other words, the management in museums should mainly aim at facilitating decisions that lead to the achievement of the museums anticipated goals and objectives. In their view, the main purpose of a museum can be expressed in terms of mission, mandate, goals and objectives. The mission should always focus on reasons that justify the existence of the museum in the long term such as the preservation and display of heritage in such a way that would allow residents and other visitors to communicate with that heritage. The mandate on the other hand, refers to a range of material culture for which it assumes responsibility such as the academic discipline, geographical range, chronological range, specialisation, as well as the commitment to other institutions featuring the same area of interest. So, in terms of mandate museums should differ from one another. Henceforth, besides establishing the museums mission the mandate tends to lay the foundation for the relationship with other governmental, educational and private sector institutions as well as with other museums. The goals and objectives may be defined in terms of the development and care for collections and visitor service. But nonetheless achieving museums goals may take years depending on the strategic master plans. From the forgoing six unique functions need to be performed by a museum featuring collection, documentation, preservation, research, display and implementation, and that for the coordination of these functions should imply an active management which some describe as seventh function. They argue that for this purpose different modes of museum governance should be in place depending upon the type of institution involved whether non-profit making, or charitable organisation or otherwise a private ownership. However, as far as the former is concerned it usually has a governing board to be appointed by the president of the mother institution being a

university or any other organisation. The board tends to monitor and controls the museum activities by making recommendations to higher bodies on all aspects of museum development. In practice the board appoints the director delegating him with all the powers of recruiting, evaluating and if necessary dismissing other staff members. The board committee differs in number from one museum to another depending on the size of the museum ranging from fifteen members up to seventy members in case where big museums are involved. The board is usually broken to various subcommittees each of which is to be delegated with a specific task e.g. executive committee, financial committee, development committee etc. However, the board tends to delegate staff members with day to day responsibilities, even though the board members should have the same training as the rest of the staff and should have a code of practice.

Planning may help with the planning of resources, and should provide a framework to ensure that managers have addressed all key issues relevant their organisations by considering all the options available to them for action. In this respect, stakeholder management is more strategically central to future success and development of public museums. For this reason, the best strategic managers use plans and planning to communicate with stakeholders, while less experienced managers need the discipline of planning to ensure that their organisations do not lose the trust of external stakeholders (Moore, 1994: 67). According to Hooper-Greenhill (1994: 173), all museums in Britain are being encouraged to develop forward plans which are a precondition for grant-aid. These forward plans may various forms such as business plans, corporate plans or development plans. These plans usually cover all aspects of museum management such as collection management, interpretation and education, research, marketing, financial planning, staff training and future development besides other issues related to buildings and retail catering. After thorough discussion of these matters objectives and targets are set out and performance indicators are identified and stated. The plan should be carefully managed and experts should be called in when necessary. So the marketing policies within the plan should evolve through careful assessment of the marketing needs of the museum taking into account the resources available to meet those needs. Educational policies on the other hand, should discuss the role of education in the museum by outlining the

current and future provision. This outline should include mission statement, education policy and strategy and the education action plan. Also, customer policies should reflect the quality of service that the museum should strive to achieve.

2.7 Museum work

Many museums are operated entirely by volunteers, and many have a few paid staff. In other words, the functions undertaken by museums are performed by a small number of personnel (Lord and Lord, 1997: 35). The dependency of museums on volunteer labour to carry out the museum mission should create acute personnel problems. To say the least is the fact that museums will be heavily dependent on work-force over which they have little control (Freidman in Moore, 1994: 123).

Volunteering however, involves two models i.e. the economic model and the leisure model. The economic model considers volunteers as unpaid workers, which is common in America, Canada, Australia and the UK (Holmes, 2006, p.343). Yet, as far as the UK is concerned over the past decade volunteer management has become the focus of attention of museums where volunteers have been deprived of basic rights such as training, repayment of out-of-pocket expenses etc. But nonetheless a more structured approach to volunteer management has been promoted recently, featuring the management of volunteers as unpaid staff (ibid: 344).

In the past most workers of museums used to be amateurs who did not request or otherwise required payment for work. However, in recent decades museum staff has struggled to be recognised as professionals with the appropriate working conditions and pay. Although little progress has been made, many people who preserve and interpret cultural and artistic heritage in many parts of the world still remain unable to earn wages to make for a decent living and struggle with poor living conditions (Lord and Lord, 1997: 35)

The problem is that museum workers are no longer as willing as they traditionally have been to accept the prestige of museum work as a compensation of low salaries. The limited sources of museum income further complicate the matter. The alternative is that museums should look for extra sources of income to make up for improved salaries and benefits for its employees (Friedman, 1994). Hence,

for museums to cope with the challenge of change in the new millennium training and development become essential matters. Training is important for all aspects of museum management from making use of new technology, to meeting public expectations to marketing requirements. Hence, the success of a museum these days will be to a great extent a function the learning environment it makes available to its staff as well as to its visitors. Therefore, providing state of the art training and development strategies to meet the specific needs of individuals becomes an important duty of professional museum management. In other words, it is important that the training officer or director ensures that the personal development plan meets the institution's requirements, rather than merely serving career goals or aspirations of individual employees (Lord and Lord, 1997: 37). According to Hooper-Greenhill (1994: 173), all museums in Britain are being encouraged to develop forward plans which are a precondition for grant-aid.

As the case with salaries museum management argue that training mainly benefits the employee rather than the museum. So, based on this argument the museum management consider it the employee's responsibility to pay for his continuous training and professional education. However, generally speaking museum management seems to feel no responsibility for establishing formal policies for training and development (Friedman, 1994).

Friedman, (1994) points out that despite the heavy reliance of museums on human resources, museum management fail so far to establish appropriate personnel policies that view employees as valuable human resources. He further notes that instead museum management has always relied on personal commitment to the profession to retain its staff. But as yet the museum staff members are becoming aware of their poor employment conditions compared to other jobs the business world as they feel that they are under-paid and over-worked.

As a matter of fact museum professionals seem to be highly committed to the profession but show less commitment to the institution they work for. In this regard, they seem to consider the institution as a mere station to practice their trade. However, museum professionals can be described as highly individualistic, imaginative, articulate, achievement-oriented, non-cooperative and have less tendency to teamwork. However, the margin of freedom in museum work has no parallel in the

corporate work, so that in museums it is the quality of work rather than efficiency with which work is done that counts. This complicates the task of museum management which has a duty to integrate professional techniques with efficiency and team work without losing individual traits such as individualism, imagination, with quality that museums find essential to accomplishing its mission (Lord and Lord, 1997: 125).

This is sometimes referred to as contraction out. However, things become problematic when a museum has to observe policies related to the government or any other organisation such as universities to select the lowest bidder on every contract. For example, with regard to a security contract the lowest bidder may be a security hazards for the museum. In other words, low-bid security contracts often result in under-paid, under-trained, over-worked demotivated warders or guards with potentially most disastrous consequence for collections and visitors as well (Lord and Lord, 1997: 36).

The personnel problems of museums are unique. This is particularly so when dealing with professional staff such as directors, curators, conservators, educators or even volunteers. This should imply that problem-solving methods and techniques of corporate personnel management may not work for museums which are in most cases non-profit institutions. Another problem with museum management is that it operates on old tradition with the assumption that expertise in a given subject should qualify one for top management positions. The point is that this assumption does not take into account the fact that museums are changing and developing into big businesses that require expert management skills (Friedman, 1994).

So, museums have to live up to the challenge associated with personnel management. The fact that museum management has to cope with an army of young professionals, increasing public needs, dwindling resources and an old style of management, should make things look worse and more complex. Yet, some of the problems can be sorted out by using the more sophisticated management techniques of the private sector, but others cannot. Furthermore, some problems may never be sorted out given the poor financial situation of museums.

Awards and punishment in business is usually based on certain indicators which measure performance such as productivity or sales. Yet, where museums are in-

volved things become a little bit complicated or even difficult as judgement for performance is very subjective. For example, should an employee be punished or rewarded for designing an exhibition which no one has attended, or if the attendance is high even though the quality of the show is poor? In this regard, the absence quantitative and definable measures for performance in museums make things very subjective and blurry in relation to punishment and reward. In the meantime the separation between performance and reward or punishment tends to attenuate the relationship between managers and their subordinates since the former cannot influence performance of the latter (Friedman, 1994).

2.8   Conclusions

In this chapter, heritage was the main subject under investigation. In terms of heritage tourism, some of case studies are also presented. In simple words, the heritage could be tangible monuments, gardens, and old buildings as well as intangible aspects. The management of heritage places is under threat and challenges include cultural issues and managers are responsible for the complex conservation purposes. The economic impact of tourism as heritage has been discussed and it was found that the heritage tourism is one of the contributing factors in the upbringing of national economies.

It is generally accepted that any profession needs to frame and develop high standards. Stevens (1989) maintained that the heritage has been sucked in by tourism, public relations, and marketing professionals. The interpreters must take into account the needs and requirements of visitors. It is also emphasised that if tourists are in a groups representing (old, adults, and children) then the very peculiar strategy work otherwise the visitors would leave the site unhappy. Therefore it is concluded that the interpreters have to take great deal, as in some areas of the world the total employments is under the umbrella of heritage tourism. Therefore in the larger sense it can be inferred that interpreters should highly skilled and well connected to the ways and means used in the heritage tourism. Although both approaches in interpretation give ways and means to understand interpretation, but there are some drawbacks while comparing the approaches used during

interpretations. The constructive approach makes the process very challenging but not complex. However, this approach increases the status of interpreter and site. The visitor can learn more as his /her access to the deep levels of the site, because it will highlight the environment, history, and the visitor will be on the right route to know. However, one must keep on mind that how much we put as an effort to interpret and we should also know that the assets are inalienable and irreplaceable. The media has its role which is well recognised as its absence will not benefiting the visitors. Regarding museums, these give a clear and fascinating challenge for research. The issue in learning and understanding the museums cannot satisfy by only visits. The implications for an understanding of the educational role of the museum and the heritage display are of course equally profound. We have to accept that the museums are providing education at all levels, be it the visitors are students, researchers, academicians or the tourists from across the borders. Therefore, it can be inferred that the museums are maintaining their integrity as unique and evaluation plays a pivotal role in carrying out different activities. Evaluation is the way to teach and bring more visitors in side the museums. The effective and attractive exhibition is a way of teaching the visitors in the museums. The designing of museums is still a biggest challenge even todays circumstances. It can be seen that exhibitions undoubtedly had other formal educational advantages but these are not recognised in most museums, hence it is concluded that the role in the public understanding of science is more impressive compared to performance. By taking into account the experiences of visitors, the managers in the museums can make positive and attractive changes, and in result more visitors could come to visit the museums. In an inference it is concluded that the scientists must design the museums not for themselves, not for their peers but for the public. Including the researchers, planners and others involved in collecting the items from any civilisation should restrict to their work domains, means they should not be allowed to deviate from cultural sensitivity.

Wide disagreement exists among organisations as to the exact definition of a museum. The essence of a museum mission is to serve the public through collecting preserving and managing the collections and to entertain as well as educate visitors. In this regard, museums can be described as ideal environments for learning,

which provide users with the opportunity to explore information at their own pace. However, even though museums look the same, in terms of legal status they are diversified. In other words, some museums may be government controlled while others may be private and so on, which might have serious implications on the management structure and the future development of the museum.

The best system of museum management may involve a governing body which decides on museum policies, and the museum director and his staff who implement those policies as well as provide advice to the governing body. However, even though the governing body is a necessity for the museum management structure, yet it might have additional responsibilities particularly in cases of non-government owned museums. But nonetheless for museums to carry out their duty in an active and effective manner, members of the governing body need to be in touch with the director so that they expose themselves to the different activities to be performed by the museum. For this reason, museum managers, particularly those of relatively small museums, need to be knowledgeable in all areas of management. In other words, for a museum to undertake its mission properly, both the museum staff and the museum management need to acquire the appropriate skill and knowledge to high standards through intensive training programmes.

In order to achieve the museum objectives cooperation between the staff is highly recommended, particularly between curators, designers, conservators and museum assistants who are considered part and parcel of the museum management. On the other hand, as far as the museum collections are concerned, the museum management need to adopt a clear policy regarding the acquisition, disposal and documentation of its collections for the sake of security and protection of the items. Another aspect of museum management is the welfare of museum workers as that matter is very crucial to the success or failure of the museum mission. In this regard, the formation of the museum staff should reflect the different ethnic and cultural diversity of community in which the museum is operating, taking into account the fair representation of the whole community in terms of gender and other minority groups such as the disabled.

Forward planning plays a major role in successful management, particularly in cases where the plan favours partnerships with other organisations, which will assist

the museum to overcome its financial and technical problems. Hooper-Greenhill (1994: 171-173) points out that as far as museums are concerned many points of strengths are available for policy makers to build on, bearing in mind the fact that these institutions represent ideal learning environments and their collections provide enormous resources and so do their buildings and staff. He further emphasises the good public perception about museums as they are seen as places of worth, value and integrity. But having said that some weaknesses exist, particularly the fact that some museum workers seem to be self centred to the effect of find it difficult to contemplate incorporating professionals from other museums or the audience into work patterns. Also, in his view lack of training is another museum weakness which can result narrow horizons, lack of vision, lack of knowledge of alternative ways of doing things and fear of change. He argues that training should enable museum professionals to expand their horizons so that they can act in a problem-solving and creative manner. Also lack of strategies and forward plans and lack of communication is a major setback which may result in poor information with regard to visitors and audiences in general. Having said that in the absence of the reliable and adequate information planning will be a waste of time.

Radical changes in museum management must provide the opportunity for new practices in the business, and yet over enthusiastic ambitions to introduce changes may end in failure. Also things as restrictions over funding, and lack of support from local authorities could have uncertain consequences. Finally, the managerial arrangements of museums should identify responsibility for market research, attracting customers, delivering services and customer care. In order to reach that end museum managers have to learn new skills and vocabularies to generate funding. In this regard, a major skill of museum management is the ability to constantly reconcile differing values, functions and organisational goals, while attempting to satisfy the various needs of diverse stakeholders (Lawley, 2003: 75). But as Rowland and Rojas (2006: 86) put it "since technology does not strictly determine exactly what a museum collects or how it is displayed, museum managers will look to their peers to understand how a museum should be managed".

In this regard, a museum represents a source of knowledge and information for the public in general and for interest groups in particular such as farmers, foresters,

health officers, historians etc. However, in recent times the museum functions have been greatly challenged by other institutions. Hence, museums today are under increasing pressure due to competition from within the business as well as from outside featuring other parts of the leisure industry. This implies the need for museums to develop means of effective management to improve the service and attract more customers to the business. In this regard, curational work need to change and curators must consider new techniques to satisfy visitors' need for knowledge. Also, modern technology could be very helpful in improving museum service. But as yet, the main challenge to museums is to develop its education mission to improve the life of its audiences and visitors. Also, it becomes a very demanding requirement for museums to adopt policies to win the trust of visitors and the society at large such as equal opportunities. In other words, a successful museum should always consider a sound representation of the different ethnic groups and other minority groups among its staff members. Museums should also provide adequate training to its staff and provide them with appropriate wages to make a decent living as dependence on volunteer work could be harmful to the idea of successful management.

Chapter 3

Urban Tourism Development

3.1 Introduction

Generally speaking, despite the high rates of urbanisation in the developing world, economic gains remained scant and conditions can be described as getting worse rather than better. Yet, disagreement is rampant among scholars as to why the situation is so bleak for developing countries. Some such as American scholars argue that, some aspects of these countries particularly the people are not achievement oriented, which explains the poor state of industrialisation and poor correlation between the rapid urbanisation with social and economic modernisation (Davis, 2005). This brings about the notion of the traditional labelling of Third World cities as places of high population growth, high unemployment, weak economic growth and crumbling infrastructure. But, nonetheless a new generation of global cities established on the analogy of Hong Kong, Singapore. Mexico City and Sao Paolo has started to emerge in Third World countries particularly in sub-Saharan Africa, such as the cities of Johannesburg, Cape Town, Lagos and Nairobi. These cities represent a new generation of African cities serving as financial, political and infrastructural nuclei of their regions (Lemanski, 2007).

However, there are many ills associated with mega-cities in developing countries, to say the least environmental pollution. In Asia for example, the environmental performance has not matched the progress in economic and social development. Pollution constitutes a main challenge to urban planners where environmental conditions in many major cities cab be described as appalling if not hopeless altogether. A case in point is the city of Calcutta, where in areas not covered by sewage systems the people use low cost septic tanks and pit latrines. Yet, in the slum and squatter settlement areas no toilet facilities exist whatsoever, and residents find themselves obliged to use open spaces for this purpose. Even worse public toilets in the city are a rarity, and as an alternative measure people tend to use public spaces for defecation immensely contributing to environmental pollution (Hasan and Khan, 1999).

The problems associated with Mega cities in developing countries motivated the emergence of what planners call 'intermediate cities' in the urban network. Unlike metropolitan cities, intermediate cities are seen by urban planners as playing a crucial role regarding rural-urban interaction, given their initial strong link with

their rural hinterland. (Baker and Calaeson, 1990). These cities tend to offer the local population with better living conditions, jobs, less polluted environment and provide local markets for their products, not to mention the collective infrastructure and other services these cities provide to both urban and rural population. Yet, to compete with mega cities medium cities need to be more attractive for investors, administratively viable and competent with sound financial management (Bolay and Robinovich, 2004). However, that can be possible through place marketing. Short et al., (2000, p.318) refer to place marketing as "place promotion which involves the re-valuation and representation of place to create and market a new image for localities to enhance the competitive position in attracting or retaining resources". Accordingly, this entails the promotion of various aspects of comfort and economic development in the marketed area to the convenience of residents, investors and visitors by creating what is known as 'a harmonious city' (Van den Berg, et al. cited in Paddison, 1993). Another alternative is to replace mega cities featured in a plan for city development in Iran which focussed on the scales on regions and sub-regions, district areas, and neighbourhood promoting decentralisation in five new satellite towns suggesting that the city be subdivided into 22 districts within five sub-regions each with its own service centre (Ali Madanipour, 2006).

However, for the urban development plans to work both governmental and non-governmental organisations (NGOs) need to be involved in the process of urban management. This implies that the government should not be the only player in the process of urban development. In this regard, NGOs have a duty to work with different community groups to assist these groups help themselves. As yet, the role of NGOs should be within the framework of an agreed strategy approved by a competent government (McGill, 1998).

Al-Naim and Mahmoud (2007) point to the complexities that are engendered by modern urban development particularly in the developing world. They highlight the case of the Muslim world where market places in cities were exclusively male-dominated. With the current globalisation the situation has been changed with the emergence of new cities which are becoming more popular among women and children. The malls and hypermarkets in contemporary cities are no longer confined to shopping but also provide entertainment and recreation facilities for all age groups

and genders.

3.2 Urbanisation in a Global Context

Academic interest in global city formation in relation to development studies has occupied a leading position within the field of urban studies (Phelps and Parsons 2003). The worldwide impact of the recent structural changes in the economy coupled with the spread of communication networks through the proliferation of digital technology has been reflected in the dispersion of population, production and consumption over space. Consequently, the concept of traditional urban forms is changing following the emergence of new strategic spaces within the periphery of urban and metropolitan areas. As a result new processes have emerged readjusting the spatial limits of consumption and production to coincide with the limits of the more densely occupied space (Soja, 2000). However, as far as landscape is concerned, in the aftermath of the new metropolitan phenomenon, areas which have otherwise been different and separate have come closer to one another. Moreover, there has been a manifestation of the metropolitan criteria in cities worldwide i.e. for example in many ways cities in America resemble those in the Mediterranean (Munoz, 2003).

The new liberal urbanism induced by the new globalisation trend has several faces. To say the least, cities are now becoming the locus of capital investment, and capital concentration more than they have been in the past (Herrera et al, 2007). Hence, the huge activities in cities and its links with large markets including global markets, should offer opportunities to the most ambitious and talented people (Daniels, 2004).

In the last 200 years or so persistent urbanisation across countries has been the main derive behind international economic development (Zhang, 2002). The emergence and expansion of cities has therefore worked in favour of economic growth and economic development where urbanisation economies constitute the main motivation for people to be located in cities. But as yet, the diminishing returns in urbanisation economies would suggest that if cities in a specific country became oversized new cities would develop and emerge indicating an optimal city size for

each city in each country (Naude and Krugell 2003).

The rate of urbanisation in a global context can be drawn from the fact that the world's urban population has shown a 15 fold increase from 150 million to 2.2 billion since 1900, and that 50 % of world population live in cities today as compared to only 10 % a hundred years ago (Pole'se in Njoh, 2003). However, Africa is unique among the world continents as it indicates the highest rate of urbanisation. For example, at the turn of the century 27% of the total population in Africa were city dwellers compared to 24% in 1990 (Di Bliji and Muller in Njoh 2003). It has been noticed that most African cities are showing population growth rates higher than the national average, where in some cases that rate could be as high as twice or three times the national average, and even worse than that, some predictions indicate that more than half of the African population will become city dwellers in the year 2005 (Kamete et al, in Njoh 2003).

3.3 Urbanisation and socio-economic development in developing countries

Cities are becoming cites for profit making and taking, as the concentration of activities in cities tends to create all kinds of opportunities for service sector businesses. The real estate industry plays a major role in the economies of cities as investors and developers are always attracted by localities where values are on the rise shunning those where values are declining. Hence, in cities alliances always exist between real estate interests and political elites when local firms keep control of real estate opportunities and local governments wield considerable power (Healy, 2002). Also, as locations where new forms of economic activity and economic organisation evolve and gain higher values, cities serve a primary economic function. Cities also serve as key nodes of capital accumulation, reinvestment in new sectors as well as vital locations for the development of specialised services. Hence, as service jobs have become increasingly important in national economies, and so does the role of cities in the performance of the economies. The economic importance of a city stems from the fact that both traditional and industrial service activities, along with modern services related to banking, finance and communication constitute the

new economic base of cities (Daniels, 2004).

In the debate featuring the link between urbanisation and economic development, Bertinelli and Strol, (2007) argue that the rate of urbanisation was too high in developing countries compared with that in developed countries when the latter were at the same stage of development as the former. Their argument was supported by the fact that it took London just over a century to multiply its population by seven (from 1.1 million to 7.3 million), this growth had been achieved by some African cities in a generation, and not to mention that of the 23 mega cities in 2000 (population more than 10 million) 18 were in developing countries (Daniels 2004). The opponents of this view argue that the over-urbanisation hypothesis should take into account the fact that industrialisation and urbanisation should conform to the path taken by today's industrialised countries (Bertinelli and Strol, 2007).

However, there is a considerable degree of consensus that a positive relationship links urbanisation to economic development defined in terms of economic growth. But, nonetheless historical evidence suggests that increases in levels of urbanisation throughout the world have always been associated with economic gains. Yet it remains to be seen whether these gains are in favour of better conditions at the social level (Njoh, 2003).

In Asia for example, mega-cities are growing at a rate of more than 1% per annum. Such rates of growth would tend to stretch the efforts of urban planners, architects, engineers and civic administrators to the limits even with adequate resources. But, the fact of the matter is that many Asian and African countries suffer from inadequate resources. These resources are further constrained by low agricultural prices, debts, economic recession, and natural disasters. Consequently, people are continuously driven off the land into cities putting the already meagre resources and services in cities under more pressure. From this perspective, urbanisation in general and mega-cities in particular present numerous problems to the economies of developing countries, but they also offer economic opportunities. The prospect of these cities to succeed in dealing with their problems depends on the effective planning and development of their resources (Daniels 2004).

3.3.0.1 Urban tourism

The availability of leisure and the improving living standards have greatly contributed to the demand for travel. Much of the demand for travel featured urbanised and industrialised nations where relatively high incomes would encourage people to travel (Page and Hall, 2003). However, before the 20th century Europe featured small states with its own capitals besides major cities such as Paris and Vienna. The aristocrats were attracted to regional centres availing of entertainment facilities provided by those centres, so that visits to those centres could vary from one day to several days in cases where visitors stayed in their own homes. However, as the headquarters of the royalties capital cities could be more attractive to visitors who would come from further away to enjoy a wider range of facilities. For example, the West End of London provided a wider range of housing facilities for aristocratic visitors. Thus, the influx of wealthy people into cities favoured the improvement of the economy as well as the development of facilities that lay the basis for urban tourism in the years to come (Badan and Bahat, 2007). Yet, the grand tour represented another feature of the 18th century urban tourism activities where young aristocrats at the end of their education visited major cities in Europe whereby the trip could last for several years. Those tours were made easier by the railway networks established in the mid 19th century, and visits could extend from mainland Europe to the southern warm resorts of the Mediterranean Sea. Also, from the mid 19th century onwards large exhibitions were organised by major European cities displaying arts and crafts as well as modern technology of the time. Hence, by and large those exhibitions became special events to be held in capital cities and other major cities as well. So, the legacy of those exhibitions featuring museums, theme parks and other leisure facilities have made a great contribution to the development and progress of urban tourism . Furthermore, another feature was the expansion of trade triggering business travel. In this regard, businesses made their travel to sell and buy goods, and for that purpose businessmen might have stayed overnight in cities and towns giving a great boost to the hotel business and urban tourism in general. Then the emergence of trade fairs and exhibitions in the late 19th century had been a focus of attention of exhibitors and customers from all over Europe. However, the evolution of multinational companies and latter global corporations

had encouraged business travel activities to go beyond the purpose of buying and selling of goods as to bring company employees together from around the world to exchange ideas, and receive training. So, by and large such activities have become an important component of urban tourism (Badan and Bahat, 2007).

Thus, tourism cities are usually a product of urban tourism, which according to Mullin (in Weaver, 2006, p.139-140) can be defined as "the process whereby urban areas, particularly large cities, are specially developed for the production, sale, and consumption of goods and services providing pleasure". This can be illustrated by cities such as Orlando, Las Vegas, Atlantic City, Nice-Cannes, Pattaya (Thailand), Mars del Plata (Argentina), and the Gold Coast of Australia. Those urban destinations have been directly or indirectly economically activated by tourism, catalysed by complementary economic activities such as high technology, call centres film industry etc (Judd and Feinstein in Weaver, 2006). However, in terms of spatial expansion tourism cities are unique for their primary tourism resources including beaches and theme parks. Even more important than that tourism and leisure becomes a genuine component of the identity of those cities. 'In other words, instead of usurping a pre-existing identity of a destination; urban tourism tends to enhance the sense of place of a destination'. In this regard, theme parks and casinos, often condemned as unwelcomed intruders in some urban areas, become part of the identity of the tourism cities, and Las Vegas is a case in point (Weaver, 2006, 139). On the other hand, some major tourism cities such as London, Paris, Sydney, Prague and Washington often exceed normal tourism cities in terms of number of visitors. Yet, they differ from tourism cities in that tourism is not considered a major economic resource. In other words, tourism is likely to account for a very small portion of the economic activity in these cities. Thus, for those cities tourism has no impact on the identity of the city as well as less visible impact on its cultural landscape or community composition. But, nonetheless the tourism industry tends to support the resources that sustain visitation in those cities including historic buildings, ethnic neighbourhood, green space and cultural and sport facilities. But, as far as urban tourism is concerned according to Judith Reuteche (in Popescu and Corbos, 2010) the tourism resources are either secondary or primary. The primary resources which represent the main motivation for tourist visits to a city include cultural facil-

ities such as museums, art galleries, theatres, indoor and outdoor spot facilities, as well as other entertainment facilities such as casinos, organised events and festivals etc. Also places for passing leisure time such as historical monuments, parks, old statues etc. On the other hand, the secondary resources include accommodation facilities, catering facilities, shopping centres and other services.

However, taking into account the fact that it has become an important element of the economic strategies of many nations; urban tourism can boost the economy in terms of employment and the income it generates. The direct benefits include creation of job opportunities in hotels, restaurants as well as in other tourist facilities in addition to other secondary benefits to be generated from subsidiary and support industries such as travel and tourist guide agencies. Merseyside of Britain is a case in point where an estimated 14000 jobs were supported by tourism in the 1980s, and the tourism expenditure was estimated at £602 million in 2001 supporting 22000 jobs (Merseyside tourism report in Selby 2004). It is worth mentioning that important landmarks such as the Statue of Liberty in New York City, the Sydney Opera House and the Eiffel Tower in Paris could be used as a symbol of success in terms of urban tourism, and also architecture which makes a great difference to potential visitors of a city (Selby 2004)

With proper management and planning urban tourism could generate benefits to urban communities and the society at large. But, nonetheless urban tourism management is not without problems. One of the main problems is that historic sites in cities are always subject to potential damage from overuse, traffic pollution and congestion. Yet, the ill-defined tourist areas, in terms of geographic boundaries, make the management of those areas somewhat a difficult task, while the impact of marketing those areas could go beyond the city boundaries. For that reason, cooperation between neighbouring industrial cities has changed to competition and so has the organisation of local government resulting in competition between local authorities wasting resources which could have otherwise been spent on regional coordinating bodies (Dicken and Tickall in Selby 2004). Moreover, in post modern cities, with the agenda of new urban governance everything is about quantification particularly with regard to agencies investing in urban tourism. This takes place through the use of consultants to justify investment in a tourism project, followed

by feasibility studies to confirm that the investment will have the intended effect, which seems straight forward procedure in relation to the Gross Added Value measures of the benefits derived particularly with regard to employment and economic impact. But, any intended evaluations and analysis nonetheless should not overlook the paradoxes of urban tourism. For example, given their dependence on catered accommodation urban tourists will literally spend more per head than seaside visitors. That advantage should offset other down effects such as short stay, lack of repeat visits and unreliability of urban tourists. In other words, it is true that urban tourists may spend more money but it is also true that they are difficult to attract, retain or otherwise persuade to come back (Ashworth and Page, 2011).

Finally, in order to promote urban tourism successful managers generally use different tools by using the minimum budgets available for them. In this respect, France and Jamaica provide a good example. The former ran a campaign to persuade its people to display a warmer attitude than ever towards tourists. The tourist board in the latter invented a huge football model about a five storey building in height to be accompanied by their international football team on its way to the 1998 World Cup tournament in France. Starting from the capital city Kingston; the model was displayed in public spaces in major world cities including New York, London, and finally Paris. In each location people were asked to sign the model wishing all the best for the team to succeed in the tournament. In the aftermath of that campaign Jamaica received 33600 more visitors than the year before with an increase in tourist revenues estimated at US$ 50 million. So, generally speaking famous events and new attractions tend to improve the image of a destination favouring urban tourism. For example, hosting major sporting events such as the Olympics and World Cup tend to give a great boost to the country's image in terms of urban tourism (Morgan et al, 2004).

3.4   Urban tourism Marketing Strategies

Urban tourism and marketing is in essence about city representation, where the image of a city in modern economy has been a highly controversial issue. Also, urban development companies have been generating much debate regarding their

imposition on areas, their far-reaching powers, and their lack of accountability. A case in point is the London Dockland Development Corporation, which spent over £2 million pounds on national advertising between 1981 and 1984 aiming at encoding a new noble identity for the Dockland. To reach that end, thousands of people were displaced to give more room for the proposed development programme, and communities subjected to complex re-imaging manipulating an East End already encoded in TV programmes (Burgess in Selby, 2004, p 27-28).

Distinctive image projection can assist in attracting tourists based on the assumption that choices are largely a function of attributes that differentiate the visit from every day experience (Bramwell and Rawding in Christina et al., 2006, p.395). They argue that image-selection tends to make the visitor evaluate the actual experience of the destination in the height of his first impression. So, the more the pre-visit impression is confirmed the more likely visitor expectations will be met. That should imply visitor satisfaction with a specific destination should mean that they make another visit or otherwise recommend others to visit the place (Christina et al, 2006, p.395). In this respect, storytelling by previous visitors plays a major role with regard to the image they make about a destination for future visits. The stories visitors tell are usually backed by photographic images of interesting scenes of events to be reported to others. Such reports tend to help managers and decision makers to reflect on their strategies regarding their relevance to visitors' takeaway images and word-of-mouth reports. Such comparisons provide an early warning system for identifying problems with a destination's image as well as provide an opportunity for identifying the images that excite visitors to make them persuade friends and relatives to visit the place (Shih-Yun-Hsu et al., 2009). Also, strategists and planners should pay attention to interpersonal and intergroup interactions within tourist spaces. In this regard, David Crouch (in Thurnell-Read 2012) perceives tourist spaces as sites of friendship and social engagement that realise their meaning through interaction between people and social groups. For that reason destinations should not always be taken for granted, but rather should be appreciated through the actions and behaviour of the people who occupy them, which implies that the same tourist destination could be appreciated differently by different tourists, thus giving rise to a diversity of practices and behaviours (Thurnell-read,

2012).

The essence of tourism management is that tourism managers should be aware of the fact that different places attract different visitors. Accordingly, the tourism market can be subdivided based on the various tourist attractions featuring natural beauty such as sun, sand or other activities such as gaming, adventure, sports etc. Thus, differences between regions and locations could provide a basis for segmenting the tourism market, which implies that knowing what is to be marketed and for who should be key for business success in the area of tourism (Morgan et al., 2004, p.48). The fact of the matter is that tourist destinations always feature a composite of products ranging from accommodation, and catering to entertainment and other cultural and natural attractions. Therefore, creating a strong link between the product and the customer is the most important step towards promoting a successful brand. In this regard, the general atmosphere of the place, the accommodation, how friendly the local people are, etc. should strongly affect the way the destination is being viewed by tourists. So, the fact that today's tourists look forward to be influenced by a destination rather than influencing it should constitute the basis for the emotional link for marketers to promote the destination through successful branding. But, activating the destination brand for visitors to experience the brand values as to feel the authenticity of a unique place remains the main challenge for tourist managers and strategists who have something unique to be sold (Morgan et al., 2002, p 19-20). As Gradfield (in Morgan et al., 2002), put it "smart managers find out what is the meaning of their destination as a product to their potential consumers. They exploit the meaning in finding the value they can add to the sun and sand experience. Their advertising, when it is done well, should affect that added value".

Milman and Bizman (in Prebensen, 2006) point out that people with past experience of a destination are more likely to return (repeat purchase) as compared to those who have not visited the place before (first time visit). In this respect, Ryan and Cave (in Prebensen, 2006) stress the importance of getting familiar with a place so that previous experience will most likely affect customers attitudes towards a specific destination as well as the activities to be performed there. They also point out that a more positive image of a place could be generated from ear-

lier experiences as compared to the images generated by those who have no past experience of the place. The relevance of effective branding seems to be obvious so that its positive impact on the popularity of a destination should be recognised. Knowledge and attitudes towards a specific destination is usually a function of cultural differences as well as geographical distance to that destination. In this regard, Kozak (in Prebensen, 2011) postulates that visitors from different cultural backgrounds have different motivations to visit a specific place. That should make it convenient for managers to understand the images made by potential tourists of a place based on the understanding of their cultural backgrounds so that they can be able to choose the right names and attributes of the goal market (Prensen, 2011). However, continuous need exists to develop and redevelop tourism products and services as to attract new markets and keep repeat visits. This is particularly so for destinations featuring strong competition for the changing global tourism markets and where large-scale attraction projects are used to enhance the image of a destination. In order to secure competitive advantage governments and city authorities try to secure projects of significant tourism importance such as stadia, waterfront developments, museums, galleries etc. so that they can be able to attract more investment. But, some argue that such business-like urbanisation tends to overrule local authorities by turning them into subordinate power. In other words, given the investment attraction and re-imaging process, destinations cannot afford to be self-satisfied, which means response to economic development will be motivated by external influences (Dredge, 2010). Another point raised by Goymen (in Dredge 2010) is that the overvaluing of real estate and inflation are always associated with tourism motivated by foreign investment. In his view, the fast-growing tourist demand could cause sharp increases in the prices of tourism-related goods and services, not to mention the fact that local residents may try to imitate tourists in terms of consumption behaviour, and thus increasing demand for certain goods and services. In the meantime increasing tourist demand tends to attract foreign investment in tourism infrastructure including hotels, casinos, theme parks etc. That will in turn tend to increase the costs of building and the value of land thus causing a rise in real-estate prices. Moreover, heavy influx of visitors travelling into a city for doing business or otherwise tends to put its environment and services such as

health, transport, security etc. under pressure. This is not to mention other effects associated with foreign investment motivated by tourism in cities which are obvious including overuse of natural resources and infrastructure, air, noise, water and waste pollution, traffic congestion, increasing crime rates and imitation of luxury consumption behaviour by local people and so on. But, even more serious than that conflict between local and foreign economic powers might develop due to competition for labour. Labour market and other resources are tending to destabilise the political atmosphere in the city (Li Sheng 2011).

Tusen-Verbeke (in Selby 2004, p 20) refers to two types of tourism resources i.e., primary resources and secondary resources. The former include visitor attractions such as historic building, urban landscapes, museums, art galleries, concerts, spectator sports, conferences, exhibitions and special events. The latter however, include the general services such as shopping centres, caterings, accommodation, transports and tourism agencies. Yet, arts and other cultural facilities constitute an important feature of urban tourism strategies. In this regard, what has been termed as cultural tourism has become increasingly popular among tourist communities. That is, for the simple reason that culture and tourism have been closely linked in terms of mutual benefits. Hughes (in Selby 2004, 21) points out that the definition of cultural has been so controversial that the terms "arts tourism", "cultural tourism" and "heritage tourism" have been alternatively used to refer to tourism activities involving visits to historic building, museums, art galleries and other sites of cultural importance. But, nonetheless Hughes would make it certain that cultural tourism would feature as an important component of urban tourism. He points to the long standing encouragement of the Arts Council in Great Britain as well as the British Tourist Authority to the relationship between cultural and urban tourism. However, bearing in mind the fact that urban tourism targets historic districts which, for one reason or another, become the main concern of planners, architects, historians and tourism specialists, that should make the challenge goes beyond attracting tourists. In other words, the main challenge for strategists and decision makers should be setting the balance right between tourism requirements and other requirements including conservation and preservation of historic sites and needs of local residents (Ashworth and Tulbridge in Selby 2004).

City marketing aims at improving the relative market position with respect to certain activities through application of specific plans. City marketing makes use of private sector marketing concepts featuring non-business organisations such as a local authority to develop a marketable image through influencing social attitudes. In other words, city marketing strategies feature place promotion as well as advertising of localities to specific target groups. In this respect, city marketing tends to change people's attitudes as to influence their behaviour towards the city (Tore Sager, 2011).

The whole idea of urban tourism is about city or place marketing, in the sense that through place marketing distinction can be made between a specific city as a tourist destination and its competitors in the business. Thus, in business terms an attractive place for visitors will be thought of as being by definition attractive to live and work in. In other words, that would make urban tourism an important element of economic development (Selby, 2004, p 10). The spatial mobility of capital and deindustrialisation in many cities have engendered a new industry of place marketing, where the activity involved private and public sector agencies aiming at promoting the image of specific places as to make them look more attractive to business and tourists, and other potential inhabitants as well. Thus, in economic terms place marketing targets the process of economic development through job creation and through urban regeneration where different localities compete with one another to win a share of mobile capital featuring a range of place-market segments (Selby, 2004, p 15). According to Ashworth and Vood (in Selby, 2004, 16) in order to maximise the socio-economic efficiency of the area, place marketing should imply a close relationship between urban activities and the demand of the target customers. Moreover, the success of any strategy involving place marketing remains a function of the level of coherence and precision so that a successful strategy in this area should imply a specific well defined place product as well as a clearly identifiable and easily accessible target customer groups so that a clear and uncontested image of the place can be projected. This is where organisational structure becomes critical for the success of place marketing strategies in the sense that some organisations become better adapted than others. But, nonetheless according to Evans (in Selby 2004, p.8) very few destinations consider positioning as part of their marketing

strategy so that they have to become comfortable with the market as to combine traditional planning techniques with vision and intuition. Thus, a new relationship needs to be established between customers and decision makers and planners as well as a flexible approach for planning (Selby 2004, p.26). Yet, for many cities marketing strategies focus on cultural attractions. But, despite the importance of culture, it only attracts affluent short break market which controls the image of the city in terms of visitor attraction. In this regard, high-income groups are likely to spend more and thus making more contribution effectively boosting the city economy and image. But nevertheless, focusing on culture could be problematic. In other words, highlighting distinctive attributes tends to standardise images with the possible risk of projecting an image very similar to that of other cities (Hughes and Allen in Christina et al, 2006, p.395). Thus, images should be projected as to suit tourist expectations which could be different to those of residents in terms of usage of cultural facilities (Ashwood and Voogd in Christina et al., 2006, p.395). Consequently, the cultural perception that most likely embodies images held by residents could not be represented in the promotional campaign of the city which might cause confusion as to city image to be portrayed. Furthermore, the images to be projected to visitors should overlook the social problems experienced by many residents of the city or otherwise the image of the city might become negatively affected. So, any unfavourable images of dirt or derelict could be a setback to tourism in cities, as the main idea is that perceptions will change about the city as word is being spread by potential visitors (Badan and Bahat, 2007, p 16). This is where branding becomes important. Kotler (in Dioko and So, 2012) defines a brand as "a name, term, sign, symbol or design or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors". Therefore, a brand tends to label a product or service rendering it unique among others through enhancing its market image. Thus, scholars and destination marketers are of the view that the general principles of consumer branding should be applicable in the area of tourist destination marketing due to the close relationship between leisure consumption and the consumption of traditional consumer goods (Gnoth; Pitchard and Morgan, in Dioko and So, 2012). For that reason, branding is becoming a genuine part

of marketing tourism destinations so that destination marketers are making great efforts to capitalise on the information visitors use to make a distinction between destinations (Blain et al., in Dioko and So, 2012). According to Riche and Riche (in Dioko and So, 2012), destination branding can be defined as "marketing activities to promote a destination by influencing potential visitors in favour of that destination as opposed to other destinations". But, according to some (Morgan et al; Pike; Prichard and Morgan, in Diko and So, 2012), branding remains a complex process so that further studies need to be conducted in this field.

In terms of tourist, marketing places with high anticipation potential for tourists could be classified as brand winners, as opposed to brand losers which are low profile places in terms of meaning and status with no anticipation potential or conversation value for tourists. On the other hand, places talked about for the wrong reasons are problem places, which hardly appeal for tourists, and instead could be described as repellent to visitors. Placers which offer little emotional appeal for visitors need hard work to become brand winners. In this regard, some destinations are emotionally appealing to visitors, though to a limited extent, have huge potential to become successful brands in future Such places include India, Cuba, Vietnam, and South Africa. As far as those places are concerned, the main challenge for their marketers is to create identities for those places as to build on their emotional appeal and turn them into highly celebrated tourist destinations (Moragan et al., 2002, p 23).

But whatever the case, like any other commodities, brands get old and need to be refreshed and undated, otherwise they will not manage to cope with the market competition which requires continuous updating, and brands that fail to do so have got no chance of survival. This should imply that destination brands should be continuously changing, and that marketers should be aware as to when to change their brands or otherwise failure to do so will eventually result in stagnation and the ultimate brand decay. Thus, as an innovative and effective tool for managers to establish emotional links with the consumer; branding becomes an indispensable requirement for promoting a tourist destination. In the analogy of marketing consumer goods destination branding could potentially produce consumer loyalty by making destinations appeal to consumers' lifestyles. Thus, making an emotional appeal via a destination brand tends to pave the way for other agencies in relation

to other areas of economic development as to communicate with would-be investors (Morgan et al., 2002). Morgan et al., (in Marzano and Scott, 2009) argue that the long term durability of a destination brand should become a function of the power of the brand to appeal to the target market as well as the power to deliver the brand values efficiently. Furthermore, besides the meaningful images and the right promotional messages power of the brand should be a function of the ability of encompassing the different interests of stakeholders involved in the branding process. On the other hand, Ryan and Zahra (in Marzano and Scott, 2009), refer to the process of analysing the role to be played by the public sector in marketing a destination through local, regional and international tourism organisations, as key to understanding the political aspect of destination branding, by stressing the government ability to influence the tourism industry through appropriate legislation and regulation drafting.

Turok (in Richards 2011, p.123) is of the view that cities need to readjust their image in global markets so that they become less reliable on their industrial structure and more reliable on their distinctiveness. Evans (in Richards 2011, p.123) on the other hand, would suggest that for cities and regions to become competitive they have to be more reliant on their cultural and creative resources. In this regard, the cultural economy in general will be invigorated by place value featuring a stockpile of knowledge, traditions memories and images (Scott in Richards 2011, p.123). The promoter of the idea of creative city Charles Landy (in Richards 2011, p 123) would argue that more creative approach tends to solve urban problems through the development of creative production and new systems of governance as to allow creativity to flourish in society as a whole so that creative city strategies go beyond creative industries to include the citizens in general. Thus, in the area of creative tourism, tourists should make places rather than just visit them, and that creative tourism should ensure that creation of a place be realised through exchange of skills and knowledge between visitors and hosts (Richards 2011, p.123). But, some have doubts as they believe place promotion targeting tourism could nullify the local meaning as palaces become packaged for consumption. In this context, tourism is deemed as a global force that tends to drain out social relations from their contents by corrupting cultural authenticity of places (Gotham and Griffths in Sager

2011). Thus, Kavarantzis (in Sager 2011) would argue that the main setback of city marketing around the world is that the chance of the local residents to influence their own city is insignificant. The shopping packaging and control, dining and entertainment cause problems for being private rather than open and shared democratic public spaces restricting the possibilities of urban social justice and shared citizenship (Hospers in Sager 2011).

As an important component of the economic strategies; urban tourism is capable of boosting the economies of countries in terms of the jobs it creates and the income it generates. However, a number of factors have motivated the development of urban tourism in recent years. Besides the growing tourism industry in general, other factors include the decline of the manufacturing industry, the need to control increasing rates of unemployment, and the regeneration of cities. But nonetheless, despite the fact that the tourist sector is the least economically active compared to other economic sectors, and yet tourism has greater influence in cities than any social, political or environmental influence. Thus, with the booming urban tourism industry, cities have to deal with increasing pressures resulting from serious environmental and social implications.

In terms of urban tourism, marketing managers and decision makers should always take into account the general impression of potential tourists about the place featuring verbal reports backed by photographic images. Such reports however, tend to help managers reflect on their strategies. Also regions can be segmented on the basis of tourist attractions so that knowing the product to be marketed and the potential consumer of that product could be key for the success of the tourism business. But the general rule for tourism marketing is that the more experience people have in relation to a specific destination the more likely that destination will be revisited by the same people who will otherwise recommend others to visit the place provided that they have positive experience with that place. Also, the fact that the attractiveness of a place is in part a function of the cultural background of potential visitors to that place; should provide managers with a clue for understanding the mood and preferences of potential visitors. In this regard, the establishment of projects of significant importance to tourism tends to enhance the image of the place by appealing to potential visitors. Also, as consumption

of a tourism destination and consumption of traditional goods are closely related branding should play an important role in place marketing.

Tourism resources are either primary or secondary. The former include visitor attractions such as historic buildings and monuments, urban landscapes, museums, art galleries etc., while the latter include services such as shopping centres, caterings, accommodation, etc. This implies that cultural tourism constitutes an important component of urban tourism as primary resources are most likely to be located around urban areas. So, bearing in mind the importance of cultural tourism the challenge for planners and decision makers should be setting the balance right between the requirements of tourism and other requirements such as the preservation and conservation of the historic sites and the needs of local residents. In view of some scholars, the increasing demand for urban tourism could have some negative implications on communities such as sharp increases of tourist-related goods and also changes in consumption behaviour of local residents affected by tourists might increase demand for certain goods.

3.5 Conclusions

In developing countries urban areas are expanding at the expense of rural areas. As a result, cities in developing countries are becoming burdened with many problems such as unemployment, environmental and health problems and deteriorating infrastructure. In other words, in developing countries as a result of soaring population major cities have become centres for poverty and environmental pollution. In this regard, third world cities are labelled as places of high population growth, high unemployment, weak economic growth and crumbling infrastructure.

The idea of intermediate cities plays a major role in rural-urban interaction. Those cities seem to have solved many of the problems that have plighted mega cities such pollution and unemployment and more importantly have provided better living conditions to its residence. Yet, in order to become more competitive with mega cities intermediate cities need to become more attractive to investment. That could be done through place marketing which involves the promotion of specific places to become more viable and more competitive. In this regard, planners

and policymakers could find the idea of decentralisation worthwhile with regard to easing the pressure on megacities. However, the main problem is that the rate of growth of cities in third world countries is too high compared to highly developed countries. This fact was confirmed by reports suggesting that of the 23 locations labelled as megacities 18 were in developing countries. The rapid urban growth could be associated with high consumption of energy, water and other resources and above all high pollution and poor environmental conditions. For example, in highly congested cities, apart from air pollution, noises from misuse of car alarms cause great discomfort to residents and visitors. This is not to mention the slums and other informal residential areas in the outskirts of major cities, which lack healthcare, sewage systems and other important services. Yet, the main problem in third world countries is that effective legislation to protect the environment is either nonexistent or otherwise the law is not being enforced.

The idea of urban regeneration features the introduction of renewal programmes to stop the rapid deterioration in many cities worldwide. In big cities such as London and New York those programmes are rampant featuring massive investment. However, the down side is that in some areas of the world those programmes could be at the expense of the surrounding rural areas as the case with Hong Kong, where social links have become weaker due to the disintegration of rural societies. But nonetheless, some believe that the social cost of renewal programmes could be insignificant as compared with the improving environmental and economic conditions. The fact of the matter is that programmes of gentrification tend to integrate with economic development programmes particularly in relation to the tourism sector in favour of the welfare and economic prosperity of nations.

The urbanisation has given so many messages in the developing world; on the one hand it is argued that the increasing pressures upon the cities from the rural areas could be disaster. But on the other hand, the various governments tried to facilitate the villages and rural communities. But still there is no comparison between the two. However, we can see that the urbanisation has also given some very clear messages. As the people work in the industrial districts of the world and give a boost to the respective economies. Therefore, the above literature suggests that the planners still had a pivotal role in making the urban cities as heritage tourism sites.

However, the extensive transformation of land for creating tourists attraction is not always possible, as the land use for other purposes is more important and appealing. The above information clarifies some of the issues in urban development, although urban development is necessary, but at a cost. Can we accept without further argumentation that this is enough there is no need to modernise the cities? The specific answer is no. Therefore, it is the responsibility of all government to preserve and conserve the attraction for the tourist's purposes. This way the economic activities will continuously grow faster and faster. This sector can also help the respective government in reducing the pressure of unemployment. Moreover, it has also been shown that tourism can break the barriers that exist between families. In other words, it may increase the social contacts amongst families.

Different examples from world perspective are presented above, it can simply be inferred that urbanisation could provide a direct boost to tourism and hence to the economy. There could be different arguments too, but by and large we have to accept that governments must consider the land use and by applying various approaches should devise a strategy to uplift the available places inside town areas. Days are not far, when planners, executors, and researchers are likely to raise the alarm to governments about the improper use of land for housing purposes. Therefore, greenways are the best available option to transform cities into tourist attractions. It is also shown above that the economic activities in the urban development and making cities as tourist sites is worthwhile and could bring positive changes in any society. Finally, it can be inferred from the literature review above that urban development is very important, as it brings so many advantages to the people, communities, and visitors. It can also be concluded that tourism development is part and parcel of urban development.

Chapter 4

Methodology

As mentioned in the introductory chapters, the objective of this study is to investigate the potential of heritage tourism in urban development in Tripoli, Libya. This chapter demonstrates the research methodologies and research design that have been used. The first part of the chapter presents a general approach to methodologies, and methods of data collection. The chapter will then provide details about the research reflections and the methods used in this study. In addition, detailed information about the case study have been given in this chapter. Finally, the challenges and limitations associated with the research have been outlined.

4.1 General Approach to Methodology

The methodology for this research depends on qualitative research. A clear distinction should be made between the sources of data and the methods of collecting data. Data sources include natural or social phenomena, places etc., or any event that a researcher can generate data from. Among the many sources of data people, documents, and events constitute the most important sources. By contrast the methods of collecting data include the techniques and strategies that could be employed for assisting the process of data acquisition from these sources (Mason, 1996). However, the methods of data collection fall under two categories i.e. either qualitative or quantitative methods. Baur and Caskell (2000) describe quantitative methods as dealing with numbers, and using statistical models to explain data as the case with opinion polls. As for qualitative methods they describe them as methods tending to interpret social realities away from numbers. In this context, the phrases 'hard research' and 'soft research' are sometimes used to refer to research involving quantitative and qualitative methods respectively. On the other hand, Alversson and Skölberg (2000, 3, 4) refer to important features that distinguish qualitative methods of research, including the fact that these methods mainly focus on open equivocal empirical material. They also, refer to standardisation and non-standardisation as constituting the dividing line between qualitative and quantitative methods. However, the most important feature that defines qualitative methods is that they initiate from the perspective and actions of the subjects of study, while quantitative methods originate from the researcher's ideas about

the categories and dimensions which constitute the central focus (Bryman, 1989). Bryman and Burgess (1999, p.46-47) notes that quantitative researchers view qualitative methods as being essentially exploratory methods which could be useful at the initial preparatory stages of research. In other words, qualitative methods are treated as second rate activity implying that data obtained by such methods can neither be viable nor reliable, and need to be verified by quantitative methods. According to Padilla (in Burgess 1994, 273), setting the limit for data collection constitutes a main problem for qualitative methods of research. In this respect, he argues that a researcher may run the risk of collecting unnecessary data at the expense of essential data, otherwise a limit for data collection needs to be set. He also refers to the limited resources and time which imply efficiency in data collection with regard to applied research where setting a limit for data collection becomes a main concern. Yet, Bryman and Burgess (1994, 1) maintain that qualitative research methodology has recently become popular at the expensive of quantitative methodology in relation to British sociology, which caused some implications on the analysis and interpretation of qualitative data. But nonetheless according to Burgess (1993, 4) a researcher cannot acquire different information by using the same method, and that some investigators believe that methods need to be considered for the ways in which they can be integrated to maximise the benefit. In this regard, Bauer and Caskell (2000) suggest that the two methods should work as complementary methods rather than otherwise for two reasons: first the need for spotting qualitative distinctions between categories prior to measuring the numbers of individuals belonging to one category or another, and secondly statistical sophistication of data analysis need to be refined by quality to get over the "garbage in garbage out" dilemma. According to Denzin and Lincoln (2002) the field of qualitative research methods have expanded over the past decade to incorporate social sciences and professional disciplines and to a lesser degree humanities and arts. They believe that the term 'qualitative' has become an umbrella that embraces a wide range of view points, research strategies and specific techniques for understanding people in their natural contests. However, generally speaking irrespective of the outcome, the subject of study could provide an added value to research provided that the right methods have been used in terms of data collection and data

analysis. Thus, as far as this research is concerned the following minor objectives could be stressed:

1- Understanding research methodology.

2- Verifying the importance of interviews as a tool for data collection.

3- The proper use of documents as a source of data.

4- Understanding the various methods of data analysis with special emphasis on front end-formative evaluation.

Figure 4.1 illustrate the general research plan followed in this study.

4.2 Methods of Data Collection

Veal (1997) defines two types of data either primary or secondary data. Primary data is freshly gathered data and needs specific methods that differ from one research to another. Secondary data on the other hand, is already existing data, so that the researcher only needs to define the appropriate source for gathering such data. However, as for primary data it is either qualitative or quantitative data. The methods for gathering qualitative data include interviews, direct observation, analysing documents etc. For more detail see table (4.1).

However, Creswell (2003) points out that accurate selection of appropriate data collection methods is a function of good knowledge and good research strategy. Concerning this research observations and audio-visual materials provide the main source for data.

4.3 Qualitative Data Analysis

According to Patton (1987:144) data analysis can be defined as the process of bringing order to the data by organising the contents into patterns, categories and basic discipline units. He points out that data analysis is indispensable for the process of interpretation, which involves attaching meaning and significance to the analysis, explaining descriptive patterns, and looking for relationships and linkages
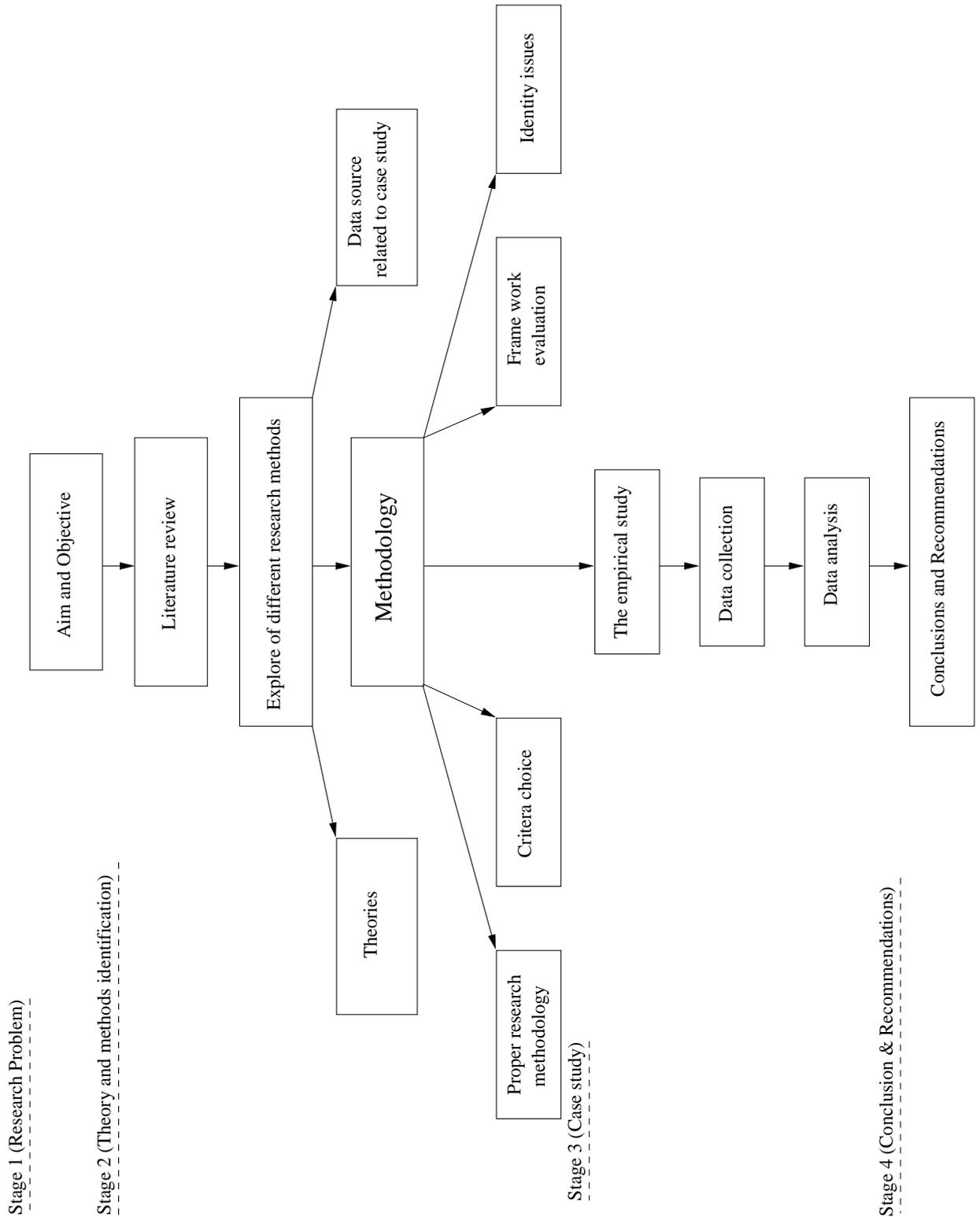
Figure 4.1: General research plan.

among descriptive dimensions. In this regard, Pole and Lampard (2002, p.189) suggest that without data analysis the research process becomes meaningless and that very little, if at all, can be achieved and that the only way that data can be

Table 4.1: Qualitative data collection types, options and advantages

Data Collection types	Options within types	Advantage of the type
Observation	- Complete participant: researcher conceals role. - Observer as participant: role of researcher is known. - Participant as observer: observation role secondary to participant role. - Complete observers: researcher observer without participating	- Researcher has first hand experience with participants. - Researcher can record information as it is revealed. - Unusual aspects can be noticed during observation. - Useful in exploring topics that may be uncomfortable for participants to discuss.
Interviews	- Face-to-face: one on one, in-person interview. - Telephone: researcher interview by phone. - Group: researcher interviews participants in a group.	- Useful when participants cannot be observed directly. - Participants can provide historical information - Allows researcher "control" over the line of questioning..
Documents	- Public documents such as minutes of meetings, and newspapers. - Private documents such as journals, diaries, and letters. - E-mail discussion.	- Enables a researcher to obtain the language and words of participants. - Can be accessed at a time convenient to the researcher-an unobtrusive source of information. - Represents data that are thoughtful, in that participants have given attention to compiling. - As written evidence, it saves a researcher the time and expenses of transcribing.
Audiovisual Material	- Photographs. - Videotapes. - Art objects. - Computer software. - Film.	- May be an unobtrusive method of collecting data. - Provides an opportunity for participants to directly share their "reality". - Creative in that it captures attention visually.

Source:Creswell, J. (2003) Research Design, Qualitative, Quantitative, and Mixed methods approaches, 2nd edition, p.186-187.

used for explanation and interpretation is through subjecting it to careful analysis. They argue that the choice of the topic within a specific area represents an early stage in the process of data analysis as the researcher tends to evaluate previous related research and undertakes the review of the relative literature in order to

identify his research questions. However, according to Mason (1996) proper data analysis should initially be focussed on the validity of the methods used as to their integrity and reliability bearing in mind that these methods constitute the basis for interpretation.

Analysing qualitative data could be a time consuming process involving a number of techniques. The most important of these techniques is searching the data for themes to develop analytical categories and to index the data accordingly, which provides a good tool to approach qualitative data in a systematic manner (Bryan and Burgess 1994, p.91). Flowerdew and Martin (1997, p.186) stress the fact that no hard rules exist with regard to sifting and sorting out data in order to develop ideas, and that the whole process depends on what people feel comfortable with or what fits their materials best, and yet they argue that in general; the process of data analysis and interpretation usually become easier with well organised data.

Qualitative data analysis may involve all or some of the following stages depending on the methods used for data collection: Preliminary analysis: this involves identifying the topic area, reading previous literature, examining past findings, formulating research questions and considering research tools.

Processional analysis: this involves an ongoing data interpretation as they are being collected. For example, in case of unstructured or loosely structured interviews the interviewer will be constantly thinking about the information provided by the interviewee and will try to form questions accordingly, but as yet this might not be possible in case where the interview is tightly structured (Pole and Lampard 2002, pp.190). Textual analysis: Compared with content analysis textural analysis may need a small sample as the technique is demanding and time consuming, and as yet it main strength is that it goes into deeper details (Hannam and Knox 2005) However, textural analysis seeks to analyse knowledge, beliefs and symbolic meanings within the subject material. Hannam (in Shurmer-Smith 2002, p.192) suggests that the meanings in any text should not be taken at face value quoting the argument of Gregory and Walford that "texts are not mirrors which we hold up to the world, reflecting its shapes and structures immediately and without distortion. They are, instead, creatures of our own making, though their making is not entirely of our own choosing". Finally it could be concluded that qualitative analysis is an

ongoing process where different kind of analysis can be involved at different stages of research. But nonetheless no matter what stage the essence of effective analysis is good quality data.

4.4 Why Tripoli Old City: Case Study

The most popular questions in qualitative research methods include how and why, which leads to the appropriate choice of case studies (Yin, 1994). The form of these questions helps the researcher to find the proper research strategy. It is worth mentioning that more than one strategy can be adopted in one case study. Before choosing the case study, the researcher should take into account several considerations. These include the period of the study and the circumstances associated with the study. The case study can be defined as an approach. Thus, it needs to be well-designed and planned in order to obtain the expected outcome. The importance of this planning would be significant when the outcome were used to address the challenges and achievements of the heritage tourism analysis.

The aim of this research is to highlight the heritage tourism potential of Libya. The relation between heritage tourism and urban development will be analysed in relation to the capital city Tripoli as a case study. The methods which were chosen in this research are:

- Visual observation

- Documents analysis.

The data collection and information obtained through the case study were provided based on the researcher's knowledge of Tripoli and the local documents beside the direct observation. This knowledge helped to draw recommendations and conclusions to develop the future of the heritage tourism in Tripoli in particular and Libya in general.

Why Tripoli Old City? The old city of Tripoli has been chosen in this study due to its unique nature compared to the developed part of Tripoli despite the fact that they both are combined together. The location of the old city at the heart of Tripoli gave it a considerable role as a functional organism of the whole capital city.

However, it still needs significant efforts to bring its role and the life back to this part of the city. Tripoli alone has the potential to accommodate the tourists due to the availability of the services and the facilities such as hotels and transportations.

Developing the heritage tourism in Tripoli will help to conserve the old city from future decay in addition to other economic aspects. The urbanisation and development of the old city may include the following places:

- The Suqs, which is the economic core of the city.

- The open areas, religious centres, markets and roads.

- The group of old houses.

4.5 Research Reflections

This section demonstrates the methods used in this study. The aim of this research is to analyse the rule of heritage tourism in the urban development of the old city of Tripoli (the case study). The methods were chosen in this study are:

- Visual observation.

- Document analysis.

- Content and semiotic analysis.

In each method, the research will focus on the criteria used and why this method has been chosen. Furthermore, the research will present what actually has been done in each method.

4.5.1 Observation

Participant observation is one of the easiest methods in data collection, Clifford (2010, p.117) writes, "Participant observation is easy- it does not require the mastering of arcane skills or technical lexicons" Pole and Lampard (2002, 70) maintain that observation constitutes a genuine part of daily life. They suggest that observation is an ongoing activity as people make observations and judgements everywhere and in all circumstances featuring their opinion and actions. However, in case of

research; observation may involve all senses and feelings including hearing, enjoying, fearing etc. rather than just watching. So, in this context it can be suggested that observation is an activity that involves researchers who have the capacity to experience events, institutions, people and places first hand as they happen. As Silverman (1993, 30) puts it "observation is about understanding the routine rather than what appears to be exciting. Hence, the good observer finds excitement in most everyday routine kinds of activities". However, Patton (1987, 70) argues that the skill, training and competence of the observer are important features that decide the quality of observational data. He argues that fieldwork is more demanding than the casual looking people do in everyday life, where the trained observer needs to describe human interactions and activities with the due accuracy and perfection. Hence, in order to do the job properly the observer needs to be alert, attentive, patient, sensitive, and physically as well as mentally fit. Stake (1995, 62-63) suggests that the observer needs to keep a good record of events for further analysis and ultimate reporting. For this reason, he points out that in case of qualitative research the observer tries to establish a unique relationship of events to fashion an accurate description of the case.

Gold (in Pole and Lampard 2002, 70) refers to four different types of observations ranging from situations where the observer takes part in the activity to be observed to situations where the observer has minimum interaction with the events he is observing, in which case other equipments such as cameras might be involved. In this respect, Foster (in Pole and Lampard 2002, 71) states that "observation is a matter of collecting information about the nature of the physical and social world as it unfolds before us directly via the senses rather than via the accounts of others. But observation is not just this. Our minds must make sense of the data they receive. To do this we order, interpret and give meaning to the incoming information. Physical objects are recognised and categorised, their category labels symbolising their key features and qualities. Similarly by employing our existing knowledge, conceptual schemata and theories, we recognise and give reasoning to the human behaviour we witness".

The observation process is mainly about understanding certain behaviour. Through observation the researcher usually attempts to find access to the world of the re-

searched matter either by actively taking part in or by simply watching. Hence observation is a research method which is very much dependent on the capacity of the researcher to interpret and read events as they unfold around him/her. In this sense the researcher can be described as the principal instrument of the method (Pole and Lampard 2002). Observation is considered as the most demanding research method as in some cases the observer is responsible of the very social activity which he is observing. Consequently, this method needs a great deal of thought and practice.

Generally speaking observation does not need detailed planning as one cannot predict exactly what is going to happen. But nonetheless observation needs preparation for social interaction as it involves activities such as, participating, interrogating, listening, communicating etc. In this sense, observation could be more demanding than interviews, and that the process could be more challenging due to the fact that so many things will be happening simultaneously, which need to be spotted. During observation however, the following points should be put into account:

1- Everything observed should be recorded.

2- The contrast between what is expected to happen and the actual event that has been observed will provide an insight of the research problem.

3- One should always concentrate on one thing at a time.

4- Confidentiality is an important matter, where one should always observe the privacy of the participants by concealing their true identity. By doing so one protect the participants and the data will not go into the wrong hands.

The researcher as a matter of fact took the observations especially about the old city of Tripoli, including old buildings, beeches, and the heritage sites. Participation observation at the research site targets to obtain a natural and deep realisation of the research. It can be anticipated that data collected by this method is compatible with other data collection methods. These observations were interpreted during results chapter.

Why this method? The researcher took the advantage of being in Tripoli and hence photographed the old city of Tripoli and the adjoining area. Those photos

have been referred to in the analysis. According to Yin (1994) direct observation defines the case study well. It is evident that when there is some kind heritage tourism in the area, this becomes the evidence in a case study. The observational evidence gives meaningful additional information about a case study.

Researcher Contribution: The researcher visited the following places in the old city during September- December 2008 such as Red Castle, Alsaraya El-Hamarah, Museum, Suqs. In addition, the following old places were also visited and indeed those places constituted a genuine component of heritage tourism in the old city of Tripoli. The places are the Garmalli residence (House): located at the Arbah Arasat Street. The residence dates back to between 250 - 300 years and has been established during the Garmalli era. Alsaa tower too constituted an important part of heritage tourism and this was situated at the entrance of Turk and Gazazah suks, representing the second period of Ottoman rule.

The researcher did his best to visit a number of heritage sites in the old city, and also reviewed some old documents, which signified the importance of those sites. In modern Tripoli nonetheless, the great Green Square now links the old town and the spacious modern neighbourhood that can be traced back to the Italian era. Off the square, arcaded shopping streets, home to a handful of chic shops, book stores and many cafs and restaurants. The green city is still the most affluent and pleasant area of Tripoli located near the People's Palace.

The results are presented in a variety of ways such as evaluation of the existing data on tourism; the amount of money they have spent and the countries of origin. Moreover, Tripoli's tourist attractions were seen and explained with the help of pictures in order to determine whether or not the investment by the government on a particular attraction was justified.

The academic books, brochures and advertisements were also helpful in presenting tourist attractions through photographs. Therefore, the tour operators in the city of Tripoli must take advantage of this to promote and market their services to tourists.

However, this research took advantage of already published information by various sources such as National Tourism Plan, Tour operators, Museum of Tripoli and others. In addition, the author of this thesis took the photographs especially

from inside the Tripoli museum, old city of Tripoli. This museum is the largest development in Libya, and clearly can be considered as an urban development for tourism In brief, qualitative methods involve a number of methods including observation, and document review methods. Of those the observation method is the most demanding as it needs a lot of concentration and involvement from the part of the researcher who has to observe more than one event or activity taking place simultaneously, without initial preparation. In this regard, the research methodology has involved the following three stages:

- A review of the history of museums in Tripoli in the context of heritage tourism in Libya.

- A general survey of museums in Tripoli in relation to heritage tourism.

- Focus on Jamahiriya museum as a case study.

However, in all the above three stages a critical review of the documentary sources featuring photographs and brochures relevant to tourist activities including heritage tourism marketing has been used by the researcher.

According to Harper (2000, p.730-731), photos constitute an important element that makes survey methods such as interviews make sense. Thus, in his view photographs to be made in the research could be thought of as a bridge that would link the researcher with his subject. By taking that comment into account the researcher has obtained good quality photos, which provided a significant contribution to the research analysis. The researcher noted the significance of photos featuring the various tourist attractions, in addition to the role photos play in the promotion of marketing activities. In this regard, according to Jwaili, et al. (2004) pictures, photos and reflections could provide a source for understanding the motivations of people to visit places. During this research the approach used by Yin (1994) was taken into account and the observational aspects whether social, economic, physical or political were considered before having the research materials in hand. Therefore, instead of interviewing the staff about the museum the researcher preferred to have the images and present explanations of those images. The analysis of the images however, has been so important that viewers will be motivated as to become

attracted or distracted on the basis of that analysis. Accordingly, an extensive photographic imaging was carried out featuring the city of Tripoli old core and the surrounding area.

4.5.2   Documentary Analysis

A lot of information can be obtained through out government documents rather than the typical magazine article. These documents are always up to date and easy to grasp. However, the information you may obtain is limited to information from their perspective only. Stake(1995, p.68) mentions,

"Gathering data by studying documents follows the same line of thinking as observing or interviewing"

The document information can take many forms and should be selected carefully, where the usefulness is different from one study to another, as Cloke (2004, p41) writes,

"it is very important for the researcher to consider the process through which data sources are constructed".

Documents are two types either formal or informal. Formal documents could be obtained from business or government organisations. Informal documents on the other hand, include chronicles, biographies, autobiographies, letters, diaries etc. All types of documents could be obtained from government or company archives. Yet, with the advance of information technology, archives could be easily accessible online (Hannam in Shurmer-Smith, 2002, pp.113-115). However, in order to make the maximum out of documents; they need to be sorted according to priority and importance to the subject of study. Also, organising the documents under review always saves time. In this regard, it is noteworthy that audio-visual materials always constitute an important data source as they are always pleasant to deal with. The research uses two type of materials:

1- Audio-visual.

2- Government documents.

regarding the audio-visual materials, Harper (2000, pp.730-731) stressed the significance of photos as a main instrument for promoting heritage tourism. Yet, as

far as this research is concerned the audio-visual materials have played a major role in the investigation involving the city of Tripoli as a prospective site for promoting heritage tourism.

Why this method? The use of documents as a source of data has many advantages provided that the documents involved have been meticulously studied with an open mind. In fact, such documents were easily accessible, economically feasible, and would save time and money.

The research methods used in this study include a literature review of the use of photography as an important source of information to promote heritage tourism in the city of Tripoli and Libya in general. For that purpose this study will use photographic content analysis to investigate marketing materials relevant to the tourism business to be produced by both the government and private sector. The document analysis plays two main rules in research as stated by Patton (1990). First, they are considered as primary source of information that is related to strategy decisions and processes. Second, they provide the researcher with thoughts about significant questions to follow more direct observation.

Researcher Contribution: In addition to photos, the researcher has used other audio-visual materials such as videotapes, art objects, films and computer software facilities. Moreover, in order to develop appropriate research strategies for this research the researcher had to review major documents featuring museums in the city of Tripoli. Those documents included minutes of meetings, newspapers, journals etc. In this respect, the study will discuss the use of brochures as a means used by small and medium size tourism businesses to sell Libya as a tourist destination abroad. Thus, the methods to be used in this research study will feature two main stages. The first stage includes a review of the use of photography as a means to promote heritage tourism in Tripoli and Libya in general by using both primary and secondary data. The second stage will investigate the various types of photographic images to be used in tourism marketing with the main focus on the use of brochures as a method for promoting heritage tourism in Tripoli. On the other hand, government documents are used in this research as they considered as highly prestigious sources. These documents include recent facts represent more reliable sources. The researcher classified the document information into three main

categories (physical, economic, and social). In any case some government reports had to be reviewed depending on their relevance to this investigation including the following:

- *The national development plan for tourism 1999-2018.*

  This plan provides the guidelines and strategies to be used for future tourism planning.

- *The national physical development plan 1985-2000.*

  This plan features the economic and social development of the country.

- *The regional development plan 1985-2000.*

  This plan relates to the development of tourism in the regions particularly the development of the city of Tripoli as main destination for heritage tourism in Libya.

- *The city seafront development plan 1986.*

  This plan targets the development of coastal cities in Libya as part of tourism development in the country. The conservation of Libya's old cities project 2000: A cooperation plan featuring, the United Nations Development Programme (UNDP),and the Libyan authorities. The main purpose of the plan is conserving the old cities in Libya as to enhance their tourism potential. Report featuring tourism investment of the old buildings in Tripoli 2000: According to a report complied by the Administration for the Presentation of Tripoli old city (APTOC), the historical old buildings of the city of Tripoli need to be protected for tourism purposes. That strategy however, should constitute a genuine part of the plans for improving the tourism potential of the city.

- *Observation of Tripoli old city report (2001).*

  A report compiled by APTOC tends to highlight the efforts that have been made so far to promote the city of Tripoli as a tourist destination.

- *The five-year economic plan 2001.*

The main purpose of the plan is to find ways, and suggest strategies to improve Libya's national economy mainly focussing on heritage tourism as a highly potential economic resource.

- *Tripoli economic and tourism guide 2001*.

   The guide mainly highlights the city's tourism investment potential, and provides advice for future local and international investors in this area.

- *Law no 5 for foreign investment 2001*.

   This law mainly deals with tourism matters to help potential investors. The register legislation, vol. (1) 2001: deals with the process of decision making with regard to tourism policies at both the local and central government levels.

4.5.3   Content and Semiotic Analysis of Guidebooks

Content analysis: content analysis is an empirical technique which involves the counting and identification of issues and interpretation of the text contents. In this sense content analysis tends to close up the gap between qualitative and quantitative analysis. The main idea of content analysis is to look for the most frequent themes or patterns within the data. In other words, analysts look for examples that feature the same idea, issue or concept. The main purpose of content analysis is to organise and simplify the complexity of data into some meaningful and manageable themes or categories. These categories may include numbers, class, gender and ethnicity of people represented, depending on the research question (Hannam and Knox 2005). This technique is used to spot patterns across large amounts of material, and that the results are often presented featuring descriptive statistical formats such as bar charts for comparative purposes, which could be useful in case of archive data analysis (Hannam in Shurmer-Smith 2002, p.191). In case where the analysis is conducted by more than one person, each will content analyse the data separately and the results are compared and discussed, where important insights can emerge from the way each looks at the data (Patten, 1987: 150). But nonetheless the coding frame should be reliable so that the results of the analysis are always the same no matter who makes them provided the aims are the same (Hannam and Knox 2005). Content analysis is defined by some authors as a systematic replicable technique

for compressing many words of text into fewer content categories based on explicit rules of coding (Berelson 1952; GAO 1996; Krippendorff 1980; and Weber 1990). Holisti (1969) on the other hand, broadly defines content analysis as,

"any technique for making inferences by objectively and systematically identifying specified characteristics of messages".

However, in case of photographic data content analysis is analysing photos in terms of their subject representations. Thus, applying content analysis to photographic representations tends to provide a comprehensive description of photographic material to be highlighted on a background of theoretical context of the subject in question.

Semiotics:is an approach to interpret visual images in a way different from that in content analysis. It defines the relation between images and the things they refer to. Rose (2007, p.74) defines semiotics as,

"It is not simply descriptive, as compositional interpretation appears to be; nor does it rely on quantitative estimations of significance, as content analysis at some level has to."

In other words, semiotics helps the researcher to answer the research questions, Rose (2007) writes,

"semiology offers a very full box of analytical tools for taking an image apart and tracing how it works in relation to broader systems of meaning."

So, Rose (2007) suggests several steps for analysing the signs of an image. These are:

- Determine the signs in the image.

- Identify what these signs signify in themselves.

- Spot the relation between the signs.

- Find out their connections to broader systems of meaning.

- Return to the signs through their codes to recognise the accurate expression of ideology and mythology.

According to above, semiotic tends to extend the understanding of mechanical representations as identified by content analysis. In other words, semiotic analysis

goes beyond description by deeply exploring the meaning of the photographic material. However, as far as tourism is concerned, the core assumption of the semiotic approach is that the tourism process is constituted through signs that communicate the meaning. However, signs can have a variety of forms including words, gestures, photographs or architectural features. Thus, semiotics which is the study of signs codes or culture is concerned to establish the essential features of signs and the ways they work in social life.

Why this method? Content and semiotic analysis enables the researcher to deconstruct meanings beyond content and images. In addition, this kind of analysis deals with small amount of images and focuses on the signs of the images deeply, which made it suitable for this study.

Researcher contribution: The researcher presented in chapter six a detailed content and semiotic analysis of the guide book "Lonely planet, (2007)". This analysis is applied to the existing facilities in Tripoli as a case study. The researcher recommends some suggestion to Libyan government to develop its cultural heritage sites to promote heritage tourism in Libya, particularly Tripoli.

4.6 Main Challenges and Limitations

Ingeneral, the main challenges in this research that affect heritage tourism can be listed as follows:

1- The physical challenges.

2- The economic challenges.

3- The social and cultural challenges.

A brief explanation of these challenges is given below.

Physical Challenges:

The effectiveness of both conservation and access to the locations of facilities is a main issue, especially, when uneven use is happening at different times no matter how large area has been conserved for tourism (Burkant and wall, 1981) Heritage tourism always attracted to high quality environments. Accordingly, such an environment should be properly protected from damage that results by large

groups of tourists. In fact, the tourists have to engage with the environment to consume the output. Therefore, it is unavoidable that tourism activities will be linked to environmental impacts. Inadequate policies and practices can be considered the main environmental damage regardless the number of tourists(Cooper, 1988; Gunn, 19993).

Many researchers, Mathieson and Wall (1982 p.101) for example, have linked the environmental quality to air pollution caused by cars', exhausts, the destruction of coastlines, rivers polloution caused by human waste and so on. However, these researches have almost ignored to state that tourism is slightly responsible for such effects. Oibasli (2000) confirmed the fact that improving environmental quality and make it attractive to visitors relies on reducing traffic in towns' centres. Thus, effective heritage tourism must have clean air, abundant wildlife, unpolluted water and resources erosion free.

Social and Cultural Challenges: Definitely, all tourists developments must not be detrimental to national and cultural resources. Generally, Tourism brings industry benefits to the host country. However, in the same time, it raises the concerns of the devastation of the host country traditional lifestyles and culture. This is due to the difference in lifestyle and social-cultural backgrounds from those of the tourists with the native people. According to (Cooper, 1988) the service of tourism requires the tourist to contact with the native population and visiting the destination. This contact can be useful or useless to indigos people, depending on the difference in culture and the nature of the contact. Pearce (1989) stated that the social challenge of heritage tourism changes according differences between the tourists and the residents in terms of numbers, race, cultural or social outlook. Social differences, attitudes and lack of tolerance can be deemed as factors of tension and conflict that affect the connection between visitors and host populations. According to Mathieson Wall (1982, p.174), the factors that affect the harmony of societies may include:

1- The degradation in indigenous language and culture.

2- The increase of unfavourable activities.

3- The luxury amongst poverty.

4- The overcrowding of people, accommodation, and facilities.

5- The responsibility of employing non-locals in managerial and professional occupations.

In Tripoli and Libya heritage tourism, a lot of awareness should be taken into account when dealing with these factors and its impact on heritage tourism.

Economic Challenges: No doubt tourism depends on industry i.e., the higher developed economy, the greater levels of tourist desires. The development in tourism industry sector has essential advantages of offering effective employment opportunities. In addition, the tourism supplies the host country with a source of foreign exchange, however, it still has some main effects in the host country (Cooper, 1988). Also, Cooper (1988, p.146) mentioned that "the economic impact of tourism on host economy is generally positive, but it also carries with it some negative aspects". A significant part of research focus on the positive economic effects of tourism among plan producers interested in the possibility of tourism in stimulating economy development. These economic advantages have been escorted by assortment of expense which until recently have been, in general, neglected in the literature (Mathieson and Wall, 1982). A substantial source of income for the host country can be obtained from international tourist expenditure which also can be considered as an unseen export. This can be linked to the general economic development contribution. As a consequence, the prosperity in achieving the implicit or explicit aims in any form of economic development that underlie the tourism industry development, a rigorous and accurate plan is inevitable (Cooper, 1988). According to Mathieson and Wall (1982), the role of tourism as a contributor to economic development is creating opportunities of employment and facilitate the reduction of balance of payments issues. In Future, market of tourism will be larger, more complex and competitive (Pearce, 1989). A considerable number of less developed countries in the world depends on tourism's support to foreign exchange, employment, and the overall domestic product. Their tourism plans attempt at increasing their role by rising more awareness to the market segmentation, to matching supply and demand. However, Cooper (1998) argues that, a new tensions are created by the inherent pressures of commercialisation and touristification with the potential positive economic advantages of tourism which are likely to contribute considerably to the creation of a new

legitimisation crisis in the less developed countries. The developing world tourism diversifies the economy and considered as comparatively ease way of obtaining large amount of foreign cash. It is deemed as a volatile industry i.e., is hard to maintain its continuation at stable levels for different reasons including changing fashions. As Burkant and Medilk (1981, p.70) argue "A health economy is diversified economy which does not rely for its prosperity on one or two industries". Cooper (1998) argues that, the economic aspects of tourism are regularly evaluated while the social and physical related effects have been, in general, ignored and dismissed as unintended side-effects.

Based on these challenges, the researcher may find a general guide to solve the corresponding research problems. However, many problems have hampered the progress of this research. To mention but a few is the scarcity of information as very few research has been conducted, so far, on heritage tourism in Libya. In addition, the central government in Libya takes over a main role regarding the aims and objectives of any development strategy, and heritage tourism has no exception. Thus, any local investor or public agency was not able to take a part in this development. As a consequence, there were not enough qualified people to play a considerable role in developing heritage tourism. Moreover, the lack of local data was one of the main obstacles in this study. The reason behind this lack of data can be explained as follows. There is some lack of concern in the heritage tourism study due to the limited impact of the heritage tourism on the Libyan establishments. Furthermore, another limitation in this study is that the Tripoli local authority and council officials such as Department of Beautification of Tripoli City Centre has declined interviewing them or accessing their clandestine files. Also, due to the recent events in Libya there have been very few tourists around, who have always been adamant to be interviewed which made the situation very complicated for the researcher to pick out the proper interviewees. Moreover, as the result of those events in Libya all government offices had been closed including museums, and of course Tripoli National museum was no exception. Also, the researcher has been denied access to very important archives due to the fact that there has been very few staff around to understand the significance of this work.

4.7 Conclusions

The term methodology refers to the methods of collecting data from its various sources, with the due analysis and interpretation of the data so collected. Generally speaking methods of data acquisition are either quantitative or qualitative. Quantitative methods usually feature numbers or figures such as the case with opinion polls, while methods which do not involve numbers are referred to as qualitative methods. However, the main difference between qualitative and quantitative methods of data collection is that the former is a function of the source in terms of actions and behaviour, while the later is a function of ideas of the researcher. Yet, the use of both qualitative and quantitative methods is subject to the nature of data to be acquired and the circumstances involved. But nonetheless in most of the cases, in order to maximise benefit, integration of the two methods becomes vital. Observation represents the most common qualitative methods, which is a daily practice featuring people's opinion and judgement on events and actions involving social or natural phenomena. In this regard, the quality of observational data is always subject to the observer's skill and competence. In observation the observer might become involved in the observed activity or otherwise might just take records of the course of events without himself taking part in which case equipments such as cameras might be involved.

Whatever method is used for data acquisition, in the end that data needs to be analysed and interpreted. In other words, without data analysis the whole research study becomes futile and meaningless. Nonetheless analysing qualitative data could be demanding and time consuming as a number of techniques could be involved in the process. But despite the fact that there are no specific rules for data analysis and yet, generally speaking, with more organised data analysis and interpretation of results becomes easier and more reliable. For the purpose of this research however, observation as well as documentary sources have been used for data acquisition.

Chapter 5

Tourism Planning in Tripoli

The primary research of this chapter is the data collected by the researcher which include the number of overseas tourist arrivals in Libya between 2004-2006. The researcher has analysed and interpreted this data through tables and text that support the conclusion of the research. This chapter discusses the different aspects of tourism planning in Libya as well as the role of heritage tourism in Tripoli. The first part of this chapter highlights the tourist attractions in the old city of Tripoli with a detailed list of all heritage and archaeological sites. On the other hand, the second part of this chapter focuses on the role of the government in making efforts to overcome the problems associated with tourism industry. The role of government in promoting and protecting the archaeological sites will also discussed, where this can be achieved by preventing the destruction and looting in some sites and Sahara desert. Furthermore, the chapter presents the necessary steps that contribute in the growth of tourism in Libya such as increasing tourism education level among the citizens and visitors alongside the efforts paid in tourism marketing.

5.1   Introduction

According to Al-Hamarneh and Steiner (2004) the effects of September 2001 terrorist attacks on the tourism industry varied from one Arab country to another depending on market orientation. They also refer to the fact that many tourist destinations in the Arab and Muslim world have been saved from collapse by Muslim and Arab tourist nationals who have preferred to spend their holidays locally rather than going to their usual tourist destinations in Western countries and North America. In the meantime policy makers in the Arab and Muslim world have made great efforts to promote the tourism industry as to counteract the negative publicity caused by Western media response to the terrorist attacks, not to mention the fact that the idea of Islamic tourism has been seriously debated in the Muslim and Arab world. But nonetheless, despite all the efforts made to eliminate the negative effects of September 11 attacks; terrorism remained a major threat to the tourism industry in many Muslim and Arab countries including Tunisia, Yemen, Pakistan, Saudi Arabia and many others. In fact things such as political stability, peace, and security are basic requirements for the tourism industry to flourish.

However, in order to prevent the collapse of the tourist industry in the aftermath of September 2001 terrorist attacks; governments of the affected Middle-Eastern countries have to consider short-term measures and recovery tactics. Those tactics included strategies for international marketing, initiating campaigns to improve their image abroad, encouraging local and regional tourism, reducing costs and relaxing visa restrictions. According to Steiner (2010), in the last 20 years or so, the different development paths and dynamics of tourism destinations have remarkably strengthened the tourism business in the region. In this regard, some authors (e.g. Gregory 1999, Hazbun 2008) explain that phenomenon as being due to the booming heritage tourism industry in the Middle-Eastern and North African regions. Yet, Tesdell (in Steiner 2010) points to the fact that from the 1990s onwards the famous destinations in the Middle-East such as the Nile Valley and the ancient city of Petra in Jordan have become less popular due to incapacity and underdevelopment. Thus, those heritage destinations have to give way to other traditional destinations in the region including major cities and resorts such as Beirut, Damascus, Amman, Dubai and Sharm El-Skeikh in the Egyptian Red Sea coast. Eventually, after September 11th 2001, precisely between 2000 and 2005, the increase in the intra-Arab travel has given a great boost to the tourism business in cities such as Beirut. But nonetheless the deceleration in heritage tourism destinations has corresponded to a remarkable development of destinations in the Gulf States and Red Sea, even though those destinations have largely lacked the spatial and historic dimension. In fact the new destinations featured a combination of hotel complexes and waterfronts that could be described as unparalleled in terms of tourism investment worldwide (Steiner 2010).

However, from a historic point of view heritage tourism is considered the main motivation for tourists in the region. The religious sites in Mecca and Medina, as well as Jerusalem besides other sites such as Azhar in Cairo; have been the target for pilgrimage and other religious activities for many centuries. By contrast the modern heritage tourism in the Arab and Muslim worlds could be traced back to the 19th century Napoleon's conquest to Egypt, which marked the first European interest in eastern cultures. In this respect, Ibrahim and Ibrahim (in Steiner 2010) would argue that the growing fascination of the European intellectuals with the oriental

cultures had been triggered by the scientists who accompanied Napoleon, as those scientists greatly admired the ancient Egyptian civilisation. However, according to the European writers, philosophers and artists that civilisation represented a great mystery as compared to the ancient European civilisation, and eventually would encourage visits of the European upper class to North Africa and the Middle East. So, by and large the ancient heritage sites in this part of the world became major attractions for international tourism. However, the European colonisation to the Arab countries has greatly contributed to boosting tourism in those regions as to include the holy places as well as ancient cities whereby in some of the Arab countries heritage tourism would make a major contribution to the process of socio-economic development (Steiner 2010).

Issues related to community and tourism development are considered of paramount importance to the understanding of the prospective role to be played by tourism as to bring about economic development of cities in the Middle Eastern region. However, Rath, in her book tourism and the city (cited in Alraouf, 2010), has made attempts to establish a relationship between immigration and tourism and how immigrants contribute to cultural diversity in major cities, a phenomenon that can help in developing urban tourism. However, a case in point is the city of Manama in Bahrain, which is home to immigrants from different ethnic groups. The example of Manama indicates that the cultural diversity could be transformed to socio-economic development to the advantage of both the immigrants involved and the city at large. The economic development taking place in the city of Manama supports the country's vision of diversifying its economic resources through entering the world of prosperity by establishing a sustainable tourist industry (Alraouf 2010). But nonetheless for cities of low profile as tourism destinations, there is even greater challenge to develop an attractive tourism product. In this regard, the city of Rotterdam in the Netherlands provides an example where the idea of establishing a museum park has generated a spirit of tourism in the city as to become a tourist attraction. The concept of the museum park seems to offer some strategic advantages. This strategy involves a cluster of museums located within each other's vicinity with a possible advantage of a common marketing strategy for developing and promoting the museum park as a key attraction of the Rotterdam

Figure 5.1: Map of the Old City, Tripoli and Complete Details of the Attractions in the City.

urban tourism product. The museum park includes a museum for modern agriculture, a museum of natural history, a local art museum, a gallery for temporary art exhibitions and a fine art museum (Jansen-Verbeke and van Rekom 1996).

For the analysis of urban tourism four approaches need to be taken into account: the tourism attraction needs to be spatially analysed as to the available facilities including infrastructure, transport hotels etc. The ecological approach focuses on studying the structure or otherwise the morphology of urban areas. This approach features the identification of functional zones or districts such as historic cores, market areas, industrial areas etc. However, the user approach focuses on the characteristics, activities, motivations, purposes and attitudes of tourists particularly in relation to tourism marketing. The policy approach on the other hand, is concerned with the intention of local governments to accommodate and promote tourism activities through policies involving infrastructure provision and destination marketing (Edwards et al 2008).

5.2   Tripoli: The Old City and the New City

The tourism bureau in Tripoli has the detailed list of tourist attractions in the old city. The tourists need to be informed about these attractions. This is the way to attract and encourage them to visit the places of interest. There are 40 places/attractions in the old city and a tourist can have enough information about Libyan history by just visiting it See figure 5.1.

1-Nadi Bab al-Baher   2-Sidi Soliman Mosque   3-Ben Saber Mosque
4-Old British Consulate   5-Gurji Mosque   6-Old French Consulate
7-Sidi Adel Wahab Mosque   8-Othman Basha Mosque   9-Second-Hand
Bookshop   10-Turkish Prison (O. Church)   11-Catholic Cathedral
12-Banco di Roma   13-Darghut Mosque   14-Hammam Darghut
15-Al Kateis Mosque 16-Mohamed Basha Mosque   17-Yusuf Qaramanli
House   18-Hammam Al Kebira   19-Sidi Katab Mosque
20-Tunis Garage (Bus & Taxi)   21-Mutahedeen Agency   22-Ben Latif
Mosque   23-Charush Mosque   24-Huria Mosque   25-Druj Mosque   26-
Kuaruba Mosque   27-Ottman Clock Tower   28-Traditional Teahouse
29-Assarai Al-Hamra   30- Jamaheriya Museum   31-Police Station
32-Balcony   33-Old Castle Door   34-Ahmed Basha Mosque   35-Sufi
Mosque
36-Ben Tabun Mosque   37-Knenara Mosque   38-An Naqah Mosque
39-Hammam Alheygha   40-Mat'am Assarai & Asharq

Source: Welcome to Temehu Tourism Services: http://www.temehu.com/

5.3 The National Tourism Plan: An Urban Perspective

Tripoli is the main tourists' attraction in Libya. The government has spent a great deal of resources for making the city to accommodate thousands of tourists. The National Tourism Plan is one of the physical examples of developing urban tourism in Libya. It is based on the quantitative forecasts and corresponds to the Tourism 2020 Vision, whereby 1995 was used as the basis for forecasting for 2010 and 2020.

However, when we study the plan, it becomes clear that Tripoli alone has initially the potential to provide accommodation for the tourists due to the availability of hotels and facilities there. The transportation facilities are also intact and further indicate the existence of services in the city.

Regarding tourism for the visitors, it is suggested that the archaeological sites in Tripoli be well refurbished and presented to the tourists in a completely new way and compatible with the international standards required by the World Tourism

Organisation (WTO). In addition, the Jamahiriya museum is a key destination which attracts the tourists for a variety of reasons. The government of Libya realised that conservation of the museum and others could be presented to the visitors as an expression of Libyan identity. Hence, the museum houses objects and artefacts belong to different periods of Libyan history, particularly to those who invaded the country and ruled over it. Undoubtedly, these could be of interest to Libyan nationals and those who are interested in history. However, it also can motivate the tourists to try to learn about the history of Libya.

Tripoli also contains old buildings as well as worshipping places for non-Muslims such as Churches etc. These are well maintained and can be visited by the tourists. The authorities responsible for these sites are doing their best to maintain them and make them available for tourists to visit. The National Development Plan also indicates that during the years, especially after 2008, the tourists number grew faster than before. This is exactly in line with the UNWTOs Tourism Vision, which state that international arrivals will raise to billions in number. In addition, it further suggests that there is an expected 5

In Tripoli, there are heritage sites which represent the history of products related to Libyan tourism and culture. The issue of urban tourism in Tripoli is quite splurging as there were many regimes in Libya. The Ottomans, Italians, British Military Administration and French were in Libya in the past. Therefore, heritage sites which are mainly contributing towards the tourism in the urban Tripoli belong to different eras. And now, this is presented in various ways especially in the national museum. The heritage development in Tripoli is closely related to Harvey (1989) who reported that the past is presented in different ways to the visitors.

It is expected that by 2025 over 60% of the Third World population would be living in the cities (Oberi, 1993). This has already started in Libya and that is why the city of Tripoli is getting bigger day by day. There are always reasons for the expansion of cities; such as more and better opportunities for jobs and education. Tripoli does have better educational facilities compared to other cities in Libya. In addition, there are more jobs in Tripoli. Urban tourism is one of the aspects of Tripoli, where so many people are working in different jobs and professions. These include workers of linked services such as transport, hotels, banks as well as tour

operators and tour guides. Therefore, the phenomenon of expansion of Tripoli on the one hand brings jobs to the city but on the other increases the population. This at the moment is not a challenge but it might become in future the main issue for the government in Tripoli.

The area of the old city is around 45 hectares. In terms of heritage tourism in Tripoli, the old city represents many civilisations. It starts from Ottomans, Italians, the British and French respectively. The majority of buildings belong to the Ottomans era. This is due to their long rule over the country and their interest in developing the city. During the Ottoman period the city witnessed many developments. Houses, schools, mosques and hospitals were built. Nine Christian Churches have survived up to the present time in the interior of Tripolitania. In brief, Tripoli's history before 17th century shows the ancient influences of Phoenician and Roman civilisation. This is a remarkable fact that the Libyans have conserved heritage of those civilisations and now are part of the urban tourism in Tripoli.

However, the researcher found it to be in line with the international standards of heritage tourism in the city. This can be further seen in the shape of old mosques, Suks and old buildings including residences of the different rulers during that time. The old city also contains the churches as well as old hotels. The link between the old city and new Tripoli is very strong and the tourists visit both cities.

In addition, the researcher noted that the residential facilities for the tourists were in the new city and the places of attractions in the old city. This makes sense in having urban tourism within the easy access for the visitors. This is also in keeping with the conclusions of Orbasli, (2000) who found that historic settlements and urban areas are seen as assets that are readily transformed into products which could be presented to the visitors or tourists. Similarly the old city of Tripoli is having the historic products well maintained. Therefore, the researcher's own observation about the old city corresponds to the inferences drawn above. The Libyan National /Local Tourism Development Plan (1999-2018) clearly indicates the potential for services and further suggests that there is growing evidence that Tripoli can attract the tourists due to its heritage sites and other attractions. Beaches in Tripoli are its most important strength in the urban tourism. The tourists prefer to visit/stay near the beaches and Tripoli does present this as an urban tourist attraction.

In addition, Tripoli is at the moment undergoing rapid population growth and this can be addressed by offering employment opportunities to the youth. Therefore, the implementation of the National Tourism Plan is the way forward to offer jobs to the people. There is also the need for another strategy aimed at diversifying the income generating sources. Again this is the area where there is a high potential to bring foreign currency to the city. It is known that diversification changes the existing situation and can further motivate the people and the government to introduce new policies. This was noted by the researcher himself when he visited the old city where developments and modernisation have taken place without regard for the original historic city which is the negation of the policy for conservation of old cities. The explanations for this are similar to those by Alraouf (2010) who indicated that diversification in Bahrain economy allowed the island to see itself as a financial, commercial and recreational hub for the gulf region. Therefore, it is possible that Tripoli can become the future hub of major economic activities in the African continent.

In addition, Benyala (2009) noted that tourism is the most promising economic sector besides the oil industry and would be the future source of national income. However, the existing infrastructure needs to be upgraded. Alcantara (2004) indicated that Libyan tourism sector is ready to attract investors and this would change it into an industry.

5.4 Data Analysis and discussion

It can be seen from Table 5.1 that the trend in tourists visiting Libya shows an upward trajectory. The tourists from EU countries (Italy, France and United Kingdom) had higher percentage during the years covered by this study. The proportion of tourists from USA did not show the same pattern as of EU and other countries. This could be due to many reasons. Apparently, one reason being the fact that the governments of EU countries had better relationships with the Libyan government during those years, whereas the US government never enjoyed good relationships with its counterpart in Tripoli. This can be further highlighted by the fact that from time to time there were sanctions against Libya which the US government

categorically supported in the United Nations. This had a direct impact upon the tourists and the tourism industry. In addition, the people who visited Tripoli during the years under study makes the tourism development justified. There is also likely that the people from foreign countries visited Libya for other purposes such as business (oil and gas industry).

However, data on tourist arrivals in Libya has been sparse in the last five years. That is particularly the case during the period between 2010 and 2013. It would be obvious that the interim civil war that took hold of the country following the people's revolt against Gaddafi regime had greatly affected the tourism business in Libya. In this regard, a report compiled by World Travel and Tourism Council (WTTC) in 2013 would indicate a sharp decline in tourist arrivals in Libya from more than 80000 in 2010 to less than 50000 thousand in 2011. That was followed by a gradual increase of international arrivals in Libya to reach more than 50000 thousand in 2013. According to the report the total foreign tourist arrivals in Libya will continue to increase in the next ten years, and expected to reach more than 80000 thousand in 2023. In other words, in 2013 the country is expected to attract more than 50000 thousand foreign visitors increasing the total exports by 5.6 %, whereas by 2023 the number of international visitors to Libya is expected to rise to 89000 expending an equivalent of LD 169.1 million. (World Travel and Tourism ,2013)

Table 5.1: Total number of overseas tourists visiting Libya in 2004-2006

Country of origin	2004	2005	2006	Percentage increase from 2004 to 2006
Italy	12845	19017	31341	244%
France	6158	19299	27636	449%
Germany	3021	11654	17927	593%
United Kingdom	1367	7209	16274	1190%
Belgium	850	2126	4279	503%
Switzerland	1025	1931	3195	312%
Japan	944	2187	3014	319%
USA	778	2846	1677	216%
Total	28121	68603	109494	389 %

Source: Tourism Plan, 2004-2006, Ministry of Tourism, Libya

When we look at the percentage increase in tourists over the years (Table: 5.1), it is clear that the tourists from the United Kingdom had the highest increase compared to other countries. This may be due to many reasons such as the number of visitors on business or any other purposes. During the years, the UK government had dialogues with the Libyan government, and this encouraged the people from both sides to visit. Though the tourists from Italy had the higher number but percentage increase during the years was the lowest after USA. It simply indicates that the trade agreements signed between UK and Libya impacted on the number of tourists. The data presented above also indicates that Libya does have facilities to accommodate many tourists. This is indirectly related to the provision of services such as hotels, restaurants and local transportation system. The Tourism Vision 2020 explains the great potential of Mediterranean countries in respect of rebuilding tourism and heritage development. Nation Tourism Development Plan of 1999 - 2018 shows higher trend of total expenditures by the tourists in Libya. The data is presented in Table 5.2.

Table 5.2: Total estimated visitor expenditure for years 2003, 2008, 2013 and 2018

Visitor expenditure (LD million)				
Purpose of visit	**2003**	**2008**	**2013**	**2018**
Archaeological Tours	36.8	91.7	161.5	322.2
Desert Tours	39.9	99.0	174.8	348.0
General Interest	51.5	122.1	212.0	282.9
Resorts	22.0	59.8	107.0	220.9
Business/Official	51.0	99.0	158.8	222.4
Total International expenditure	201.2	471.6	814.5	1406.4
Local Tour Operators Revenue	103.9	259.7	469.4	818.3
Total domestic expenditure	145.5	177.4	195.8	228.0
Total	450.6	908.7	1479.7	2442.7

Source: The National Tourism Development Plan of 1999-2018

It shows that the tourists would spend money on different things during their stay. It is important to note that the tourists who visited Libya did spend higher amounts of money especially those who came on a business trip and tourism was

part of their visit. However, the data for general interests is closely comparable to business visits. When we focus on the overall situation, there is higher trend of spending money on the Libyan land. It can be seen that the amount significantly increased from 2003 to 2008, and even the latest figures agree with the estimated data. While the researchers estimated the figures for 2013 and 2018, based on the previous five year plan, the pattern of higher expenditures can be safely justified.

It is likely that the people responsible for developing urban tourism in Tripoli had a clear understanding of the data available. Hence, they predicted that by the commencement of the next 5 year plan, it was advisable to see critically the outcomes of the previous plan. The present national plan of tourism (2008-2013) is already nearly 3 years into its life span. Therefore, the success of the objectives set during the plan needs to be examined.

5.5   Urban and Heritage Tourism

Tourism is undoubtedly a key factor of economic development, especially for underdeveloped countries in terms of investment and job creation. So, every year the tourism sector around the world provides better economic opportunities for a larger portion of the world population. Yet, for the majority of countries tourism has emerged as one of the most dynamic and fastest growing industries. However, the evolution of modern tourism industry in recent years has been characterised by its on-going geographical spread. Thus, numerous countries have met some success in turning tourism into a source of wealth. The diversity of tourist attractions particularly in Asia, North Africa, Latin America and the Caribbean has made these locations the top destinations. In this regard, Libya is emerging as an important tourism destination in Africa where the tourism sector is considered one of the fastest growing economic sectors and a potential source of hard currency in addition to oil exports. According to the World Tourism Organisation (WTO) Libya is classified as one of the world's newest and most intriguing tourist destinations. They view Libya with more than 1800 km of virgin coastline as being the most productive area for sea sports such as diving and other beach activities. In addition to its beautiful beaches Libya has remarkable heritage sites dating from prehistoric

times to the advent of Islamic civilisation. Three heritage sites at Cyrene, Leptis Manga and Sabratha testify to civilisations that flourished in Libya during the Punic, Greek, Roman and Byzantine eras (Jwaili and Al-Hassan, 2004). In fact the Libyan potential for tourism can be traced back to the early colonial times where some of the writings described the tourism industry in colonial Libya as having the greater prospect for future development prior to agriculture and mineral resources including oil. These early writings took into account a wide range of attractions that tourism in Tripolitania had to offer to foreign visitors from hotels and modes of transportation to historic sites and special events, predicting that with the help of tourist publicity tourism in Libya could be an industry of considerable importance (Mclaren, 2006: 49).

However, despite all the security dilemma and political instability in the region the prospects of tourism in the Middle East and North Africa have been remarkably high. Yet, the performance of individual countries differs significantly. For example, the performance of countries such as Tunisia and Morocco is considered worse as compared to counties such as Syria, Jordan, Qatar, and Oman. But nonetheless such variations in performance exist even within the same country so that some destinations are more successful than others within the same country. In this regard, the boom in the Gulf States and the resort towns of the Red Sea have been due to new development projects such as large hotels and other complexes including shopping malls, iconic buildings which create new spaces for tourists. However, in the past, tourism development in the Middle East and North Africa was driven by heritage tourism. Yet, from the 1990s onwards it seems as though other factors have come into play, as the established heritage tourism destinations such as Fes Marrakesh, the Nile Valley and Petra have increasingly been facing capacity problems that tend to limit their tourism development potential (Steiner, 2009). In terms of archaeological sites Libya has some of the best Roman artefacts in the Mediterranean. The coastal Roman sites at Sabratha and Leptis Manga are still waiting to be properly invested as a tourist attraction as they have been only recently uncovered after being obscured by the desert sands for centuries. Tripoli constitutes the base for visitors to these sites. The Greek sites in the east of the country are equally attractive particularly to academics. In this regard, Cyrene

and Appolonia are the two most significant sites for which Benghazi, the second largest city in Libya provides a base for visitors. Other tourist attractions in Libya include the medieval desert towns such as Ghadamis located in the interior of the country. These towns are well preserved and so are the cave paintings in the Acacus Mountains dating back to 10000 years or earlier. Desert tourism is also prospective in Libya with some spectacular Sahara Desert scenery including beautiful oasis. Cave discoveries and other geological studies show that the Green Mountain region in Libya has been inhabited by humans more the 70000 years ago. This indicates Libya has been the cradle of the early stages of evolution of mankind. The archaeological sites scattered all over the country coupled with the contrasting salt lakes in the Sahara should make Libya a potentially more promising tourist destination in the world. Libya stretches from the Southern Mediterranean coastline into the Sahara with a total area of 1.8 million km sq. a territory larger than the whole of the European continent. Libya and Algeria remain the only Mediterranean countries with a pristine unspoilt coast (Millington, 2001).

Since the lifting of sanctions in 1999, Libya has been trying to increase attractiveness to foreign investors with the tourism sector being the main target. For this reason a rapid growth of the tourism sector is expected to take place in the coming years so that the sector will most likely to play a more prominent role in the Libyan economy by generating employment opportunities and by providing a boost to the manufacturing sector. It becomes certain that tourism is a main area for investment to achieve economic development in terms of creating jobs. For example, despite the UN sanctions between 1992 and 1998 which prohibited air travel to and from Libya tourism in Libya remained the highest growing economic sector. In this regard, tourism provided the only source for hard currency other than the oil and gas sector. Consequently, many small and medium enterprises had to be established to develop this sector. Plans have been made to attract 3 million tourists within the next five years. Target countries include European countries such as Germany, France, Italy, Spain, and Switzerland. Libya is becoming a prospective tourist destination as it has some of the best preserved Roman artefacts in the world not to mention the fact that it is considered an exotic destination for European holidaymakers particularly with regard to its massive Sahara desert (Jwaili et

al, 2009).

The majority of the companies operate independently and do not belong to a syndicate. The General Board of Tourism (GBT) is the body responsible for coordinating tourism activities in the country. However, the first legislation in relation to tourism in Libya was made in 1968 leading to the establishment of the Ministry of Tourism. The main purpose of the ministry was welcoming and facilitating tourist and visitors to the country, maintaining safety and security of the various tourist sites, licensing tourist activities as well as monitoring other tourism-related economic procedures such as tax exemptions for those who invest in the tourism sector, besides monitoring and controlling employment and prices within the sector. Yet, the main problem with the tourism sector in Libya is that it constitutes part of the public sector so that it has to compete with other important service sectors such as the education and health sectors for government funding. In this respect the tourism sector is not always at the top of the government priorities, not to mention the fact that policymakers are not quite sure of the real requirements for the development of the tourism sector in terms of infrastructure. But nonetheless the failure of the publicly owned tourist enterprises has shown that it will be in the interest of the tourism sector that the government should not be directly involved. Instead the government should be involved in planning, research, training while other activities such as travel agencies and hospitality etc. should be undertaken by the private sector. As a matter of fact the tourism industry in Libya is faced by many problems which need to be urgently addressed by policymakers and planners. For example, the lack of knowledge and awareness of the economic importance of the tourism industry, as a potential source of foreign currency, and its potential to create jobs. The poor-tourism related infrastructure is another problem. In Libya it is quite obvious that the country's infrastructure is inadequate for the development of a reliable and viable tourism sector. To be more precise services in the area of hospitality, transportation, communication and information are basic for the development of the sector and need great attention. One of the major problems however, is that the sector lacks the know-how whereby intensive training is needed to raise the technical knowledge and skill of the working staff. Also, more effort needs to be made in the area of publicity to promote the industry

locally and abroad. In order for the tourism industry to flourish decision makers need to encourage investment in the sector. As investment in the tourism sector is considered high risk, foreign investors must be persuaded into the country by being given the appropriate assurances and grantees they ask for.

As matter of fact during the last 15 years or so the government of Libya has become more flexible by allowing private enterprise to operate alongside public sector companies. In the past foreign companies were confined to sectors which were deemed to be beyond the capabilities of the Libyan companies such as the oil and gas and construction sectors and to some extent the food and catering sector. Such policies are mainly for encouraging local businesses. However, by the introduction of Law no. 5 which encourages foreign direct investment things have changed so that many economic sectors particularly the tourism sector will benefit from the law. However, other than the sanctions, the tourism industry has suffered from other obstacles such as lack of research funding apart from a joint project funded by the World Tourism Organisation (WTO) and Libyan government culminating in the Tourism Master Plan (1999-2018).The plan mainly focuses on improving the image of Libya abroad following the damage caused by the anti-Libyan propaganda campaign led by the Western media. The new plan targets the removal of all the obstacles in the near future including the improvement of air travel facilities to increase the number of foreign visitors to the country. In this regard, the plan suggests that the government should take appropriate measures to remove obstacles that prevent the growth of tourism, which could be achieved through the reorganisation of the tourism sector, and through encouraging investment in the sector to improve the services. Furthermore, the plan also intends to increase the number of tourists into the country by investing in new accommodation for tourists, and by introducing the necessary improvements to the sector. The plan suggests that, in order to boost tourism in a systematic manner government policies that target the sector should be in place. In other words, short and long term objectives need to be defined.

The plan has defined two areas for tourism marketing in which Libya has a great potential in terms of tourism products. These are the traditional ancient sites, arts and natural scenery, as well as the desert and its associated tourist attractions such

as its natural scenery, its ancient cities and the oasis. Libya has also, got the chance to improve its tourism potential by establishing resorts along the coastal strip. These resorts will provide resting stations for tourists after a long journey in the desert to visit the traditional tourist sites. These resorts could also, be developed to promote other important tourism activities such as diving. Such activities could be attractive to professional divers particularly from Europe without causing any social problems. The plan also, recommends that more attention should be given to the western and eastern parts of the country for their promising tourism potential. This includes ancient artefacts which constitute the cornerstone of the tourism industry all over the world. Libya is rich with its heritage sites extending from Phoenician and Roman eras in the western part, and the Greek and Roman eras in the east as follows:

1- The western region: the artefacts at sabrata, Libdah and the elegant Villa Selein constitute part of the international heritage. This is in addition to the artefacts at Garza, Mazdah and a number of artefacts elsewhere including the national museum.

2- The eastern region: this include the Greek and Roman sites along the coast in the north-eastern region of the country, including Shahat site which part of the international heritage and other sites at Tokara, Talmitha and Susa.

However, all these sites constitute important tourist attractions, but they still need more attention in terms of labelling and signposting so that they can be of maximum use to the tourism industry.

In order to make the maximum benefit of the archaeological sites the plan recommends specific measures to be taken most importantly the preservation and renovation of the artefacts. Also, labelling and post signing the sites in major languages so that tourists can easily understand what is going on, in addition to providing appropriate printouts, leaflets and maps in all major languages to help foreign visitors.

The minimum income should be generated from these sites to improve the situation. To reach that end the plan suggests that entry fees need to be increased to match other similar sites in the region, provided that foreign visitors have to pay

more than local visitors. But nonetheless increasing the fees should be the next step after making the necessary improvements to the sites. Also, the plan suggests the establishment of an international centre for archaeological studies in either the city of Shahat or Susa, to undertake the task of studying the archaeological sites both onshore and off shore including the remains of the ancient capsized ships. The centre aims mainly at providing professionals and amateurs alike with the opportunity of practising exploration and renovation of artefacts under its supervision. In order to complete its mission the centre will make use of the already established links between the Department of Archaeology and foreign universities.

The plan also, focuses on desert tourism by the protection of the most important tourist sites in the desert particularly those sites that include the ancient arts and the beautiful natural sceneries that can be turned into national parks. Many of these sites have good tourism potentials such as Akakus Mountains, Ghat, and the desert lakes in Hayat and Shatti valleys, and the historical villages in Marzig, Tragen and Zuela. Other important tourist activities include the coastal resorts which are important attractions for local tourists. These include sites which are close to urban areas in Benghazi, and the sites between Zuara and Sabratah. Also, suitable coastal resorts need to be developed to attract foreign tourists to promote marine sports such as diving. Furthermore, the plan recommends that appropriate studies of the sulphur and sand baths in Egelat, Tajoura, Wadi Zamzam, and Tragen need to be conducted as to their physiotherapeutic potential. The facilities at these sites need to be renovated and developed to attract foreign visitor. Also, given the important role of religion in the life of the people of Libya, a number of architectural relics of religious nature exist in the country. These relics could be important sites to promote tourism in the country. Although Islam is the common faith among the people of Libya, but as yet Christianity used to be widespread in Libya during the Roman times as indicated by the beautiful old relics of the churches at Susa, Shahat and Libdah, besides other small churches which were built underground or otherwise hidden in the western mountain area. The religious legacy of Libya Islamic, Christian or otherwise could provide a strong basis for religious tourism. In terms of tourism strategic planning Libya is divided into four main regions. These regions seem to reflect to a great extent the geographic, cultural, historic and urban

characteristics of Libya, and would be suitable for tourism development. These include the western, eastern, southern and central regions. According to the plan tourism development is hampered by many obstacles most importantly the long and complex entry visa procedures. In fact for the sake of tourism development visitors should be welcomed and visas need to be given at the entry stations or otherwise issued by Libyan consulates at the source country as quickly as possible without unnecessary delays.

So, in order to achieve its goal of 3 million tourists in five years strategic planning need to be made. For example, the establishment of new high-technology information in Libya becomes indispensable together with a department for planning and promotion of tourism in major fairs abroad. Furthermore, the government need to put the Tourism Master Plan (1999-2018) into action by seeking WTO assistance. However, according to experts in order for Libya to develop its tourism industry to reach international standards the idea of a market-oriented economy needs to be on the cards. In other words, Libya should keep on track with the economic developments of the early 1988, when the country had moved towards economic liberalisation featuring the wider margin given to private enterprise in retail trade, small-scale industries and agricultural businesses. In this regard, as part of the foreign investment encouragement plan the authorities have granted licenses for 44 projects to be financed by foreign investors in areas featuring various economic sectors including the tourism sector. It has been estimated that these projects could be worth of LD 1.00 billion of investment capital with the possibility that around 5300 jobs could be created.

5.6 Protection and Promotion of Archaeological and Other Tourist Sites

Libya embraces numerous archaeological sites some of which such as Cyrene, Leptis Manga, Sabratha and Gadamis are considered a genuine part of the world heritage. Given its location on the Mediterranean coast Libya was target to all ancient civilisations from the Phoenicians, the Greek, the Romans, the Arabs, the Turks and the Italians in recent times, which all left their mark in the country. However, bearing

5.6 Protection and Promotion of Archaeological and Other Tourist Sites

in mind the fact that Libya is an oil-rich country, the oil revenues should provide the country with a good chance to develop its tourism sector to boost its economy. Yet, the down side is that it is most likely that the oil exploration activities and the associated construction activities in the country are likely to cause some destruction in the fragile ancient relics that remain. In this regard, it has already been reported that the undersea remains of Appolonia, one of the greatest ports in the ancient world, could have been affected by coastal erosion. Furthermore, raw sewage pollution and rubbish dumping could threaten to cause great damage to a Hellenistic city which has remained intact since 250 BC. So prompt action is needed to save these relics, and cooperation is urgently needed between the National Oil Corporation (NOC) and the department of Antiques, and that the former must find ways to carry out its seismic survey activities in a way that will not harm the archaeological relics (WP857 report 2007).

To activate its tourism sector Libya needs to pay attention to its heritage sites. For example the region of Cirenia despite its strategic geographic location in the country has been neglected in the last forty years or so. In this regard, Cyrene has meagre resources for its development as compared with other sites such as Liptis Manga near Tripoli which is well looked after. So despite being one of the most important ancient Greek sites outside Greece the cite remains nearly abandoned lacking basic maintenance and subject to destruction by natural factors and looting by man. In fact the extent of the problem becomes clear if we note that in the past ten years or so the average funding has been less than US$ 40.00 per year for the staff and other facilities (WP857 report 2007). Cyrene is badly in need of urgent government support to restore its place as an important tourist attraction on Libyan soil and play its role as a significant tourism resource in the country.

However, looting in Cyrene is becoming a serious problem which needs to be urgently addressed by policymakers and planners. Organised gangs of looters throughout the site have managed so far to ship loads of artefacts including coins and ceramics without the fear of being arrested. Even more serious than that is the fact that over 200 ancient Greek statues not found anywhere in the world are without heads. However, poorly locked and unguarded store rooms have been ransacked as recently as 2002 where over 40 classic Greek items have been lost to the interna-

5.6 Protection and Promotion of Archaeological and Other Tourist Sites

tional illegal antique market. For the restoration and preservation of heritage sites such as Cyrene the government of Libya needs to join efforts with international organisations such the UNESCO to provide appropriate training for conservators.

In fact any plans for land use should take the archaeological sites into account to ensure the protection and conservation of these sites. Yet, in theory the archaeological sites are considered public assets and should constitute part of the state responsibility. But the fact that state policies are concerned with programmes that are crucial to the welfare of the people puts heritage conservation matters at the bottom of the list of priorities. Furthermore, heritage sites might be threatened by large programmes involving infrastructure. So, in the long run if they are left without attention these sites will be seriously affected an irreversible damage might occur. However, the poor state financing should not stop policy makers from seeking financial assistance from international bodies which are concerned with heritage matters such as UNESCO. But the main point is that heritage matters should not be subject to economic evaluation in which case it will have to function in accordance with the principle that a project must be profitable to be worth funding. So once heritage becomes a commercial product it will be in danger of losing its historic value as a tourist attraction. In this sense, heritage sites should be treated as more than just economic assets for merchandise as they embody the identity of a nation and always remain as a symbol of morality and might (UNESCO report 2000: 18-29).

As far as Libya is concerned the heritage sites at Leptis Manga and Sabratha constitute the most important tourist attractions in the country. For many centuries these sites have been unaccounted for, even though they are considered among the greatest maritime cities of the Roman Empire. So in order to boost these sites as tourist attractions the Libyan government needs to move in terms of conservation and protection of the sites. This will definitely add to their value as a tourist attraction. In this regard, planners always need to highlight the historic importance of the sites as this will appeal to potential visitors and tourists to visit the sites. For example, during its heyday the city of Liptus Manga was only second to Rome with more than 10000 inhabitants. In these days planners can avail of modern technology such as the internet to promote historic information or any other information that

will promote the sites in terms of its tourism value.

The city of Gadamis is another outstanding example of ancient human settlement. Unfortunately the old city has been abandoned by residents as its fragile clay houses and unfired brick decorated with whitewash from the inside to isolate the heat in the height of the summer are not being renovated. Yet, unless the government does something about it this beautiful important tourism attraction will vanish forever. The city and its oasis cover an area of 225 hectares, 10 hectares of which are being occupied by houses in the old city. However, the Ain-el-Fras spring has been partly to blame for the mess and destruction of the old city. As a result a new city has been established between 1975 and 1983 which has led to the decline of trade and agriculture. In 1983 the UNESCO raised concerns about the rapid deterioration of some of the homes and made proposals to the government to revive the old city by installing modern services so that former residents will be encouraged to move back into their old homes. Yet, so far no follow up to the proposals has been made by the government. A feasibility study carried out by the UNDP made it clear that the city of Gadamis will become defunct within a few years unless the government do something about it. In addition to the maintenance of the houses of the old city, a lot of work needs to be done so that the city of Gadamis plays its role as an important tourist attraction. For example, the revival of the oasis and its irrigation system is vital for the city and its beautiful gardens to flourish again, and also for encouraging the inhabitants to move back to restore their homes as well as maintain the irrigation channels on a regular basis. In fact a national organisation to protect the city has been established, which will have authority to monitor the restoration projects. But unfortunately this organisation has no access to the resources to fund these projects as part of a master plan to develop the Libyan cultural heritage sites to boost tourism in the country. However, some visitors to the town in 1995 had described the situation as desperate, urging the government to appeal to the international community to safeguard the city from extinction. In this regard, a concerted effort made by the various national bodies involved in the tourism and heritage sector is urgently needed to appeal for help from the international community. This could be the only way out to grantee the survival of the city of Gadamis and other heritage sites to play their important role

5.6 Protection and Promotion of Archaeological and Other Tourist Sites

as tourist attractions (UNESCO 1995).

Another area which needs government attention is the Jebel Ouenat in Eastern Sahara which is a potential tourist attraction. The sites includes the highest point in Eastern Sahara which could have provided favourable climatic ecological conditions from prehistoric times until the present time featuring rich fauna species which might have almost become extinct elsewhere in the world. The human occupation of the area is mainly assisted by the availability of water until the present day. The ancient occupation of the area is indicated by the rampant archaeological evidence found everywhere all over the place particularly the rock paintings and engravings portraying the pastoral society in Africa and the cultural exchanges among different areas in Eastern Sahara. The paintings and engravings show remarkable artistic skills providing an insight into the daily life of prehistoric communities as well as into their spiritual world. The importance of the site at Ouenat is that it provides historians and archaeologists with clues in relation to the adaptation of human race to arid and semi-arid environments. In other words, the site could provide clues to the rise of civilisations such as the Pharonic civilisation in the Nile valley. In fact the relief of Jebel Ouenat has the advantage of turning the area into an ecological enclave. In this isolated environment ancient cultural habits and special types of fauna and flora continued to prosper and survived for thousands of years, long after they completely disappeared from the surrounding desert areas. Today the springs, vegetation and animal resources of Jebel Ouenat continue to provide for the needs of caravans, hunters, military and other groups including tourists attracted by this lively haven surrounded by a massive lifeless desert.

The Jebel Ouenat area constitutes a valuable resource given the fact that more than 50 % of the area lies within the Libyan boarders. So far the Libyan government is giving little attention to this area unaware of the myriad potential benefits that the site might provide if appropriately looked after. To mention but a few of those benefits is that the site could be a resource for the development of research into the relationship between mankind and the surrounding environment. Also, conserving the site would mean protecting the biodiversity of the area particularly the potential endangered species. However, from the economic point of view, the development and conservation of the site at Ouenat should mean that it would be turned into

5.6 Protection and Promotion of Archaeological and Other Tourist Sites

a socio-economic resource for the sustainable development of regional communities particularly for eco-tourism. Moreover, the site could provide a material testimony to raise awareness among regional communities, and the countries concerned in general of the shared cultural roots and identity, which will provide a tool for cooperation among the three neighbouring states. Yet, even more important is the appreciation of its natural beauty and rock art by present and future generations. However, the over exploitation of some of the natural resources of the area and mismanagement and lack of proper conservation policies seem to pose a serious threat in terms of long-term safeguarding of the landscape, fauna, flora and cultural features. In terms of environment the geodynamic processes such as floods, erosion, evaporation etc. have taken their toll on the remains of rock art, as well as the settlements and other archaeological aspects.

Another important tourism site is Ghat which is an important historic settlement and caravan centre during the trans-Sahara trade. Ghat is an oasis located in the arid desert of Fezzan with extreme weather conditions and scarce resources of water and agricultural products. The Akakan-Tudart Mountain is unique for its rock arts and engravings, which makes the area one of the main tourist attractions in the Libyan Desert. Tuareg or the "blue people" or the knights of the Sahara add to the excitement of the region with regard to their culture, social system, and their nomadic way of life. Due to natural causes such as desertification, inadequate rainfall, decreasing ground water levels and the nomadic nature of the Tuareg inhabitants, threatens the future of agriculture which could be described as bleak and uncertain. All government efforts to make the population settle down and engage in agriculture have doomed to failure so far. So for all those reasons tourism could become the main focus as it offers hope to the population for the local jobs it provides instead of migrating to major cities in search of a better life. Even for those who are working the activation of tourism in the area will provide them with the chance to increase their meagre income through engaging in other part-time jobs. For instance, as tourism in the area booms and so will local travel agencies. Eventually most if not all of those engaged in those agencies are necessarily belonging to Tuareg families as members of those families are qualified more than others to work as desert guides (Khol, 2002). So the government has a duty to facilitate the

5.6 Protection and Promotion of Archaeological and Other Tourist Sites

work of the agencies as the tourism sector in the region constitutes an important life line for survival particularly for the Tuareg population, and the only way out of the ever increasing unemployment in the region. However, back in (1990-1995) as desertification and civil war took its toll in Mali and Niger affecting the lives of the people and forcing them to emigrate. As a result the Agader centre for Tuareg handcrafts experienced an economic break-down whereby most of the beneficiaries of the centre took refuge in Libya to take advantage of the booming desert tourism industry.

So generally speaking given that the government appreciates the importance of desert tourism, and puts more effort to activate the industry, it will provide a new source of income to the population, besides the protection it provides to historic and archaeological sites, promoting Libyan values and traditions and more importantly opens new conduits for building new relationships with the rest of the world particularly the Western countries. Actually in the last few decades Libya has been politically and socially isolated from the rest of the world particularly Europe due to the negative views the Europeans use to hold about the country. So it is more likely that tourism will contribute to the correction of the negative image of Libya in the West, and tends to make the outside world sympathise with the country's political cause, not to mention the fact that tourism will eliminate prejudice and tends to promote tolerance among nations.

However, the last few years have witnessed some criticism to the tourist community for being indifferent to the local traditions. For example, the women of Ghat criticise the female tourists closing as being inappropriate and indifferent to Islamic traditions. Some also criticise the behaviour of some foreign tourists as being provocative to the local community. In this respect, the abusive spending of water by foreign tourists does not take into account the fact that water is the most dear element to desert communities and should be wisely used rather than squandered. Furthermore, many tourists consider the Sahara like a playground unaware of the fact that the desert is a very sensitive habitat whose ecological setting can become unbalanced quite rapidly.

5.7 Education and Training in the Tourism Sector

The Libyan government can work closely with foreign universities and other tourism institutions, particularly in the UK, to promote its tourism sector. In this regard, a number of hospitality and tourism education specialists in the UK have the expertise in this area to respond to this market on a commercial scale. So this provides business opportunities for UK firms and other institutions to provide training and educational services for the tourism sector in Libya. In this regard, the tourism authority provides opportunities for some of the students to study abroad, and yet it remains unclear whether that takes place in coordination with the general policy of the government to benefit the tourism sector. On the other hand, while a large number of tourism operators and travel agents appear on the register, only a few of them seem to be in business. Those tour operators however, have the potential to improve the situation in the industry through education and training.

However, training can be delivered at two distinct levels. The first level should involve undergraduates and post graduate degrees from local universities or from abroad even though only a few of them join hospitality and tourism programmes. Moreover, a variety of programmes can be delivered through distance learning even though distance learning is not a model that would work well in Libya. As far as the UK is concerned students will find excellent service in theoretical and practical education at a number of centres specialised in the business. After training students need to hone their skills and knowledge, which could be possible through developing suitable programmes. These programmes could be within the country through skilful trainers from abroad particularly from neighbouring countries such as Egypt and Tunisia, which have reputable experience in this area. Trainers from European countries such as Britain could be useful in this area to provide advice in the best ethical approaches relevant to tourism. In the long term however, the good ethical practice will definitely be reflected in the quality of service and the way the tourism business is run. In this regard, short intensive programmes will be the best model. Areas to be covered by these programmes should include all aspects in relation to tourism such as hospitality, conservation of relics, museum management, visitor

services, security etc. Awards could be made at the NVQ level or diploma levels to ensure that trainees will be capable of providing service to match international standards.

The craft and management skills associated with the tourism services in general and the hospitality sector in particular seem to be lacking in Libya. In this regard, specialist education and training programmes need to be delivered in order to raise the competence of the staff. It is apparent that the current education and training provisions to support the tourism industry are inadequate and can be described as way below international standards. In other words, the hospitality sector seems to be in urgent need for some of the skills in the area of management which provides a good opportunity for international business suppliers to work within the immature and ill-defined business framework of Libya that has emerged after so many years of isolation. One of the areas which need great attention from policymakers is foreign language proficiency particularly the English language. However, despite the fact that many Libyan businessmen and officials speak and use the English language very often and yet, those who plan to engage in the hospitality sector need to further improve their English language skills. This implies that any training programmes should include English and other foreign language courses so that those involved should achieve those languages at least to a basic proficiency level. But generally speaking the tourism and hospitality sectors in Libya remain way down in the list of priorities despite the fact that the Authority of Manpower has put a target to train 500 individuals in this area including 100 opportunities abroad in 2009. However, there is an urgent need to expand training and education in this area to avoid the extensive importation of foreign workers as well as serious decline in the quality of service.

Taking into account the idea that tourism is identified by the Libyan government as key to economic development, and with the support of World Tourism Organisation, the government would be able to develop the Libyan Tourism Master Plan (LTMP). This plan mainly focuses on issues associated with human resource, as its critical to the service such as the case with hotels, which are basic to the tourism industry (Jones and Haves, 2005). So the LTMP should address issues related the human resource featuring the tourism sector such as lack of techni-

cal know-how, language skills, under-trained personnel and lack of coordination of competitive pricing. However, some would argue that the satisfaction of the private sector should be crucial to the success of the plan. But nonetheless since the challenges that face the tourism sector in Libya are not unique, planners and policy-makers can indeed learn from the experiments of other countries at similar stages of development of their tourism and hospitality sectors (Naama et al. 2008: 481-482). Companies nowadays relay on their human asset .i.e. knowledge, competence and capabilities of the workforce as a main source of competitive advantage of their employees to deliver services. In other words, in today's world the way the human resource is managed becomes crucial to the success of businesses. Therefore, successful human resource development (HRD) should help individuals, groups and entire organisations to become more effective and proactive. Horwitz, (cited in Naama et al. 2008: 282) emphasises the fact that the HRD is mainly concerned with "processes whereby the citizens of the nation acquire the appropriate knowledge and skills deemed necessary to perform both specific occupational tasks and other social, intellectual and political roles in the society". Another aspect of HRD is workforce planning which involves good and effective business and strategic management of the workforce involved. In this regard, it becomes important that a match be set right between the people involved and the jobs in terms of qualification to ensure that the former will do the work to the customer's satisfaction. However, despite the huge literature on government involvement in tourism development, and yet very little focus is being made on HRD. But as yet there is every reason that in developing countries such as Libya the public sector should be heavily involved in the process of tourism development. Government institutions and other educational providers should have important role to play in HRD in relation to the tourism industry. This role should be in coordination with the private sector.

One major aspect of government support for the tourism and hospitality industries is that the government should ensure an adequate supply of professional well trained and skilled operational and managerial staff to meet the future need of these industries. The government should also make available all the educational programmes and materials to meet development needs of employees in the tourism and hospitality industries. The level of involvement of the public sector in HRD

should vary depending on the maturity and level of expertise of the private sector, and its capability to undertake the task of performing at a competitive level. However, some researchers (e.g. Boella cited in Naama et al. 2008: 383) would argue that in order to cope with the challenges associated with the tourism and hospitality sectors the government need to provide quality education and training for school graduates as well as those who need to be retrained to prevent the decline of the industry. Furthermore, it becomes incumbent on employers to provide regular training of their staff as needed, bearing in mind the fact that in most developing countries the private sector is more likely inexperienced to be solely responsible for the development of the workforce involved. This is particularly true during the early stages of tourism development.

However, as far as Libya is concerned the challenges that face the country in its bid to develop its tourism sector to boost its economic development are not unique for the country. In other words, the problems associated with HRD are almost the same everywhere, so that the government of Libya can make use of the experiment of other countries to develop its human resources. For example, one question relates to the appropriateness of its education system in the development of generic skills of employability in its school graduates. Another question relates to the appropriateness and availability of programmes and materials for preparing employees specifically for the tourism and hospitality industries in its higher educational institutions. A third question nonetheless relates to the maturity of employers in the tourism and hospitality industries and their ability to provide training to employees to meet customer needs.

5.8 Tourism Marketing

Given the huge tourism potential of Libya, featuring its long Mediterranean coast (2000 km) with beautiful beaches, its green mountains and beautiful valleys elsewhere with springs and oasis besides the Sahara with its sea of sands, all that makes the future of tourism in the country promising and encouraging. That should be particularly so if one takes into account the rich historical heritage of the country including the Roman and Greek relics in Leptis Manga, Tripoli, Sabratha and Ghirza.

Another factor that makes Libya unique among its neighbours such as Tunisia and Egypt in terms of tourism potential is its people. In other words, the people of Libya are friendly, shy and polite so that they do not cause any hustle or inconvenience to tourists as the case with other North African countries where locals beg or ask for tips (baksheesh) or otherwise put pressure on visitors to persuade them to buy their goods. Even more than that, the people of Libya would feel offended when somebody pays them for a favour they have done for them. But nonetheless, the Libyan society in general can be described as generous, hospitable and caring to foreigners welcoming them with the due warmth and friendliness (Terterov and Wallace, 2002). Bearing in mind the above facts it could be suggested that with the proper tourism marketing policies Libya could become one of the top tourist destination not only in the Middle East and North Africa but in the world. In this respect the UNDP perceives tourism marketing as being a great help to the government and private sector to plan ahead in order to develop a prosperous business climate in order to boost investment in the tourism sector. Adopting suitable policies for marketing tends to help create an image of Libya as a reliable and prospective tourist destination.

However, marketing policies should build on the country's unique characteristics so that Libya can become distinguished in potential source markets as a destination offering a range of tourism resources both natural and man-made, which fulfil the requirements of the average tourist looking for a suitable holiday destination. Since the lifting of sanctions in 1999, the government of Libya has been trying hard to attract foreign investment into the country. Several companies have responded to the government invitation in search of business contracts including the development of the tourism sector to boost tourism marketing. The efforts to activate the tourism sector tend to favour the economy by creating employment opportunities and by generating hard currencies to help other sectors. Yet, the tourism marketing campaign in Libya could face some obstacles which the government need to sort out. The complicated and time consuming visa system is considered a major obstacle to the development of tourism in Libya, as visa applications could take up to six weeks provided the applicant could be able to present an invitation letter from someone who is resident in the country. Moreover, restrictions over alcohol

products have serious implications on the progress of the tourism industry in Libya, particularly with regard to the European and American markets. Another aspect that might affect the chances of Libya as a tourist destination is the climatic conditions. The climate could be unbearable at sometimes of the year particularly during the summer time, when temperature becomes exceptionally high. But on the other hand, the hot climatic conditions could favour beach resorts so that the government needs to make some effort to improve its beaches to attract more tourists during summertime particularly from the West.

According to a tourism report (2006) 9000 rooms are available for tourists in Libya. Yet, given the size of the country and its tourism potential these facilities are considered inadequate. The situation becomes clear if we note that in the capital Tripoli only half a dozen hotels and even fewer restaurants are available for tourists. However, despite the fact that those facilities are expensive, and yet only a few of them meet western standards in terms of the services they provide. However, what makes things even worse and life more difficult to tourists is the fact that there is no possibility to use credit cards anywhere in the country including the capital Tripoli. This makes tourists become hesitant to go to Libya as the use of credit cards tend to minimise the risk of theft by taking cash in hand. Libya also needs to pay more attention to matters related to public transport, signposting, public information and accessibility to archaeological sites as the service is poor so that the majority of foreign visitors have to struggle to find their way. In fact to market tourism in the country training of the staff becomes an indispensable requisite so that the sector can recover from the poor condition it has suffered in the last two decades due to international isolation. This should imply that in the long term more schools for tourism need to be established in the different parts of the country to provide highly trained and skilful staff needed to do the job including on job training. For achieving that matter would require close cooperation and coordination between the private and public sectors.

The good news is that the government efforts have been fruitful so far, as several companies have shown their readiness to become involved in the tourism sector. Some of these companies have become involved to develop the tourism infrastructure such as hotels which is a basic requirement for promoting tourism marketing.

However, in case the government efforts go according to plan the tourism sector is more likely to play a major role in economic development within the coming few years. As has already been mentioned if the government plans for marketing tourism are successful more jobs will be created and the government income will be increased to help other economic sectors prosper.

Boosting tourism marketing becomes of paramount importance when we learn that according to a monthly newsletter issued by the Tourism and Archaeology Authority of Libya (January 2003), that within the next twenty years or so, the tourism industry worldwide will witness significant developments. The letter reports that the number of tourists is expected to shoot up from 693 in 2001 to a billion tourists in 2010 worldwide. This is further confirmed by WTO report which predicts that the tourism industry is currently generating 40% of the national income the world over. Moreover, in this era of globalisation the advance means of transport provide easy access to destinations around the world with hardly more than a day's journey. This improvement of accessibility to tourist destinations has worked well in favour of the tourism industry worldwide, so that the recent forecasts indicate that international tourist arrivals will climb up to reach 1.6 billion in 2020 (Lepp, 2002).

5.9 Conclusions

In terms of its tourism potential Libya appears to be more prospective than its neighbours in North Africa and the Middle East. The country has all the historic, geographic and other natural features to become one of the leading nations in the tourism business. Its long Mediterranean coast, its rich archaeological sites, and its beautiful natural sceneries including its massive portion of the Sahara desert with its beautiful oasis and seas of white sand, could possibly make Libya one of the top tourist destinations in the whole world. However, in order to acquire its proper status in the world of tourism, the country needs to make great efforts to overcome the problems associated with its tourism industry. The promotion and protection of the archaeological sites comes as a top priority. The government needs to take prompt action to prevent the looting and destruction which has been going on for some

time at the archaeological sites and the Sahara desert. This should imply that the government should raise awareness among the citizens and visitors alike that this archaeological heritage is a human asset and should be kept intact for future generations. The Libyan government should also join efforts with other Saharan countries to address issues of common interest in relation to the Saharan ecosystem. A case in point is Jebel Ouenat area which deserves to be given all the attention by the Libyan government and other relevant countries in view of its biodiversity which could hardly be found elsewhere in the world. Moreover, plans for land use and other geodynamic activities should always take into account the archaeological sites. This should imply that companies undertaking activities in relation to oil and mineral exploration should be under tight control procedures to prevent any possible pollution or destruction to archaeological sites and the surrounding environment. Education and training is another aspect to boost the tourism industry in Libya. The government of Libya needs to introduce the appropriate training programmes and educational schemes to raise the skill and competence of the staff to improve the quality of service in the tourism sector. In this regard, close cooperation could be made between Libya and its neighbours as well as between Libya and other countries including EU countries particularly Britain. Training and education should compensate for the management skills which seem to be lacking in the tourism sector in Libya in general and the hospitality sector in particular. Most important is the language skills including the English language. All those involved in the hospitality sector should be able to communicate using at least one of the main foreign languages such as the English and the French languages, and master these languages at least to a basic proficiency level. Marketing is also another important aspect in the promotion of the tourism industry. This should imply that the government of Libya should make all the effort to improve the infrastructure and quality of service to match international standards. Marketing programmes need to build up on characteristics that are unique to the Libya people. One of those characteristics is the friendliness and the politeness of the Libyan people with foreigners compared to other neighbouring countries. Also, to promote the marketing process with regard to its tourism industry, the government of Libya needs to pay more attention to the climatic conditions of the country particularly in the summer. In order to

improve the effects of the bad climatic conditions in the summer the country must consider the establishment of as many beaches as possible along the Mediterranean coast to attract foreign tourists particularly from European countries. To reach that end however, the government should give more chance for investment by the private sector in the tourism sector including foreign capital. In fact for the tourism sector to prosper in Libya full cooperation and coordination between the private and public sectors need to be made. In other words, the private sector should be responsible for the financial side while the technical side should be a matter for the public sector.

So the future depends on the keenness and the seriousness of the government to develop its tourism sector and the way it responds to the requirements of that sector. Thus, if given the due attention and care it deserves, the tourism sector in Libya could bring about the prospective economic and social change, besides providing and important conduit of communication with the outside world. In this regard, the government of Libya should realise that tourism is a sensitive activity that should be handled with all the due care and consciousness. Furthermore, in case the country decides to go ahead with the development of its tourism industry, consistent policies need to be adopted so that the sector can be stabilised in order to achieve the anticipated development and progress to catch up with the advanced world in this field.

The focus of this research is on urban tourism in Tripoli. The data available from National Tourism Plan is highlighted. This plan is a highly reliable document with its pros and cons. However, there are indications that with perseverance, enthusiasm and commitments it would be a success by the year 2018.

Urban tourism development is a continuous process and the government's support is there beyond doubts. The facilities inside the city including transport network and hotels are extremely good for the tourists. In explaining different aspects of urban tourism, other documents such as reports on planning and development helped to present the information. Also pictures, photographs and cultural aspects are of great importance to this research. The way the management of the city is providing accommodation for the visitors and tourists were discussed in reference to hotel facilities.

The government's planning policy is very clear, as the United Nations Development Programme (UNDP) and the Libyan government have agreed on the preservation of old Libyan cities. This research took advantage of this agreement and focused only on Tripoli as a case study.

However, the future of urban tourism depends upon the implementation of policies regarding the development of tourism. There are indications that the Libyan authorities are interested in making changes in the city of Tripoli to make it more attractive and tourist-friendly. For instance, some additional services such as rail network are to be launched in the city. Therefore, if the train service is introduced, it would attract thousands of people to the old and new city of Tripoli every day.

Chapter 6

Representations of Tripoli:

Content and semiotic analysis

In the previous chapter, the role of heritage tourism in Tripoli and the tourism planning in the capital city were discussed. In this chapter, content and semiotic analysis methodologies were used to promote Tripoli as a tourist destination.The main aspect of primary research of this chapter is the content and semiotic analysis of the tourist guidebook "Lonely Planet". This guidebook will be assessed and analysed with the aid of tables and text. Moreover, services and tourism facilities that manifest Tripoli as an attractive destination for foreign tourists were highlighted. Furthermore, the chapter will discuss identifying the elements of urban tourism in Tripoli and assessing Tripoli as an urban tourism attraction through content and semiotic analysis of guide books and other texts associated with tourism.

6.1 Introduction

The tourist attractions featuring the city of Tripoli have been highlighted in many relevant texts and tourist guides (e.g. Lonely Planet 2007, p.71). 'The Havana of North Africa' as some would prefer to call Tripoli, displays many features of beauty and attractiveness. In this regard, the fact that Tripoli lies midway between the Arab and Western world makes it the gateway that links the two regions of the world. Moreover, the legacy of ancient civilisations featuring the Roman Arches, the Turkish Mosques and the buildings with typical modern Italian facades, tend to add a historic dimension to the city. Those features tend to differentiate Tripoli from other cities in Libya.

6.2 Marketing Materials for Tripoli as an Urban Tourism Destination

The marketing materials are of great importance, as this is the point which convinces, and eventually attracts the tourists to make their final decision. Tripoli's tourism attractions and other facilities are available to be viewed in many places such as Libyan Embassies abroad. Those materials are also available in guidebooks such as 'Lonely Planet'. It is worthwhile to indicate that the guidebook presents the details of Tripoli's old and new city attractions including the infrastructure that

controls the city.

In addition, information books such as 'Fergiani 2 Bookshop' contain and maintain language learning materials. The staffs on duty guide the tourists regarding what they want and how they can access the guide books. One of those places is Maktabat Dar al- Mukhtar, which presents to information about Libya in different languages. It is believed that such information centres are the source for marketing materials for Tripoli as a tourism destination. There is also the Internet service that provides an additional facility for the tourists to access and pick the services as required. Some of the famous locations are Bakka Net, Internet cafes and cultural centres such as the British Council. The marketing materials are easily accessible from the travel agencies such as Al-Hanove Libya Travel Services.

It is worth mentioning that guidebooks are labelled only in Arabic, but there is general description in English where tourists can take advantage of understanding Tripoli's touristic attractions. While someone with access to information packages or marketing materials can equally get the information from other tourists. In real sense, a tourist needs to have information about accommodation and other services like food and market places.

The marketing materials contain the most recognizable landmarks castles, such as Al-Saraya al- Hamra, located on the eastern side of Tripoli city, next to the Central Square. In addition, there is the shopping centre with variety of restaurants and hotels. However, the marketing information is self explanatory as they suggest how a tourist can stay in Tripoli. For instance, Within a period of two days, a tourist can visit some of the famous landmarks of the city of Tripoli including Arch of Marcus Aurelius, Ahmed Pasha and Gurgi Mosques and the old British and French Consulates as well as other landmarks that add to the beauty of the city as a tourist attraction. (Lonely Planet ,2007)

Furthermore, Jwaili and Al-Hasan (2004) discussed the role of SMEs in marketing Libyan heritage tourism and the strategic plans that can make services attractive to tourists as to become marketable. They recommended that the government of Libya should pursue the strategies that would make the tourism industry competitive as to become attractive to tourists. However, the weaknesses in the infrastructure of heritage tourism need to be tackled effectively as to raise the standards

of services. In broader sense, the provision of services is the right way to market heritage tourism in Tripoli. It is also important to raise the awareness among the residents of Tripoli, as this can enforce the planning and development in increasing and maintaining the quality and efficiency of the basic heritage/ tourism-related infrastructures. Their research findings also gauge the possibility of involvement of the private sector. Above all, the Tripoli heritage administration can take advantage of and learn from experiences of neighbouring countries such as Egypt and Tunisia. In this regard, Jwaili and Al-Hasan (2004) presented three stages of the marketing interface:

1- Factors related to heritage tourism providers

2- Factors related to purchasers of products and services featuring heritage tourism.

3- Factors related to competitive advantages.

Al-Hasan et (2002) illustrated factors that assist SMEs in developing the marketing interface, which include accessibility, electronic facilities, quality of service and security. However, branding of tourism sites or tourism products can increase the revenues considerably, and also can create competitive advantage. Morgan et al. (2003) maintains that branding is a powerful technique to boost the competitiveness of a destination. Tripoli now has the capacity to accommodate hundreds of tourists but branding of services and products are at very low scale. This is because of weak marketing for Libya in general and Tripoli in particular. Coding and branding refer to the skills of key officials in heritage tourism. As a matter of fact people who are holding these positions are not very knowledgeable. That becomes very obvious given the fact that coding and branding are not given the due attention in museums.

According to Lonely Planet (2007), websites of the operating companies in Tripoli can attract the tourists from around the globe. In other words, visitors to Tripoli would be able to get the appropriate information from the Internet as well as from other sources available to them. But it could arguably be said that those companies can hardly compete in the international market, as they are falling behind compared to Western companies in terms of business skills and knowledge of the industry, which makes all the difference to potential customers.

6.3 Semiotic Analysis of Heritage Tourism in Tripoli

The analysis of photos provides a comprehensive guideline that maintains a wide aspect of a tourism destination (Finlay, 1993). The photos basically tend to highlight important aspects of the touristic process, and in effect will assist in developing relationships between the destination and potential visitors (Thomas and Wheeler, 1993). However, besides transport and accommodation other resources that can help the tourists in navigating and negotiating a particular tourism destination include local inhabitants, and professional tourist guides. Those resources can enrich the knowledge of a tourist for gaining unique experiences, and yet they seem to be insufficient to address all issues affecting tourists, (Lutz and Collins, 1994).

However, as far as the current research is concerned the use of photos simply guides the readers to gain knowledge about Tripoli in terms of its heritage development and government commitments. But the photos nonetheless, differentiate the developments of different eras, featuring the various administrations of Tripoli. Eventually, that will be in the advantage of potential tourists as to gain appropriate knowledge on the heritage development of Tripoli as a tourist destination.

Table 6.1: Description of Accommodation Facilities

Parameter	Positive	Negative
Quality	Good, comfortable, OK, adequate, clean, well-kept, well-maintained, large, spacious, airy, quiet.	Basic, Spartan, nothing special, filthy, shabby, far from clean, small, cell-like, gloomy, dingy, noisy.
Price	Cheap, inexpensive, reasonable, good value.	Expensive, over-priced, not a bargain.
Service	Friendly, helpful, pleasant, efficient.	Disorganised, indifferent, don't care
Location	In a good location, easy walking distance	Inconvenient

Source: Bhattacharyya (1997, p 374)

Table 6.2: Description of Restaurants in Tripoli

Parameter	Positive	Negative
Quality	Excellent	Very basic
Price	Cheap	expensive
Service	Attentive	erratic
Location	Close and easy to find	Hard to locate

Tables (6.1) and 6.2 shown above highlight the importance of residential facilities

as well as the restaurants for tourism, where potential tourists get the comfort and food they are looking for during their stay. Even though the services provided to tourists so far could be described as reasonable, and yet improvements need to be made to match international standards.

6.4 Semiotic Analysis of Tourist Destinations

While analysing the virtues of Tripoli as a tourist destination, it will be appropriate to use photos featuring modern and old Tripoli. The photos only give some idea about the government's approach and in dealing with the issues of tourism.

The work of writers of publications like 'Lonely Planet', where numerous researchers produced guidelines for the tourists is still debatable and varieties of views can be added to the present status of Tripoli as a tourist destination. However, the criteria by which facilities are evaluated are not explicitly identified. Thus, the evaluation is presented as an inherent quality or attribute of the photos being evaluated, rather than the opinion of a particular person doing the evaluation. It has been noticed that several western tourists prefer not to stay in the hotels due to their poor standard; this simply refers to the poor planning and administration. The evidence of photos in reality confronts with the real situations faced by the tourists. Therefore, such claims of poor planning can be verified by an independent research investigation.

Evaluation of tourists' destinations is one aspect of tourism, but the laws of the land and their implementation is highly important and deserves to be commented upon. Being a Muslim country, it is prohibited to use drugs of any kind or having illegal sex. Therefore, it is of utmost importance that the Tripoli city government make the tourists aware of these laws through different approaches. Lonely Planet, (2007), does not give any information about this aspect. It is also important that this aspect of evaluation further needs to focus on the research-based approach. The implicit ethical perspective is that the behaviour of the tourist should not be evaluated in terms of its moral implications and that, therefore, the tourist has no obligation to attend to the potential ethical consequences of his behaviour. The tourist (with the noted exception of the woman traveller and the potential for theft

by another tourist) is, in fact, above the issues of morality and ethical standards.

Another aspect of Tripoli as a tourist destination relates to beaches. The various photos explicitly highlight the realities and facts of the beaches. The analysis clearly indicates that the administration is not regarding this aspect seriously and this is continuously a neglected and poorly managed tourist facility. The tourists from western countries would prefer to stay at the beaches and enjoy their time there. It can be therefore argued that beaches are not managed well by the city administration. Henceforth the photos tend to portray a particular image of Tripoli for the readers. This research therefore, maintains that there is a great potential for Tripoli as a tourist destination in terms of its beaches, and that an administration with commitment to tourism industry in Libya can make all the difference. However, tourist is the best judge, but apparently, it is an easy task to keep the tourists pleased, as many other aspects of the infrastructure have not been touched in this research, such as airlines and transport system in and around Tripoli.

Cohen (1985) did mention the communicative aspects of the destinations and sites. Therefore, the analysis of the virtues of Tripoli as a tourist destination could be indicated by photos as well tourist opinion. The methodology used in this research satisfies the criteria pointed out by Cohen. In other words, certain photos in the local environment are narratively marked (MacCannell 1976) as worthy of the tourist's attention: a bazaar might be described as "colorful", a fort as "worth a visit", a Church as "interesting". In this sense, a photo-based approach distinguishes the authentic from the inauthentic (Culler 1981). In this regard, three categories of authentic sites are identified: the natural world (geophysical or biological settings); historical sites such as museums. As many researchers have noted (Albers and James 1988; Lutz and Collins 1994; O'Barr 1994), photographs are particularly powerful in communicating a particular representation of another culture. Hence forth with, the results of photos establish the fact that the earlier inferences of the above mentioned researchers are in line with the findings of Tripoli as a destination for heritage tourism. Morgan and Pritchard (2004, p.60) argue that: Most destinations have superb five-star resorts and attractions, every country claims a unique culture, landscape and heritage, each place itself as having the friendliest people, and high standards of customer service and facilities are now expected.

6.5   Content Analysis

This analysis is applied to the existing facilities in Tripoli as a tourist destination. It is highly important to focus on facilities such as airlines, local transport system, the post office service, banks, mobile phone shops, hotels, and restaurants. Yet, it important that content analysis also focuses on the local guides who are fluent in foreign languages particularly English and French. But nevertheless hotels should become the main focus as they are indispensable for any tourist activity. However, it remains the government's responsibility to provide a reasonable hotel service to tourists. In this regard, a number of hotels have been shown and presented by Lonely Planet (2007). In quality terms those hotels range between two to five stars and tourists can make their bookings online.

This analysis clearly stresses the importance of providing high standard and quality hotel services to the tourists. But as a matter of fact it should be maintained that the services the services are not very good due to poor planning and lack of a well trained staff that provide reliable solutions to problems. On the other hand, the government policies also make the difference as the hotel service in Libya is not a fully privatised business. However, other issues include visa restrictions to visitors from Western countries, and poor communication due to language barriers despite the fact some local tour operators have good communicative staff though needs proper training in other various aspects of tourism. Therefore, this research highlights the poor quality and efficiency of the services available to tourists that may end in Tripoli losing many tourism markets especially from EU countries, and also from the Arabic world. In addition, the research tends to provide information about the most important tourist attractions. For example, the Castle museum, and old markets do not show the commitments of the heritage department of Tripoli, which is really unacceptable. On the other hand, the government seems to be keen about updating the infrastructure, and yet the inefficiency of the staff could waste the government's efforts.

Libya needs to develop its cultural heritage sites to promote heritage tourism particularly in its capital city of Tripoli. Unfortunately, museums and other heritage sites situated there and elsewhere in Libya seem to be far behind those of the neighbouring countries such as Egypt and Tunisia. Thus, in order to promote

heritage tourism in Libya more attention should be given to the improvement of museums and other heritage sites particularly those situated in the capital Tripoli.

In order to boost the heritage tourism industry in Libya as to make a real contribution to the process of economic development, planners and decision makers have to seek ways to make the maximum economic use of the capital Tripoli as a major destination for heritage tourism in the country. The facilities around the heritage sites should be designed in such a way as to provide the maximum comfort and entertainment for potential tourists and visitors to the city particularly the foreign visitors. Furthermore, heritage tourism products could be improved through proper evaluation and training of staff. To reach that end, the government needs to encourage more investment in the area of heritage tourism in the capital Tripoli as well as other tourist destinations throughout the country. However, investment should focus on infrastructure projects such as roads and hotels around and near the heritage sites to facilitate easy access to them by visitors and tourists.

Finally, the government could seek assistance from neighbouring countries particularly Egypt where the heritage tourism industry is flourishing to such extent that it is contributing billions of US dollars per year to the economy of that country.

Table 6.3 highlights the importance of content analysis regarding hotels, especially in Tripoli. It can be established that accommodation facilities are indeed adequate enough to state that only Tripoli has a great potential to accommodate nearly 14919 people/tourists. This means that throughout the year, the city can generate quite sizeable revenue for the country. This analysis indirectly accords with the view of Urry (1990) who argued that status differentials cannot be only copied from the tourist's wealth, but also from the "tourist's gaze" . But the fact has to be accepted that the facilities are not that well advertised, as they should have been like transformation of tourism activities by Bruner (1991).

In addition, content analysis is shown in Table 6.4, which clearly demonstrates that tourists are assisted through the provision of different services. There can be some problems with the services, as has been recognised by Dabour (2001) who stated that such problems in the tourism sector of OIC countries including Libya can be eliminated through the implementation of best practices.

Moreover, it can be seen that though museums attract the tourists to the her-

Table 6.3: Number of hotels, rooms and beds available in Tripoli and other areas.

Name	Number of hotels	Number of rooms	Number of beds
Tripoli West	154	8318	14919
East	71	3832	8385
Central	15	702	1592
South	28	786	1527

Source: Tourism Plan, 2004-2006, Ministry of Tourism, Libya

Table 6.4: The enterprises that form the tourism industry in Libya

Type	Number	Public/Private	STE based[*]	%
Local Tourism Authority	4	Public	No	0.1
Hotels and Guest houses	195	p/p[**]	Yes	4.875
Museums	18	Public	No	0.45
Historical sites and buildings	19	Public	No	0.475
Nature reserve services	6	Public	Yes	0.15
Sports and sport recreation services	12	p/p[**]	Yes	0.30
Tourism education and Training Institutions	6	Public	No	0.15
Tour operators	15	p/p[**]	Yes	0.375
Travel agents	225	Private	Yes	5.625
Restaurants	500	Private	Yes	12.5
Take away and cafes	3000	Private	Yes	75
Total	4000			100

* Small Tourism Enterprises.
** public/Private.
Source: Jwaili and Al-Hasan (2004)

itage sites, where cultural aspects highlight the significance of former eras, the service providers are coping with the influx of tourists into the country. Tripoli being the capital city welcomes every tourist, and tourism heritage sites including museums are visible attractions. The interpretations of tourism objects play a pivotal role in presentations, as Watson and Kopachevsky (1994) nearly two decades ago acknowledged the importance of presentations through interpretations of the tourism products. As a matter of fact, content analysis of heritage tourism sites in

Tripoli needs future independent research.

The purpose of this section is to present the data about content analysis. The idea focuses on the terms used to describe tourism facilities. This further means that how the academicians, researchers, and others have used these terms and how many times in their narrations. Therefore, the following table highlights and depicts the idea. This is understood that 'tourism' is the combination of many aspects, such as heritage, beaches, landscape, museums, culture and people. Though cultural aspects are very wavering in this context, but still, its use twice simply satisfy the criteria of the issue. In addition, word as landscape has been only noticed once during the pages reviewed. The foot prints of especially Muslim rulers of Turkey left measurable contributions on the land of Libya. It is worthwhile to mention that the word mosque has been written or used 38 times. This further explains the interests of the non Muslim governments, especially Italy, where it can be seen that the purpose built mosques were not demolished rather protected. The word people were used twice, this means that the author was focusing upon the attractions and especially heritages.

The approach to discuss the tourism attraction is here linked to the use of words that well suit to the tourism. There are some specific words that can be used while discussing the attraction by exactly showing the numbers. It is not surprising that the Table 6.5 shows that the word museum is used 51 times; this figure might not be as reported in the book but still indicate the worth of museums. The southern part of Libya is not included in this research investigation. The word castle has been used 9 times.

While analysing this as a content analysis it clearly demonstrates how the museums can accommodate visitors on the land of Libya. Libya is the leading country in Africa because of many reasons such as economic developments, and many people across the borders are working in Libya. This is indirectly attracting them as tourists including others such as EU visitors and other Arab States. Off the total attractions, it is worthwhile to see that the government of Libya has invested financial and human resources to show its heritage in museums. Lonely Planet (2007) directly justifies the above claims about the museums. Though Libya has enough oil and gas resources but still require having alternate sources. Thus, tourism can take

Table 6.5: How many times certain things are said while explaining attractions, including people

Aspects	Number (page)	Number (page)	Number (page)	Number (page)	Number (page)	Total
Heritage	1(p14)	1(p51)	1(p78)	2(140)		5
Beaches	1(p68)	1(p107) 1(p109)	1(p134)	1(p140) 1(p149)		6
Museums	1(p20) 1(p23) 1(p27) 1(p51)	1(p76) 1(p 78) 1(p79), 1(p80), 1(p81), 1(p89) 1(p98)	1(p83) 1(p100) 1(p98) 2(p101) 2(p102) 3(p104) 3(p108) 1(p110)	2(p112) 4(p116 117,118) 2(p119) 1(p120) 1(p133) 2(p134) 2(p136) 2(p137) 1(p138) 1(p144) 3(p147)	1(p153) 1(p161) 1(p169) 2(p190)	51
Castle	5(p81)	4(p82)	1(p175) 1(p193) 1(p209)	1(p205)		13
Landscape	1(p8)					1
Culture	1(p13) 1(p32)	1(p44) 1(45) 1(p47)	1(p50) 2(57)	2(p70)		10
Churches	1(p6)	1(p88)	1(p135) 1(p137)	3(p148) 2(p149)	2(p150)	11
Mosques	3(p54) 1(p71)	1(p73)	4(p74), 1(p75), 1(p76), 1(p78),	1 (p82), 4(p83) 1(p84), 4(p85), 4(p88) 2(p89) 1(p90) 1(p98)	1(p108) 1(p109) 1(p118) 2(p127) 1(p139) 1(p159) 1(p163) 1(p169) 1(p172) 4(p171, 173) 1(p195)	
People	2 (p5) 1(p29) 3(p30) 2(p36) 1(p39) 1(p42) 1(p44)	1(p45) 2(p47) 2(p48) 4(p49)	1(p50) 1(p65) 1(p66)	1(p70) 1(p77) 1(p80) 1(p96)	1(p135)	28

p: Represents page.
Source: Lonely Planet, Libya, Ham, (2007) Second Edition

the burden and ease the pressure on the natural resources. This is also important to hold that the government did deviate its economic resources to uplift the face of tourism through developing museums, mosques, and others.

Now we have to look upon the heritages especially and which ways, this content analysis reach on a conclusion to motivate the tourists around the globe. There are two types of for a heritage destination as of tourists and researchers/students. The heritage sites though suggest just 5 times in the above table but obviously this is enough to attract tourists. The other facilities regarding boarding and lodging are competitively enough to accommodate thousands of visitors during the spring and late winter seasons. Though there are many heritage sites scattered over the different destinations, but the most imminent heritage sites are well located in and

around Tripoli.

When we look upon tangible (physical) and intangible (indefinable) aspects of the content analysis, it can be seen that the museums and mosques can be considered as tangible aspects of the content analysis, while intangible refer to the other facilities that might not remain the same as the time changes. The leading examples can be given about transport facilities including road side hotels. It is further presented that the facilities existing today might wipe out due to the fact government planning about the roads and others.

There were 6 main beaches that can attract and accommodate the tourists in Libya. These beaches also give rise to know the interest of the government. The beaches are visited not only by tourists but also by local Libyan people.

There 12 times word castle is used, the castles in and around Tripoli present etiquettes of the generations and different governments lived or stayed in the country. The castle also indicate the architecture used during the times. The castle represents different aspects of a Libyan society. The word landscape is used only once, may be this is not correct, as the Libyan towns and cities represent the landscape un-imaginable, therefore, it is highlighted that landscape can indirectly also suggest the level of education and economic well being of the people. Without culture, there is no way to discuss the Libyan tourism facilities and attractions. The Libyans being Arabs represent the strong culture, which can be seen through various debates between the foreign forces and the local people. However, the Lonely Planet (2007) repeated this word 10 times. While explaining and describing culture, The Islamic values are regarded as a priority, as because of this, the Muslims cannot be dealt with, and especially Libyans, whose majority comes from the original Arabian Peninsula. Two main tribes such as Banu Salem and Suleman migrated to Libya, who brought the Arab culture to Africa. The Muslims are obliged to pray in the mosques, as there is more rewards for attending the mosques. This is each and every Muslim's duty to build a mosque. The Lonely Planet (2007) used this word at-least 41 times. This means while discussing different aspects of the Libyan territories, each government took interest in building a mosque. Hence, this is also important to see the interest and care of the previous government, how keenly, it directed the funds towards mosques, and this is not enough, Libyan government

does have a independent ministry, who is only responsible for building mosques.

Tripoli does have churches, and accordingly, this word is repeated nearly 8 times. This also shows that the Libyans being Muslims have a big heart for those who wanted to attend services in the churches. These churches are also being used by the foreign missions especially from Europe.

The word 'people' is used 28 times, and this simply envisages that how important the people are? The people's role is magnanimous and upright, as tourism in Libya cannot be successful, if, people of the country do not cooperate in excelling the tourists' activities. The people can be described or judged from many aspects, such as people as tourists', people as managers' and people as services providers'. Therefore, people role relies upon the conditions and activities. The people plan, organise and implement the decisions made by the people. Those who finally made decisions, again people can be beneficiaries. In case, people's role is minimised, then again people will suffer. The words that are presented in the above table simply predict the importance tourism related aspects of Libya. There can be more words taken in terms of content analysis; these can be hotels, transport, and offices related to tourism, including services provided during tourism activities.

The question is how content analysis can help in evaluating the existing tourism activities? As a matter of fact tourism activities require continuous improvement, hence, content analysis can guide the planners, implementers and decision makers to see the existing facilities and bring the skills and capabilities to move forward. Lonely Planet (2007) though pointed out the strong arguments in presenting the cities, their ability to attract the tourists in reference to content analysis. Therefore, researchers and academicians can take the advantage.

This book was written in 2007, and afterwards Libyans witnessed many changes, it is likely that some of the information might not be there as shown in the book. However, it might require conducting research again, but the data provided until 2007 seems to be trustable and acknowledgeable.

Table 6.6 illustrates repeat words used in the guidebook about Libya. In this part of the content analysis, the facilities that can pursue the visitors/tourists are brought to light. This is very common sense and approach that tourists travel from various destinations to Libya. During their stay in Libya, the tourists need hotels,

Funduqs, restaurants and Hammams. Libyan government and tourism authority do provide these facilities. The tourists are provided a number of options while finally deciding about their stay in Libya. Therefore, Ham (2007) also focused on the facilities, as there is a bridge between the facilities and tourists. The facilities can either bring more tourists or dissatisfy the tourists. This on one hand promote the facilities while on the other hand, de-motivate the tourists. This simply suggests that the operators should create facilities in response to the needs of the tourists. In specific purposes, Lonely Planet itself is promoting tourism attraction on the globe. This also provides enough opportunity to the tourists to decide about the facilities. Libya is well netted to Internet; therefore, the users can have an access to book their services prior to their arrival on the Libyan territories.

Table 6.6: How many times certain things are said while explaining Hotels (Funduqs) and restaurants and others

Aspects	Number (page)	Number (page)	Number (page)	Number (page)	Number (page)	Total
Hotels	1(p90)	2(p91)	2(p109) 3(p129) 2(p139)	1(p147) 1(p159) 5(p174) 1(p183) 2(p198)	1(p230)	21
Funduq	1(p90)	8(p91) 7(p92)	1(p106) 2 (p109)	3(p120) 2(p122) 2(p126) 2(p129) 3(p130))	3(p153) (p154) 2(p159) 1(p163) 2(p174) 3(p182) 1(p183) 2(p191) 2(p192)	47
Restaurants	3(p92)	5(p94)	1(p106)	1(109) 2(p130) 1(p140) 2(p159)	2(p191)	13
Hammam	4(p88)					4

The first one in content analysis is 'hotel'. This word is about repeated 21 times. This means that there were only 21 hotels in whole Libya, though it doers not convince the reader but somehow the author's experience can be trusted. Therefore, we have believe and depend upon the number and should move forward in analysing

the facilities. Hence after, 21 hotels whether or not can accommodate many tourists. This is justified through simple approach, as tourists stay for at least 14 days. Therefore, the managements in the hotels prefer to make an order of the tourists and then follow strictly. Second in order refers 'funduqs', these have a known role and ease out the tourists during their, but most specifically, the followings are differences between hotels and inns as:

1- Hotels are located in the cities. While Inns are located on the highways.

2- Hotels can accommodate large number of people than Inns.

3- Inns have small area for food whereas hotels have bigger area called Restaurant.

4- Hotels have standard rating for their service but inns do not have.

5- Inns have limited food variety compare to hotels which have many varieties of cuisine

As a matter of fact there are 47 Fundaqs, which can play a un beatable role in entraining the tourists. These Funduqs are just inns, with limited capacity. Hence it is arguably maintained that large numbers of Funduqs are needed to provide accommodation as well as foods to tourists.

6.6   Analysis of the Book 'Lonely Planet' (LP)

LP, Libya though presents an overall picture of the country and its relationship to the tourism activities. There is no doubt that the book shows discourse like Western approach. While looking critically, it can be held that if something is missing from the book. The book suggests that the people in Libya are powerless, and each every decision comes from the government, to some extent this narration is accepted but the book does not answer tourists' questions. This is defended through the following explanations. The daily life of the Libyans is not touched at all during the discourses. The rural peasant life is totally ignored, rather more emphasis is given to the urban life. The role of villages and their populations just not accounted, whereas their role is imminent even in the tourism activities. The

Libyans are Arabs, they have a culture, traditions, and social perspectives, the book simply did not reveal about these characteristics. How the Libyan marries and what kind of parties are organised is not highlighted at all.

The universities, colleges and schools were of great importance, but the author did not touch this attribution. The universities produce graduates and the very simple example of the Jamahiriya museum can be given, where the management created so many rooms and floors for presenting Libya through this media. Some of the cultural traditions are also discussed, as Libyans as being Muslims when go to others home, how they conduct themselves. The book however encourages conducting research about all the aspects discussed during the book. The stimulation of doing more can be obtained from the book. There is also general phenomenon while there is something is interesting and it stops revealing further, this gives rise to the researcher to answer hidden questions and bringing balance on the face of the presentations.

Sahara people live in the tents, this has been even not touched, and therefore, the author left many aspects for the future writers. Libya is made up from many tribes; the author has only written about two tribes while many others who constitute the Libyans as nation. The Sahara people do graze the animals especially sheep and trade, this aspect could get place in the book, the reasons are unknown. It is likely that the author could not get information in time.

From pages 6 to 16, there are picture which designate different eras or civilisations though, but this is not enough as Ottomans ruled Libya many hundred years compared to others. The pictures can correct the researchers but sources remain challenged.

The clothes wearing though shown in one of the picture but does it clears that souqs can be studied through appropriate. The author/the researcher believe that Libya imports the stuff, which becomes the leading country in the Africa. So in an inference, these aspects of the markets should be strict and monitored.

Last but not the least, the author of Lonely Planet firmly believes that the tourists can make positive have a say through appreciating culture, natural features, and others. Therefore, this has to examine how the guide books have bearable impacts on the attitudes of the tourists, (Bhattacharyya, 1997). This reinforces

to conduct research independently on various aspects of the tourism in Libyan perspectives.

6.7 Conclusions

The excellent historic sites including museums should make Tripoli one of the most important heritage tourism attractions in Libya. But nonetheless for Tripoli to compete in the international tourist markets; it has to provide the best facilities to its customers. In this regard, the poor infrastructure could be an obstacle that would prevent the progress of Tripoli as an international tourist destination. Therefore, the government of Libya has a duty to do more in order to upgrade the infrastructure in the city, mainly the hotel service and the local transport, to match international standards. Moreover, the government has to focus on photos as a means to promote Tripoli as a tourist attraction. In the meantime government planners and policymakers should be aware of the fact that photos cannot cover all aspects of tourism; in which case tourist opinion should be taken into account. That should imply the use of modern technology including the internet and other means of commercial facilities that could be of great help in promoting Tripoli as a heritage tourism attraction.

Chapter 7

The Jamahiriya Museum

Chapter six presented a content and semiotic analysis of tourist guidebooks while this chapter will use different sources of data and different methodologies. Accordingly, this chapter presents the Jamahiriya museum as a main attraction for tourists in the capital Tripoli. In this regard, the major activities conducted by the museum will be mentioned. The primary data of this chapter have been mainly gathered in form of photos taken during the researcher observation. The other part of primary data is that collected from Jamahiriya museum that inform the numbers of local and foreign visitors. The chapter commences with a brief history of the Jamahiriya museum and demonstrates the number of domestic and international visitors. Moreover, it gives a clear idea about the opportunities and activities provided by the museum. The chapter also discusses the important features of Jamahiriya museum and introduces a study and analysis of museum photographs. Through out the chapter, the researcher outlines the weaknesses of urban tourism in Tripoli and highlights the problems associated with Libyan museums. Finally, the researcher recommends several steps to upgrade and update Libyan museums.

7.1 Introduction

The Jamahiriya Museum which is a purpose built location for the, Museum, was built and opened to the public in 1931 to recreate the historic national events of the past. The site consists of an exhibition centre located and managed by the heritage trust, while the continued maintenance and restoration of the Museum itself is undertaken jointly with the Museum Trust and Heritage Trust. The Museum is one of the last be built in Libya and the first to be constructed specifically for scientific research. Museum was launched in Tripoli in 1931 as the research vessel of the Tripoli-Libya expedition. Adjacent to the Alsray AL-Hamary is a visitor centre with function facilities that feature displays on the history of Libya first expedition of 193-31. Castle au Chas Alsaraya Elhamra in the eastern quadrant of the city still dominates the skylines of Tripoli is potentially a very attractive destination from tourists and mainly sandy beaches an the shores Mediterranean and the desert, there is the potential for major tourist destination travellers from Europe (Wallace and Wilkinson, 2004).

Basically, this is called the National Museum and was inaugurated on 10th of September 1988; the President Muammar Qadhafi witnessed the event. Although the first museum about Libyan history was inaugurated in about 1978, this museum is a true picture of culture represented by the Libyans and UNESCO played a pivotal role in presenting the museum as unprecedented in the Arab world.

According to UNESCO (1989, P230-232), the total area of this museum is 10, 000 m2 and was constructed by the Skanska civil engineering company, the visitor can marvel inside the museum many civilisations who succeeded one after the other until 1969 revolution. The visitors can see all the exhibits, which displayed by using the most advanced techniques, including the use of audio-visual media. The museum is located in the heart of the citadel of Essaraya Al-Hamra (the Red Castle). The division of museum comprises of storerooms, restoration laboratory, a library including few administrative units of the Department of Antiques.

During 1976 and 1981, very highly reputable work in the museum was carried out. This was happened because of the recommendations of International Council of Museums (ICOM) and UNESCO forced to do this. The directors of the national project did a quite good work, such as compiling of inventories, collected objects for the scientific programmes, and drew architectural plans. In simple the concept of national museum was merely the version of the Museo Archeologico. This is the concept which now persists in the national museum. It should be of great importance to say that the Museum of Libyan Arab Jamahiriya presents archaeological touch including the finest collections from the old Natural History Museum. The consultants like Robert Matthew Johnson Marshall and Partners by using their wisdom increased the floor space in the exhibition halls by 2,000 m^2.

Some of the attractions photographed from inside the National Museum, these photos represent their time of governance, (see attached list of photos representing in various times, including the photos of statues made up by marble, some artefacts, tiles, Arabic desert people life, ancient musical instruments, including the old Souks, and girls sketch also showing some of the photos of emperors of Roman times).

There is another innovation created by the Higgins Ney and Partners (the firm responsible for interior decorations), the firm gave an access tunnel, where the visitors find themselves in a spacious hall; which shows all the Libyan civilisations.

The very peculiar example of the Libyan Punic tombs at Ghirzais rebuilt in the same hall including mosaic of Tripoli is also present. The colour system inside the museum presents very attractive scenery for the visitors, where a large illuminated map of Libya displays the countrys great historical sites by means of an itinerary with flashing lights. The visitors can have a multiple choice of different circuits. What ever route the visitors adopt, would take them through marble paved rooms where the visitors can admire objects displayed with different taste with reference to design, execution, and selection of materials. A complete visit of all the rooms ranges from the display of 30- million-year-old fossilized tree-trunks from Wadi-Ajal to that of modern Libyan development projects, with exhibits showing every level of Libyan history in between.

In reference to Italian occupation, of Libya, a road was bored near from the Essaraya El-Hamara citadel, the purpose was to shelter from the sea. But after 1934, there was no defensive role left for the museum, and hence museum was used for different purposes.

It would be worth while that this museum is the best one in the Arab world. When we say Arab world, it includes some of the African countries and the Middle Eastern countries. It is held that there is a no such museum in all Arab countries. Therefore, according to The Explores Club Travellers (2009) Tripoli museum is the first and best one in the Arabic world, which also has a strong ethnographic collection, a private Berber ethnographic museum in Jadu/Tarmeisa. Exhibits and presentation help in projecting and protecting the museum in the world. There is something which is poor about the museum where all items are labelled in Arabic, and it suspects how UNESCO was involved in the development of this museum. However, ground level shows several periods even back from 300,000 years. The exhibits cross through rock art and pottery up to more than 10, 000 years old until Roman times though all the exhibits are very impressive, and indeed culturally influential. There are also exhibits from the Garamantian Empire, where every thing has importance of being the part of Libyan culture and history.

Including during 1982, a joint venture with the UNESCO, the museum was further upgraded to its current state and hence became known as Assaraya Alhamara museum, which surrounds nearly 10000 square meters, and it is widely known as the

most important and richest museums in the world. As it owns unique collection of original items which shows the all civilisations from Stone Age and the prehistoric civilisations ($Ehu.com/Cities_sites/museum - of - triploi.htm$)

In Gallery 6 represents the Phoenician exhibition and it covers all Libyan cities. The first floor witnesses the transition of Roman, 2nd floor highlights Islamic culture. The third floor is less impressive when compared to ground floor; whereas 4th floor is reserved for Libyan modern history. The 5th floor did represent the culture of all times in Libya. It is worth to note that National Museum, Tripoli is major tourist's attraction; there are exhibits which depicts the history of the nation. In simple words, when we visit the museum, history of Libya persists/exists/ or what ever. In reality, Libya attracts the people with well preserved and exposed cultural treasures.

The National Museum also called al-Jamahiriya presents a very rich collection of artefacts from different times of Libyan history. It includes ancient castle also known as Red Fort situated in the Green Square, the Old City, the Arch of Marcus Aurelius, the Gurgi mosque, Entrance of Mosque of Mustafa Gurgi Pasha) and the Karamanli house. It is important to present that the Old City is a network of narrow, roofed streets, arches and covered souks, many types of modern shops where everything is available for selling. It is also noted that at some points the markets are crowded and some where it is complete dark because of the old architects. The following is the list of places which can be visited as part of tourism attractions, such as, the Green Square, Tripoli's shores, Italian facades, the Red Fort, Roman Arch of Marcus Aurelius, Beach and the Tourist Village, Hassle-free traditional Souqs (markets), Gurgi Mosque and the House of Yousef Karamanli, including Libya's history at the Jamahiriya Museum, and the Old Medina. (www.jorgetutor.com)

After the official opening of this national museum, this became the Tripoli's major public attractions. During March, 1989, there were over 50, 000 people who visited the museum. The original style of display, the architectural and muse graphical integration of a very modern building into an ancient setting, including the explanatory panels in Arabic and English including the use of video monitors in the main galleries presenting short documentaries about the history of Libya and its people. Hence, the Libyan muse-elegists and their counterparts in other parts

of the Arab world should keep an eye on this level of museum and as time goes by; they must change the scenarios and incorporate as desired to fulfil the needs and requirements of cultural aspects.

It is the first of its kind in Libya devoted to the nation's historical heritage. The project was initiated by the government involving a number of experts in all related areas led by the Libyan department of Antiques, and featuring the UNESCO, the International Council of Museums (ICOM). The project then thought consultancy from a number of countries including France, Italy, Swede, Portugal, Switzerland and Poland. The museum aimed at fulfilling a range of cultural functions besides serving as a centre for documentation and research. Yet, in order to function properly and cope with modern museums worldwide, the museum had to be a lively place where visitors could find recreation and entertainment as well as a source for information and learning. To reach that end however, the museum now houses relics of the many civilisations that succeeded one another on Libyan soil from Lower Palaeolithic era to the recent era culminating in the September Revolution in 1969. The museum also serves as a centre for the countries extensive natural history collection. The red castle building where the museum is located is one of the most important monuments in the country dating back to the Ottoman era. In order to set the stage right for the sound and light programme the UNESCO has provided its assistance where an artificial lake has been built. This location in the old city of Tripoli and its proximity to the modern part of the town were significant factors that make this choice appealing to visitors.

The museum has been one of the most popular visitor attractions since its opening in 1989. It is the most visited historic tall in the country. Many of the items on show have never been on display to the public before. For example, the visitors may test their skill in historic. The long history of Tripoli, as the capital city of Libya, since its establishment in 600BC, has resulted in a rich cultural heritage with many historical monuments and a well developed urban structure. Three sites, Loptis Magna, and Sabratha, bear witness to the life that flourished in Libya during the Punic, Carthage, Greek, Roman and Byzantine eras. These sites-and particularly Leptis and Sabratha are attracting attention from many foreign archaeologists, "including teams from France, Italy and the United Kingdom". World Heritage (1995)

The main management goals for visitor experience to be gained at Jamahiriya Museum are those of an informative, educational and entertainment. However, to fulfil those goals, the management has modern technology to help the visitor attain the maximum experience. Moreover, the visitor centre has an interesting series of displays with photos, montages, audio-visual and multimedia presentations, information and actual relics from the Libya.

7.2   Visitors to Jamahyria Museum

According to Anag (1994) while discussing the 'The Jamhiriya Museum' indicated that the museum conducts activities for the students including special state guests. In addition, museum provides opportunities to conduct research for the various educational and research organisations at national and international levels. The museum plays a pivotal role as a complementary educational institution and actively participates in scientific research. The tables shown below indicate the number of international and local visitors that visited the Jamahyria museum during the years from 2004 to 2009.

7.3   The Number of Visitors to the Jamahiriya Museum in 2004

Tables 7.1 to 7.6 present the data for the visitors to the museum from 2004 to 2009. The museum which is the biggest heritage tourism facility in Libya was refurbished during 1999 at a cost of millions of LD, and was opened to the visitors. When we discuss the urban tourism, museum is a part of it. Any home or overseas visitors would prefer to visit the museum. It represents the strong civilisations and national identities through the display of objects from the time of former governments in Libya.

The data for 2004 shows that the number of Libyan people who visited the museum were 8866, but later this number rose and by the year 2008, there were 17630 visitors from Libya who visited the museum. The pattern of visit by foreigners is quite interesting. In 2004, there were only 9905 tourists who paid a visit to the

Table 7.1: Number of visitors to the Jamahiriya museum, Tripoli, 1-1-2004 to 31-12-2004

Month	Libyans	Foreigners	Libyan students	Total
January	428	729	688	
February	700	500	800	
March	900	1100	1800	
April	1000	1300	3300	
May	1121	1060	535	
June	679	260	240	
July	500	200	500	
August	600	300	400	
September	800	500	200	
October	635	1200	200	
November	765	1000	200	
December	738	1756	200	
Total	8866	9905	9063	27837

museum. However, their number started increasing steadily and the year 2007 witnessed the highest number of visitors. Then it declined but the figure was still higher than that for the local Libyans. The Table 7.3 shows there was a 50% drop in year 2008. This could be attributed to many reasons. However, one reason could be the non availability of technology. The data for foreigners' visits already indicated that the majority came from the west; therefore, Tripoli museum must have the latest technology in its presentation. There is no doubt that problems with language communication could be another reason for the drop in number of foreign tourists.

The data also indicate the interest by the Libyan students who visited the museum, but from a population of 6 million, the number of Libyans including students who visited the museum is not encouraging. The population of Tripoli is nearly 1.5 million and only a very small proportion of them visited the museum. Therefore, this needs to be investigated independently and the results made available to the people locally and globally. However, the response is not encouraging at all.

Nevertheless, the national resources in terms of money and trained personnel were forced to bring the necessary services to the museum, but the levels of tourists visits are nearly beyond the expectations. There is also a doubt that this could be

due to the failure of the government. If the museum could not attract adequate number of tourists and visitors, it might lead to problems. It is also surprising to note that the education department in Libya is not brining students to the museum. Basically, the museum is the heritage of all Libyans, and the education departments from across the country should have recommended visiting the museum as part of the national curriculum. There is another argument that relates to the lack of integration of education and tourism studies in Libya.

Table 7.2: Number of Visitors to the Jamahiriya museum, Tripoli, 1-1-2005 to 31-12- 2005

Month	Libyans	Foreigners	Libyan students	Total
January	1400	686	112	
February	1600	800	500	
March	3900	1000	1700	
April	5100	1600	2050	
May	4100	4100	2300	
June	1200	800	500	
July	1300	1000	1600	
August	1000	830	300	
September	900	1800	200	
October	400	7500		
November	1000	6300	200	
December	786	4000	285	
Total	27710	11447	11447	50604

The maximum annual visitation at Museum is about 100,000 visitors, they represent educational institutions and foreigners. Above all it is maintained that visitors were students, and the museum attracted nearly 13390 students during 2006, adults 15392, and there were 63344 foreign visitors. It is also estimated that 12% of all visitors to the country visit Jamahiriya Museum. According to Prentice et al. (1998), the dilemma facing the management of visitor attractions, such as Museum, is that in order to improve the service at these attractions, they need to understand the process by which the visitors interact with the media in a better way. To achieve that, managers may need to employ more intensive and invasive techniques for measurement. These techniques may include video surveillance of visitors, a technique which might cause some sort of interruption and inconvenience to the visitors. In

Table 7.3: Number of visitors to the Jamahiriya museum, Tripoli, 1-1-2006 to 31-12-2006

Month	Libyans	Foreigners	Libyan students	Total
January	1178	3475	386	
February	1113	4246	1463	
March	1480	6700	1701	
April	1900	8500	5500	
May	1221	3823	800	
June	1072	3014	779	
July	1347	2980	670	
August	1613	3127	931	
September	1177	4226	290	
October	933	8239	256	
November	1245	7584	254	
December	1113	7430	360	
Total	15392	63344	13390	92126

Table 7.4: Number of visitors to the Jamahiriya museum, Tripoli, 1-1-2007 to 31-12-2007

Month	Libyans	Foreigners	Libyan students	Total
January	2296	4653	528	
February	1804	5145	680	
March	1600	5900	1100	
April	1800	9700	2800	
May	1300	3300	1360	
June	1100	2799	600	
July	1300	2200	290	
August	1800	3200	250	
September	900	3500	99	
October	700	5900	100	
November	1400	5100	200	
December	1167	1735	422	
Total	17167	53132	8449	78748

their view, these techniques not only raise ethical issues, but they can also destroy the very product offered, and act against the commercial success of the attraction.

The dilemma facing the management of heritage attractions is how to establish a balance between the welfare of visitors and that of the attractions. In the past, however, a limited attention was given to the human dimension and that all

Table 7.5: Number of visitors to the Jamahiriya museum, Tripoli, 1-1-2008 to 31-12-2008

| Month	Libyans	Foreigners	Libyan students	Total
January	2133	1665	685	
February	1700	2096	900	
March	1800	3500	1400	
April	1700	4300	3000	
May	1700	1700	1500	
June	1700	1400	900	
July	4180	300	1046	
August	800	800	400	
September	200	600	400	
October	700	2900	100	
November	500	3500	500	
December	517	1296	443	
Total	17630	24021	11247	52898

Table 7.6: Number of visitors to the Jamahiriya museum, Tripoli, 1-1-2009 to 31-12-2009

Month	Libyans	Foreigners	Libyan students	Total
January	583	1400	357	
February	1300	1300	500	
March	800	2700	600	
April	600	2700	1000	
May	800	1900	1500	
June	600	800	1300	
July				
August				
September				
October				
November				
December				
Total	4083	10800	1300	20140

Type of visitors	2004	2005	2006	2007	2008	2009
Domestic	17929	29157	28782	25616	28877	58383
International	9905	11447	63344	53132	24021	10800

management concerns were directed towards the preservation and protection of the heritage sites. But with the dwindling of government finance and the rising role of tourism as an important economic resource, the management of the heritage attractions started to consider visitors and ways of attracting and catering for them. Consequently, with the advent of the Libyan Arab Jamahiriya Museum of Practice
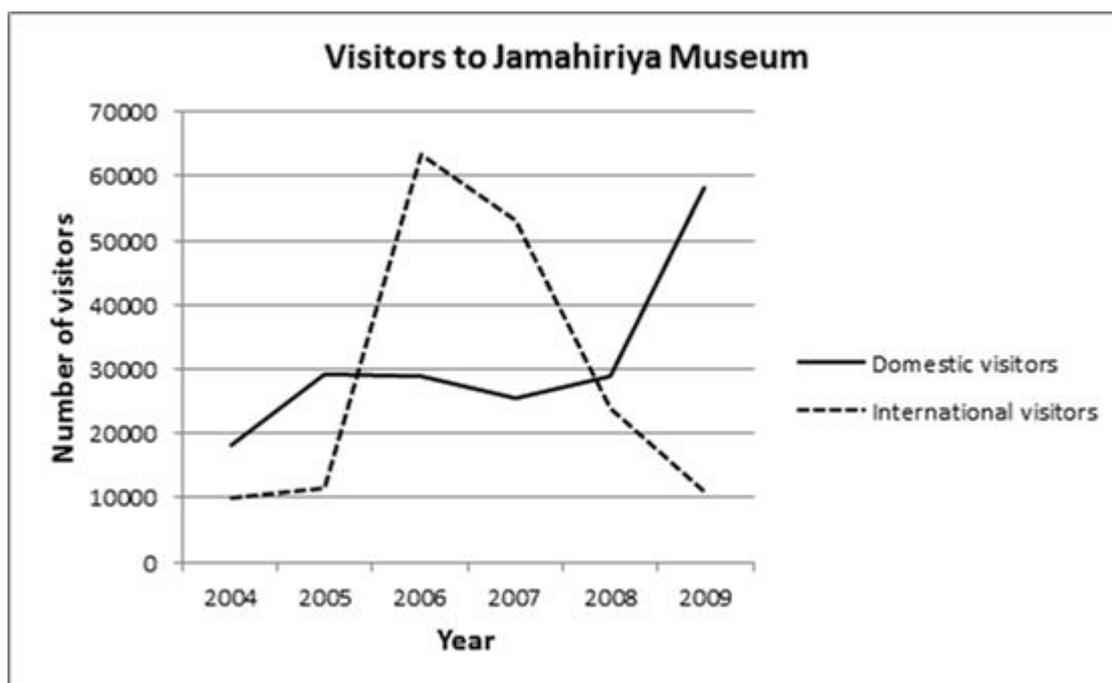
for visitor attractions, heritage managers have started to focus on providing high quality service for the visitors. Moreover, the relationship between these managers and the visitors has become symbiotic in nature. It is argued that the former need the latter to help justify the way heritage sites is being managed, whereas the latter need the former to look after the product in order to provide them with a high quality service.

It is postulated that the effectiveness of communicating historical information at a certain heritage attraction relies on the ability to construct images, convey information and engage and interact with the visitor through social exchange or otherwise. Hence, the closer contact visitors have with the heritage attraction, the more meaningful and enjoyable the heritage tourist product becomes. Therefore for managers to succeed an understanding of the heritage-visitor relationship is imperative. In this respect, negative visitor impacts such as overcrowding and congestion can lead to a reduction of the visitor experience. As a matter of fact this will cause a great damage to the visitor-heritage relationship.

However, many solutions have been proposed by experts in order to sort out the negative visitor impacts. One of the proposals is to introduce slightly higher admission prices. The supporters of this proposal believe that high admission prices may likely draw the attention of visitors to the uniqueness and importance of the site

161

and makes them change their behaviour towards it. Furthermore, the use of modern technology could produce good results in reducing visitor impacts. However, in the view of some, these modern techniques may raise ethical issues as well as act against the commercial success of the attraction. The Libyan Arab Jamahiriya Museum is a goals outlined by the management include informative, educational and entertainment. However, the management has resorted to the use of modern technology in order to fulfil these goals, and help visitors attain the maximum experience possible.

7.4 Museum Organisation and Planning

In every country in the world, culture aesthetic sentiments are an important issue. There is much method which satisfies with work of museums. There is considerable interest in service of museums. Museum is social institution, which perform exhibition and convey, collect and conserve a natural world and mans representative inheritance. These works of museum bring about visitors. The reason is because People visit the Jamahiriya museum to obtain some good inspiration from old knowledge and works of art, which are conserved by museums. On other reason from the museum people can learn foreign country about culture, history and art. Importance of museum to day

- Reflect culture, history of a country.

- Technological development of museums, audio visual,

- Services offer to people reader, book, Journals and guide, lecture.

- Exhibitions, guided tours, film

The Jamahiriya museum uses state of the art techniques including the audio-visual media. The museum comprises sore rooms, restoration laboratory and a library. This presentation has aimed to discover parts of museums for people. Most museums given chance that can approach to arts though the museums works and offer audio-visual materials under the category of museum, there are a concert, a lecture meeting, a ball and special exhibition.

162

Libya Museums also play a major role in educating visitors particularly children, though this role stops short of providing regular learning which remains confined to schools. But nonetheless museums should be supporting the process of school learning. In this regard, the desert as a common feature in the Arab world could inspire the idea of a mobile museum in which case such a museum will be of great educational value for the Bedouin tribes in the Arab world.

However, visiting museums has become a way to contribute to knowledge and pleasure away from the traditional atmosphere of classrooms. So to speak museums have become entrusted with many duties. Hence, besides their major task of protection of national heritage from destruction, they conserve natural samples of animals and other natural elements and antiquities or any other objects which tend to stimulate public interest. So, modern museums need the involvement of modern technology to display collections in a satisfactory and more convenient manner to appeal for potential visitors. The security issue is also important for museums to protect the collections from acts of vandalism, theft and where possible natural disasters.

As a matter of fact museums are about collections, appropriate buildings, trained personnel and visitors. However, as far as the buildings are concerned old buildings are always inadequate to be used as museums, and yet such buildings could become suitable for this purpose provided they are properly being rehabilitated in which case they will constitute a genuine part of the heritage to be protected. On the other hand, a well trained personnel is a very important requirement for a museum. Training can either be undertaken by specialised centres or otherwise through on job training through seminars, symposiums, workshops etc. However, another aspect of training involves the exchange of experience. In this regard, the collaboration of the ICOM experts should make all the difference through advice and support for establishing an inventory for teaching museology and making contacts with relevant institutions for the selection of trainers. Yet, this should imply continuous personnel training as well as specialised courses for professionals to keep pace with the state of the art developments in the business.

The state of Libya is aiming at training a new generation of archaeologists undertake the task of administering and protecting the heritage of antiquities from

being lost through disintegration, theft or damage. However, to reach that end several public and specialised museums have been established in major Libyan cities. These museums have been designed to match international standards by using the state of the art technology. It also serves as a lecture room for visiting groups particularly school children and students who constitute the majority of the museum visitors. The gallery of prehistory occupies a mall exhibition with artefacts dating back to the lower Palaeolithic period featuring stone weapons used by early humans. The exhibition gradually moves from simple to more refined artefacts. This is where explanatory panels and drawing become important to highlight the significance of these artefacts in terms of paleo-climate and paleo-culture. However, the exhibition tries to make a point that what is now a barren and arid desert has one time been a blooming garden with lakes and rivers teaming with crocodiles, hippos, fish and fowls and all types of tropical wildlife. From the panels one can learn that the region underwent at least four phases of wet and dry cycles in the Pleistocene, as the distribution of the different artefacts would suggest. The exhibition also suggests that the level of intelligence required to make these tools is not less than that required to make modern tools.

7.5 Important Features of Jamahiriya Museum, Tripoli

The museum represents four different civilisations. They are highlighted in this part of the analysis. The old city has the superiority in having the museum which is the biggest urban tourism development in Tripoli city. The researcher took some photographs from inside the museum representing various civilisations. There were many nations in Libya such as Phoenicians, Carthaginians, Romans, Muslims, Spanish, Ottomans and finally Italians. The cultural heritage originates from the Ottomans, Romans and Arab's own as well as Greeks. The photographs show the cultural and other differences. As the Ottomans were Muslims, they maintained to a certain extent the superiority of the Islamic culture during their time in Libya. There are images of that time showing where the rulers had their offices, the way they dressed and the musical instruments they had. These images were originally

made using copper and brass metals. Although each picture is labelled and a description is provided nevertheless the museum's staff and curators help the visitors with additional explanations of the objects.

The main destination from a tourist perspective in the city of Tripoli is Jamahiriya Museum. It has been improved by allocating many resources. It can be seen that there are three levels/floors in the museum, each floor presenting different area of interest to the visitors. The objects are described by the employees for the visitors. However, the photographs are self explanatory. Each photograph is labelled with a brief history. The photographs inside the museum in the city of Tripoli of course show each area of Libyan history. It means that the city holds the complete history of the country inside the museum. There are basically five aspects which help in defining or explaining the photographs. These are natural scenery, built structures of historical significance, social nature, symbolism, peace and evolution. However, this author took the advantage of already concluded research such as Jwaili et al. (2004) who indicated that photographs can attract the visitors and there are many layers which need to be explained. Hence, this researcher took a series of photographs from inside the museum. These photographs show history, social traditions, buildings and symbols from the time of various governments in Tripoli, especially Ottomans, Italians, British and French (Figure 7.1) clearly shows the different eras and the people who ruled in Tripoli.

Figure 7.1: Images of those ruled Tripoli.

The Roman pictures in the museum reflect the life style adopted and how the

people accepted it. In superimposing a different culture on the Arab land, there are visible differences. Figures 7.2 and 7.3 present examples of Roman architecture in the city of Tripoli. It is important that the city having preserved such old heritage buildings to be able to attract tourists for generations. Sjodtrom (1993) recognised the efforts of Romans along with local people of Oea (Tripoli) in planning and building the city. The old Medina (the old City), Tripoli has its narrow lanes and its labyrinth of meandering markets and traditional buildings.
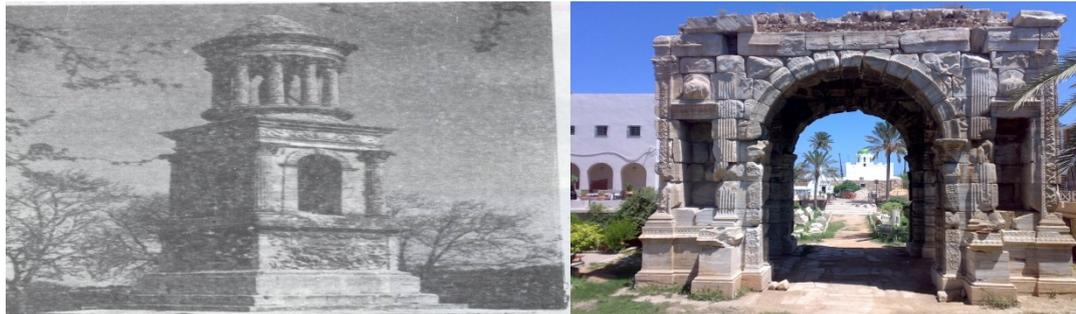

Figure 7.2: City during Romans, Tripoli Arch of Marcus 1685. Figure:7.3 Arch of Marcus Aurilius (146 AD).

The most important part refers to the Arab culture presented with the help of pictures in the museum. The types of dresses, the men and women wore during Roman times and the traditional ways of preparing foods from wheat grains and how the olive oil is extracted in the villages can be seen in the museum. This all shows how the Berbers played an important part in the history of Libya. Figures 7.3 and 7.4 show the traditional methods of food preparation and extraction of olive oil.

Figure 7.3: Reconstruction of a typical Tripolitanian Olive press and olive orchards.
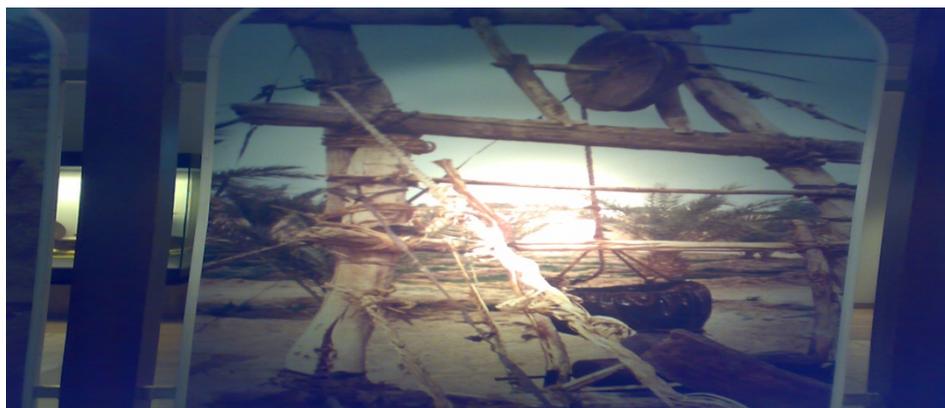
Figure 7.4: Water pulled up from the well with the help of animals.

Different photographs show various eras in the history of Libya. There is a Roman marble statue of a young man in the museum, Tripoli, Libya. One picture shows how the Arabs could make hats, baskets and pots from the palm trees. This truly reflects the Arabian culture. Figures 7.5 to 7.7 highlight the Arabian culture in Libya. The cultural artefacts are clearly displayed in the museum and demonstrate the museum's potential for attracting more tourists in days to come.

Figure 7.5: Arabic desert people Diorama/Culture and traditional clothes.

The photographs above give an impression of the ways the Libyan used to live in the past. It can be seen that the women wore traditional clothes in the old times. However, there are differences between the clothes even during the same period. This is due to varying levels of income. Photographs (Figure 7.8 and 7.9) show that women wore modern clothes in that time. Hence, it can be said that the museum has preserved every aspect of life of Libyans which is the main subject of this part of this research. It can also be inferred that the attractions are both traditional

Figure 7.6: Life in the Sahara desert.

Figure 7.7: The leaves products of palm trees.

and modern and can attract tourists.

Now when we study these photographs, we need to know how they could be trusted in attracting the tourists. It has to be acknowledged that photographs are the first media which show the area, people and its culture. The tourists wishing to visit different places of interest first see their photographic images. The world maps are everywhere which encourage or discourage the visitors to go to a tourism place or attraction. Basically, in this discussion Ottomans and Arab cultures are discussed together. The Ottomans were Muslims and side by side they ruled Libya but maintained the cultural aspects. Therefore, the conclusions from photographs can be compared to those by Rapport (1969) who argued that symbols serve as a culture by making concrete its ideas and feelings. Now when the photographs are critically analysed in this research it is of great importance to determine whether or not they really represent the three cultures in the museum. It is important to see

Figure 7.8: Tripoli Folklore (Traditional).

Figure 7.9: Tripoli- folklore traditional / Festival.

here how the signs shown in the museum could be accepted as Islamic traditions. In addition, it is worthwhile to mention Lynch (1972) who suggested that the past can be studied through the developments of identity because it is very crucial for dealing with present and future. Moreover, Altman (1980) described culture as feelings and behaviours shared among a group of people in differing ways.

With regard to Italians, it should be noted they claimed that the traditional Libyan house was nothing more than an ancient Roman one. Fuller (1992) fully

endorsed this claim and firmly believed that the Libyan environment completely supports the Italians way of having government in their country. Hence, the photographs taken in the museum can be compared to today's situation. Earlier there were arguments that the Libyan culture was under threats and how these threats could be addressed. In terms of urban development especially in tourism, it is further pointed out that new urban development in Tripoli could attract more income and create more jobs for the people. Telfer and Sharpley (2007) and Scott (2009) agreed that the financial support could indirectly create new opportunities for integrating economic activities with the urban development. However, the results clearly suggest that the National Tourism Plan in improving the museum can break the barriers and attract more home visitors as well as the foreign tourists. There is a third aspect that theoretical ideas might not be compared to the temporary exhibitions. This argument weighs both ways. There are chances that no other approach could address the issues other than photographs. Therefore, in this case, it is highly likely that due to no alternative and available facility the scenarios can change.

It can therefore be concluded that the photographs and their explanations are the best way to present the discussion about the museum in general and the old and the new city as an urban development for tourism in particular. Amin and Thrift (2002, p.26-27) observed that a city's development depends on creating facilities like communication and transport networks (roads, rail and others) which connect it to other cities. Therefore, Tripoli's development can be seen in two areas, the old and the new city. The tourists stay in the hotels. Therefore, the facilities remain part of the development.

The data analysis of the old city shows however, that it has not attracted a large number of visitors. This could be due to many reasons but the apparent argument is the one which supports or rejects the resource allocation policies in the area of cultural heritage. Barrio et al. (2009) drew a different inference as both rural and urban museums were the basis of their study in Spain. The results of study of Jamahiriya museum can also be compared to those by Jaen (2011) who as a matter of fact insisted on the use of technology in helping the tourists during their visit to the museums in Spain. The results of our analysis show an old approach but quite

comparable to the today's modern technology and applications.

The four civilizations' footprints in the museum confirm the diversity in objects and their presentation clearly suggests that the Tripoli museum is the symbol of diversity in displaying objects from the Ottomans, Romans, and Arabian cultures. The results of diversity can be compared to those by Santos et al (2008) who accepted that diversity and multiculturalism can open more avenues in economic projects at the urban level. Therefore, the results of Tripoli Museum can be compared to different photographs representing various times and are available in the national museum, Tripoli. Figures 7.10 to 7.15 show aspects Libyans history at the Jamahiriya Museum.
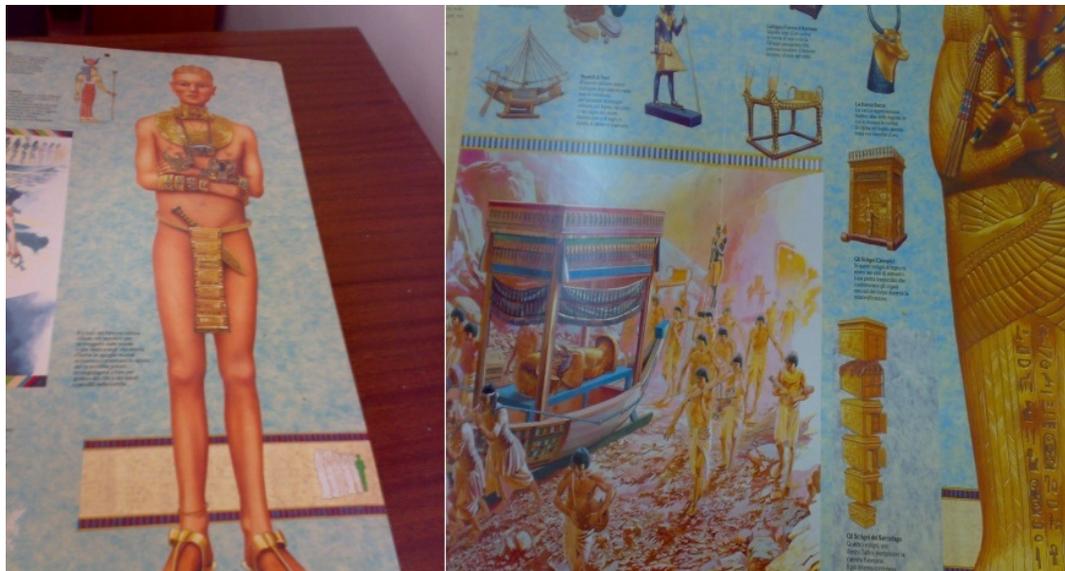

Figure 7.10: The ancient Libyan as pictured by the ancient Egyptians.

7.6 Weaknesses of Urban Tourism, Tripoli

During the course of this research, the following highly important weaknesses were noted:

- That there were new buildings inside the old city. This is in contravention of the local and national governments policies. Therefore, it can be concluded that some people were able through illegal means or the weakness of government to build in the old city as shown in Figures 7.16 to 7.18.

Figure 7.11: Sculpture of a Phoenicians Clergymen Found in the Nironian Second Century, BC.

Figure 7.12: Roman Statues, Jamahiriya Museum, Tripoli Source: www.h4ppy.com.

- That there was no map available inside the old city areas which contribute to the confusion of the visitors. This is also due to the weakness of the old city administration.

- That the city lacked enough number of interpreters for the tourists. This can become more serious as Tripoli is expecting tourists from China and Japan.

Figure 7.13: Tripoli - Museum Greek, Art, Heritage, History.
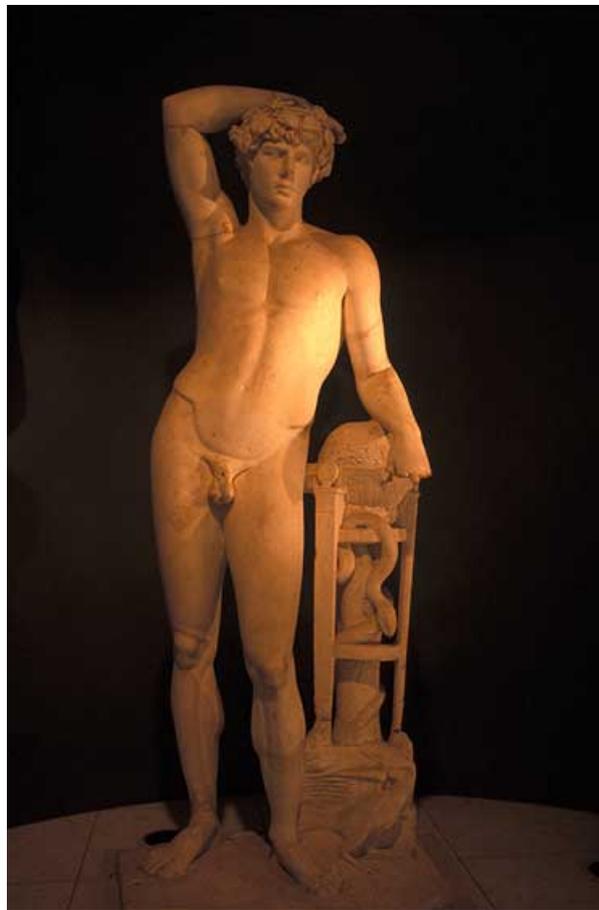
Figure 7.14: Marble Roman statue of a young man.

- That clothes were sold inside the old city to the tourist which is not in keeping with the Libyan cultural aspects. The government of Libya's effort to promote the Libyan culture is not encouraging. The sale of Tunisians and Chinese clothes in most of the shops/stores was against the basic spirit of conservation

173

Figure 7.15: Tripoli; the end of the first and the beginning of the second century.

Figure 7.16: The damaged old and new houses in the old city of Tripoli..

Figure 7.17: The rubbish bins in the old city of Tripoli.

in the field of tourism. Although one report suggests there are 7000 Libyan people who are making handmade clothes with lots of embroidery on them, but they are not presented to the tourists. Therefore, this researcher feels strongly that this is a serious violation/weakness which keeps the Libyan
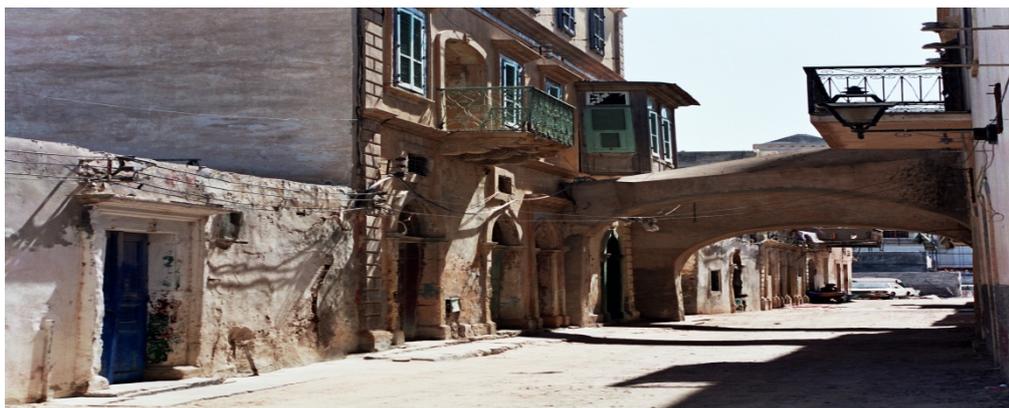
Figure 7.18: The old and new houses in the old city of Tripoli.

culture hidden from the tourists. The results of this part can be compared to Tunisians and the western countries. There are half a million people in Tunisia and 1.5 million in Morocco who are involved in the manufacture of clothing. Therefore, in terms of ratio, it is 0.86 percent in Libya, which is extremely low and rather it is not comparable. However, there is still time to attract the Libyan nationals to develop the netting industry and the government should stop others to steal the Libyan culture. (Tourism Plan (2006) Ministry of Tourism, Libya)

Therefore, it is inferred that weaknesses could have major implications for the promotion of the National Development Plan in Tripoli. They could also have negative impact on the tourists. Consequently, if these issues are not addressed in time, there is likely that the Libyan government would fail in achieving the targets set in the National Tourism Plan.

7.7   Natural History Museum Management

The natural history museum provides visitors with a picture of the country's natural history resources. Three halls contain the bird collection with sea and wading birds displayed in their natural habitats. The sea life hall offers excellent examples of the sponge and coral population found off Libya's Mediterranean coast. A reptile and amphibian hall contains examples of turtles, lizards and snakes indigenous to Libya. Interestingly, an impressive relief map illustrating the geological structure of the country is located in the geology hall.

175

However, as far as the section of prehistory is concerned it's devoted to Neolithic pottery, agriculture and prehistoric art. The drawings and paintings of the Garmanthian chariots make a logical link with the section of the Libyan tribes. In this regard, the exhibition makes a smooth progress from one gallery to another in terms of chronology and museological themes featuring economic life and religious beliefs with special emphasis on the various civilisations that have succeeded one another in Libya. In other words, the different relics and artefacts are exhibited in chronological order, so that the history of the country is displayed in an attractive and simplified manner to satisfy the curiosity of a school child as well as the intellectual aspirations of a learned adult. However, all exhibits are being displayed by using the most advanced musicological techniques including the use of audio visual media.

So besides the preservation and display of moveable heritage the Jamahiriya museum has to fulfil other cultural functions such as provide a centre for documentation and research. In other words, the museum has to fulfil dual functions a place for recreation and entertainment and as a centre for information and learning.

In addition to the regular activities involving students and state guests, the museum also contributes to research activities carried out by various educational institutions and research bodies at both local and international levels. These research activities cover wide areas including archaeology, architecture, zoology and geology. However, despite the fact that researchers constitute a very small fraction of the of the museum visitors, and yet they are so regular to keep the museum research activities going. In this regard, the geological research of Professor Ardito Desio is a case in point. His sponsorship to the natural history museum in 1930 had proved to be crucial for oil exploration in Libya. The fact of the matter is that the Jamahyria museum plays a major role as a contemporary educational institution besides its active contribution to scientific research. Besides students, who constitute the majority of visitors, other visitors of the museum include foreign tourists, government officials and other state guests.

In this contemporary time museums, art galleries, archaeological sites and other heritage sites are being perceived as major tourist attractions. So to speak rather than just being peripheral or secondary attractions arts and heritage are increasingly

becoming a genuine part of the travelling experience worldwide (Phaswana-Mafuya and Haydam, 2005). Hence, tourism and the changing ways people spend their leisure time are forcing museums to respond effectively to opportunities so that they adapt their programmes to the needs of a variety of customers (Gstraunthaler and Piber, 2007). Furthermore, a museum has to make a difference in the quality of individual and communal life. For example, in terms of marketing demand a museum must provide added value to the life of those it serves in exchange for their continued support (Abraham, 2000). Also museums need to give more attention to their role as educational institutions so that that they make a positive contribution to the process of social change.

Taking the above aspects into account museums in Tripoli and Libya in general seem to be lagging behind and have a long way to go. In this regard, funding is crucial for museums in Libya to undertake their role internationally and locally. In other words, museums in Libya need to generate sufficient level of visitor income to survive and compete with other service providers in the region and worldwide. However, this implies that museum practitioners in Libya must actively engage with the world of economics, management and marketing. In this regard, relationship marketing is one of the strategies used to attract customers in a competitive environment. Such technique is applied as a long-term strategy to win visitor loyalty and support with the final aim of converting the visitor into a member (Cole, 2007). This is where museum member/friend societies become important as such societies tend to secure regular visits, high per capita spending, volunteering and donation (ibid). Moreover, museums in Libya have to pay more attention to investment to improve visitor experience. In this respect, museums in Libya have to consider various projects to enhance the quality of museum visits, such as renovating display facilities as well as opening commercial outlets in them including cafs' and shops. Museums in Libya also need to provide facilities to broaden their visitor base to include groups which are otherwise considered infrequent visitors to museums such as disabled people particularly the blind. Yet, some museum experts may argue that disabled people particularly those who are visually impaired may need to handle objects and this might cause conservation problems, and that exhibits in the long run may be subject to corrosion by the acids in the sweat that a person leaves be-

hind on the object (Hetherington, 2003), though some arrangement could be made to show someone around, and that museums in Libya could follow the example of the Tate Gallery in London where visually impaired visitors are allowed to handle pre-selected objects (ibid). Also, museums in Libya need to allow impaired people to be accompanied by a friend or guide free of charge in order to encourage them to become regular visitors.

However, in order to reach international standards museums in Libya need to focus on training, and the development of human resources as training is becoming part and parcel of the global policy. This implies that museums in Libya need to invest in laboratories and specialised maintenance and restoration. Also, as part of the development of human resources the government of Libya has to sort out several shortcomings associated with the sector including poor pay and working conditions, lack of clear career pathways and budget constraints, which will have its bearing on the future of the business in the country. In this regard, Libya should consider the fact that that in most of the advanced world voluntary work is being widely perceived as means of entry into the museum sector, and that museum professionals need to put some voluntary work as a sign of good intention showing their commitment to the sector.

Finally, museums in Libya should pay more attention to their educational role. In this respect, England is a case in point where the museum and gallery education programme has been designed to bring together museums, galleries and schools to develop resources or schemes to support learning school pupils aged 5-16 with regard to the learning objectives of the national curriculum. However, some of the participating museums and galleries have been able for the first time to access and understand the curriculum objectives of schools (Galloway and Stanley, 2004). So by considering this experiment museums in Libya can make a significant contribution to the education programme in the country.

So in order for Libyan museums in general and Tripoli in particular to achieve their main functions in the preservation of heritage and relics and serve as centres for research and learning as well as a source of pleasure they need to be updated and upgraded as follows:

- New facilities need to be added such as courtyards and gardens as well as play

areas for children where necessary.

- State of the art technology needs to be introduced such as computers, videos, microfilms, and other modern conveniences.

- Using permanent paintings to heighten the image of displays.

- Introducing maps to show the locations of the different artefacts and collections to enable interested visitors to recreate the environment in which they are found.

- Display replica of big artefacts which cannot be moved from their place of origin into the museum or otherwise display photographs of those items.

- Brochures and leaflets need to be distributed to advertise for the museums.

- The use of audiovisual techniques to encourage visitors.

- Organisation of conferences, and other educational activities such as public lectures for advertisement and feedback.

- Museums need to consider demonstrating or reproducing true images to show as to how the item was produced e.g. such as the production of copper and bronze by ancient people.

- Intensified personnel training and reinforcing relationships with other cultural institutions particularly museums locally and abroad for exchange of information, ideas and collections.

However, for the museums in Tripoli and Libya in general to perform the above functions certain obstacles need to be overcome to mention but a few are:

- Absence of qualified staff.

- Financial difficulties.

- Need for modern for modern thinking i.e. the old theme that museums are places for storing antiques need to be changed by a new theme considering museums as educational and cultural institutions?

- Absence of coordination between museums and other institutions such as universities.

- Competition with other forms of entertainment such as TV, cinema, amusement parks etc. Museums need to be developed and advanced to meet the needs of the rapidly changing world of public communications

Lack of public awareness, as for many people museums are no longer a priority. So the idea of online service could well publicise for museum in Tripoli.

7.8 Conclusions

Heritage visitor attractions vary greatly in terms of type ranging from small-scale locally based attractions to large monuments that constitute the basis for the country's tourist such as the pyramids in Egypt. However, the management principle for tourist attractions, no matter the size or type of the attractions involved remains almost the same. The main theme of this principle is the fact that the balance should always be set right between the need to conserve the heritage site and the right of visitors to access the site. In fact that balance should always be taken into account bearing in mind that potential damage that might be caused to the heritage sites by visitors, but in the meantime visitors pay money which helps in the process of conservation and renovation of heritage resources. The fact of the matter is that heritage attraction management has always been focussing on conservation of resources paying little attention to the human dimension which constitutes a genuine part of the heritage resources. This implies that the views of visitors and the way those visitors are attracted to the item should be taken into consideration in terms of managing tourist attractions. Furthermore, the heritage manager needs the visitor to help justify the way heritage is being managed, and at the same time the visitor needs the heritage manager to look after the heritage and provide him with a high quality service. It could be noteworthy that the growth of urban tourism in recent years is closely related to heritage tourism featuring museums, artefacts, old buildings, monuments etc. However, from a managerial point of view, heritage resources tend to become more meaningful and enjoyable to visitors depending on the information available and contact visitors have with that heritage item. In this

respect, managers need to collect information about the items on display to assist visitors to interact with those items. As far as Libya is concerned the museums in Tripoli and the country in general need to be qualified in order to perform their task in a proper manner as to become a main player in the tourism sector.

The emergence of modern public museums can be traced back to the 18th and 19th centuries Nowadays the museum as a public institution is supposed to play a genuine and regular part in the life of the community it serves. Though for many people who visit them, museums are places for pleasure and satisfaction of cultural needs, but still for many others the general motivation could be aesthetic dominated by a certain love for beauty particularly in cases where art museums are involved. But nonetheless nowadays the main purpose remains educational with the potential role of providing knowledge to those who are seeking it. This aim has been incorporated by international organisations such as the UNESCO and other related organisations worldwide. So should museums fulfil their full role these institutions would need to care for the community at large so that they should keep their doors wide open for the people from all sectors of the community.

Usually museums are different types such as the open air museum, art museums, house museums etc. But no matter what type of museum is involved planning and organisation should always play an essential part in the success of the museum to put its message across. In this regard, a well planned and organised museum would enable visitors to make the maximum of it with the minimum effort needed.

As far as Libya is concerned the Jamahiriya Museum is a case in point. This project remains a symbol of cooperation between the government of Libya and the international community including the UNESCO and other European countries who assisted Libya to establish this museum to meet international standards.

The next priority for the city authorities is to extend and enlarge the museum which entails the allocation of huge investment. The number of tourists visiting the city up to and during the year 2010 is still below the set target. This could be due to many reasons. However, the museum has the potential as a tourists' site to attract national and international visitors.

During group discussions, it was noted that there were some conflicting views amongst the employees at certain locations in Tripoli indicating a lack of coordina-

tion and absence of authority in the tourism sites. The researcher specifically asked the city authorities about the balance of their spending and their income. The staff especially the museum's employees could not give a satisfactory answer. This means that they need training in order to enable them to deal with such enquiries. The tourists and researchers including students are the main visitors to the museum. However, the museum lacks new technological facilities which could be the reason for a drop in number of people visiting it.

However, the museum itself represents such diverse civilisations as the Ottomans, Romans, Greek and Arabs. And continuous research and development is strongly maintained there. The present potential of the museum can be further exploited through maintaining and caring for the artefacts of different cultures in it. The visitors would be attracted by the diversity and cultural aspects of the previous eras and the Libyan culture. The city has the ability to stage all relevant events such as social, cultural and religious. The people's involvement in the development of the urban tourism could change the scenarios more effectively. With viable structure and efficient framework in place the tourists can be better accommodated in the city. Although the government claims success but there is still room to improve in order to attract more visitors, (Orbasil, 2000). However, there is still time to see how the new government in Libya sets the priorities. No doubt the great potential of having tourists and the income generated by them necessitates for having more facilities in Libya.

Chapter 8

Conclusions

This chapter highlights a synthesis of the study outcomes and answers the research questions. In addition, it gives some advices for further studies. The goals of this study were achieved, where this study, as a field study, enriched the existing literature related to urbanisation in Arab countries. In addition, the study dealt with the social and cultural impacts raised from the process of urbanisation. Furthermore, the research outlined numerous factors that affect the role of heritage tourism in urban development in Tripoli.

The study showed that it is necessary to minimize the physical, economic, and social impacts in order to develop urban areas by tourism. It is highly required to produce an overall strategy covering the associated issues of tourism that have been mentioned in this study. This might be achieved by the efficient cooperation between different bodies to develop a general plan for developing heritage tourism.

The main conclusion of this study is that heritage tourism has many positive aspects due to the fact that it supports the economy of the host country alongside the physical development of urban cities. However, it requires vigilant control to limit the physical, economical and social impacts in order to secure the lucrativeness of tourism industry and to save Tripoli attractions as a destination. The tourism facilities in Tripoli provide the opportunity for employment in areas such as banks, hotels, transport, travel agencies etc. However, the down side is that Tripoli is expanding due to the movement of people from the surrounding rural areas into the city. This movement of population from rural areas could pose a major challenge to policy makers and planners in future. One of the main setbacks is that new buildings are starting to emerge in the old cities in Tripoli, which could affect the significance of those cities as tourist attractions. In addition to above, the development of heritage tourism needs a positive attitude from the government policy to increase the tourism education level. It is vital to boost research in the area of tourism which is so far very poor and insignificant. In this respect, the government needs to encourage researchers to contribute to this area. To reach that end close coordination should take place between academic institutions and the appropriate government departments and organizations associated with the tourism industry. In this regard, universities if provided with adequate funding could play a major role in solving problems associated with tourism sector. The government could

also exchange ideas with foreign countries particularly neighbouring countries such as Egypt, Tunisia, Morocco and Algeria. This could be through holding conferences and forums or otherwise through sending staff to those countries for training. Moreover, the government should make use of the European and the American experience in the area of tourism. That could be through holding regular seminars and workshops by inviting experts from those countries to give talks and appropriate training to the staff involved in the tourism industry, or otherwise sending staff to those countries for short and long periods of training. Libyan tourism potential had been the focus of attention since early colonial times, whereby some of the writings highlighted the prospects of the tourism industry for future economic development prior to agriculture and mineral resources including oil. However, apart from its geographic location Libya provides a lot of tourism wonders to its visitors. One of those wonders is the Jamahyria museum. Since it has been opened in 1989 the museum has become the most popular tourist site in the capital Tripoli. The capital Tripoli per se has a history that dates back to 600 BC. The long history of the city is witnessed by its rich cultural heritage featuring its great monuments such as Leptis Manga and Sabrata. Those monuments stand as clear indicators of the successive civilizations that dominated the city from the Punic, Cartage, the Greeks, the Romans and Byzantine eras. The second city Benghazi also provides a base for ancient archaeological monuments such as Cyrene and Appolonia. In addition, the desert town of Ghadam is is one of the most significant tourist attractions dating back to mediaeval ages. However, generally speaking the archaeological sites spread all over the country, and yet the salt lakes scattered in the southern Libyan Sahara should give the country a good reputation as a worldwide tourist destination.

The Jamahyria museum in the city of Tripoli employs modern techniques including audiovisual methods. The museum also features lecture rooms, ball rooms and a special exhibition room. However, in Libya museums in general and the Jamahyria museum in particular are not just places for entertainment, but rather places for the acquisition of knowledge and learning particularly for children. In this regard, museums tend to provide support to school learning by filling gaps in school curricula. The national history museum on the other hand, displays the countrys various collection of natural history including birds, sea life and other terrestrial

life. The museum also contains prehistoric activities in the areas of agriculture, arts and handcrafts.

Museums also contribute to research activities carried out by various academic institutions both local and international. Visitors to those museums include students, foreign tourists, government officials and other state guests. But nonetheless, generally speaking, museums in Libya are far below international standards, and much needs to be done to improve them in terms of performance and function. To reach that end funding becomes crucial for museums to undertake their role in an effective and efficient manner. This implies that in order to succeed as a tourist attraction the museum business must incorporate economically feasible policies in terms of marketing and management.

Research activities associated with museums include archaeology, architecture, zoology, and geology. However, even though researchers constitute a very small fraction of museum visitors, and yet they are so regular that their activities tend to keep museums going. So besides its role as a contemporary educational institution, the Jamahyria museum actively contributes to scientific research. In order to improve visitor experience and extend their services to reach all social sectors, museums in Libya need to investment in many areas as to improve their services. For example, in order to be more attractive to visitors museums need to upgrade and renovate their display facilities as well as improve their visitor service to include shops, cafs and other entertainment facilities. Also museums in Libya should pay more attention to the most vulnerable social groups, which are infrequent visitors to museums such as disabled people. In this regard, special precautionary measures could be taken to prevent damage to the artifacts. Also disabled visitors particularly the blind could be allowed to accompany a friend free of charge.

The development of human resources constitutes an important aspect as to improve services in museums. This implies that the government should endeavour to sort out many shortcomings associated with the business such as underpayment, unfavourable working conditions, unclear career pathways, budget constraints etc. However, more importantly policymakers should consider doing voluntary work as a condition for those interested to join museums as a sign of commitment to the sector.

Apart from museums the government of Libya needs to pay attention to its national heritage as an important component of the tourism sector. From a managerial point of view the balance should be set right between the requirements of conservation of heritage sites and the right for visitors to access those sites bearing in mind the fact that uncontrolled access to the sites could be damaging. But in the meantime unnecessary restricting measures could be economically counterproductive regarding the tourism business. In order to overcome those problems experts have proposed a number of solutions such as raising admission fees and the use of modern technology to reduce the negative impact of visitors on heritage sites. Yet, those solutions need to be considered in a way that does not offend visitor interests and their endeavour to gain the maximum experience and entertainment out of the appropriate heritage site.

As far as heritage is concerned staff training plays an important role in the process of protection and preservation of heritage sites. In this regard, the government of Libya needs to train a new generation of archaeologists to undertake the task of protecting and caring for the heritage of old monuments and antiques to prevent them being lost through theft, disintegration or damage. The government of Libya is currently trying to activate urban tourism by joining forces with the United Nations Development Programme(UNDP) to preserve old cities and monuments particularly in the capital Tripoli. The government is also focusing on improving the infrastructure in the capital Tripoli particularly the transport sector. In this respect, a network of rail services is to be introduced in the city which makes movement easy for tourists. The government will also encourage the public to take part in social, religious and cultural events that favour urban tourism. The proposed improvements of the infrastructure in Tripoli will make the city look more attractive to local tourists as well as those from abroad particularly from Europe.

Libya could have higher potential for tourism than its North African neighbours. In this regard, the country has all the features that make it a preferred destination for tourists from all over the world. However, in order to occupy its proper place among the top tourist destinations the country needs to consider a package of reforms regarding its tourism industry. The preservation and protection of its heritage sites should come as a top priority to prevent their looting and destruction.

Coordination between different government departments should favour the tourism sector in terms of preserving heritage sites. For example, plans for construction and exploration should always take into account the preservation of archaeological sites. The government should raise the skill of its staff through intensive training programme to be organised inside the country and abroad. Those programmes should particularly target those working in the hospitality sector to raise their foreign language and managerial skills. Also, any programmes to promote the tourism sector should benefit from characteristics that are considered unique to the people of Libya such as friendliness, politeness, and respect shown towards foreigners.

Besides its contribution to the economy, the tourism sector could provide vital means to opening Libya to the outside world. So in order to raise the performance of the tourism sector; the government needs to encourage investment in the sector by both the public and private sector. In this respect, tourism in Libya in general and Tripoli in particular lacks publicity abroad. This implies that companies associated with the tourism sector should use every channel available to promote tourism locally and abroad. In this respect, the internet should play a major role through establishing websites to introduce tourist attractions in the country particularly Tripoli to visitors. So, photographic images should play a vital role in the process of marketing and promoting tourism in the country. On the other hand, close coordination between airline companies and the tourism sector is an indispensable matter. Airline companies could provide a vital means to promote tourism.

The city of Tripoli could lead the tourism business in the country as the city could play a major role in providing accommodation to host visitors from all over the world. For example, the establishment of many beaches along the Mediterranean coast should improve the chances of Libya in attracting summer tourists particularly from European countries. In this regard, the coastline in the city of Tripoli could cater for all types of visitors and could be one of the major tourist attractions in the city. Thus, Tripoli could provide an important destination for urban tourism in Libya. The national plan for tourism focuses on Tripoli as a main Target for promoting the tourism industry in Libya. According to policymakers Tripoli is the only city in the country that has high potential and capable of accommodating thousands of tourists with regard to its adequate facilities of hotels,

transport, restaurants etc. compared to other cities in the country. In addition to the Jamahyria museum and other archaeological wonders, Tripoli features old buildings including mosques and churches that could be attractive to Christian and Muslim visitors. In this regard, the authorities are making good efforts to renovate those buildings in a way that ensures safety for visitors, and in the meantime preserves their unique features as historic monuments. The tourism sector in Libya has high economic potential, so that through proper management and perfect planning the sector could provide a future sustainable economic resource to lift the burden from the oil sector which will run out sooner or later. However, following the lifting of sanctions in 1999, the tourism sector has become a main target for investors. So, in the coming years the sector is expected to achieve considerable progress. In addition to other tourist attractions Libya has also high potential for desert tourism. The Sahara desert in Libya displays spectacular tourism destinations ranging from the beautiful oasis, to sand dunes and cave discoveries with engravings that indicate the existence of mankind in Libya since time immemorial.

In order to activate the tourism sector in the country to reach international standards, policy makers and planners need to pay attention to the major obstacles that hamper the development of the sector. To mentions but a few of those obstacles is the lack of awareness among the people of the economic importance of the sector. Hence, the government needs to make great efforts to raise awareness among the people regarding the significance of the tourism sector as to its potential to create jobs as well as enhance the government reserves of foreign currency. The infrastructure is another issue that needs to be urgently addressed. A well established infrastructure is always a prerequisite for the success of tourism in any country. Thus, good and reliable transport and telecommunications facilities, hospitality facilities etc. are vital for the progress of the tourism industry. Also, the government needs to pay attention to staff training. Actually the authorities need to raise the language skills of the staff working in the tourism sector as more visitors are coming into the city of Tripoli from places as far as Japan and China. Thus interpreters need to be trained in all spoken languages to cope with the increasing number of foreign visitors to the city. The government needs to encourage people to be involved in the folklore industry including the manufacture of local clothing

that could strongly be attractive to tourists. In Libya the folklore industry so far could be described as lagging behind and insignificant compared to neighbouring countries such as Tunisia, Egypt, Morocco and Algeria. In other words, more than half a million in Tunisia and over 1.5 million in Morocco are engaged in the folklore industry. So, the national development plan for the development of tourism in Libya should take into account ways of boosting the folklore industry in the country in favour of tourism. In addition to attracting tourists and visitors into the country the folklore provides employment for the population in favour of socio-economic development. Moreover, activating the folklore industry should favour the tourism sector as it provides indirect publicity for tourism abroad. So, for any plan associated with the tourism industry to succeed it needs to bear in mind the encouragement of the local folklore as a genuine component of the tourism industry. Also foreign and local investors need to be persuaded to invest in the sector given the high risk associated with such investment.

The master plan for tourism (1999-2018) tends to improve the image of Libya abroad as to eliminate the negative effects caused by anti-Libya propaganda campaign led by the Western media. The plan aims at removing all barriers that hamper the movement of tourists into the country, mainly focusing on the improvement of air travel facilities to increase the number of visitors to the country. The plan proposes a package of policies in relation to the tourism sector featuring long-term and short-term objectives to be implemented by the government of Libya. However, in addition to the traditional archeological sites the plan defines the desert with its prehistoric arts, natural scenery, ancient cities and oasis as a potential for tourism marketing. According to the plan the long coastal strip along the Mediterranean could provide the opportunity for establishing resorts for tourists, which will be used as resting stations for visitors at the end of the a long journey in the desert. The resources could also provide bases for important sport activities such as diving, which will be attractive to professional divers from all over the world particularly from neigbouring European countries such as Italy, Greece, Spain etc. The pan also suggests the establishment of a centre for archaeological studies to undertake the task of carrying out archaeological research both onshore and offshore. The centre should be linked to the department of Archaeology as well as foreign universities.

The plan also recommends that more attention be given to desert tourism, by highlighting the fact that many sites in the Libyan Desert have promising potential for tourism such as Akakus Mountains, Ghat and the desert lakes at Hayat valley as well as the historic villages at Marzig, Tragen and Zwela. The plan represents ambitious step forward to develop tourism in the whole country as to generate the prospective economic benefits for the welfare of the Libyan people.

8.1 Recommendations

Despite all the efforts being made by the government so far, a lot needs to be done in order to improve the performance of the tourism sector to match international standards. However, to reach that end the researcher recommends the following:

1- The government of Libya should encourage more investment in the tourism sector to improve the infrastructure as to provide services to the required standard. In this regard, foreign investors should be given the priority as they bring more experience to the sector.

2- More research studies need to be made in the area of tourism in Libya to help planners and policymakers design and develop the appropriate policies and programmes that are consistent with the tourism environment in Libya.

3- The Libyan government should coordinate with neighbouring countries in the area of tourism to gain experience through holding regional conferences and through staff training.

4- The government should focus on various aspects of tourism activities such as sport tourism, academic tourism etc. as that tends to attract more visitors into the country

5- The government needs to encourage more public contribution to the tourism industry through enhancing folklore and handcrafts as that will provide more publicity to the sector locally and abroad.

6- The government should consider easy procedures with regard to tourists. In other words, in order to make life easy for tourists; the long and complex visa

procedures need to be scrapped. Instead visas for tourists should be given at entry stations or otherwise issued instantly at embassies in source countries without complex or unnecessary procedures.

This will definitely contribute significantly to the tourism business by encouraging more people to enter the country as the case with neighbouring North African countries.

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209

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