



COLLEGE OF DEVELOPMENT STUDIES
CENTER FOR ENVIRONMENT AND DEVELOPMENT
TOURISM DEVELOPMENT AND MANAGEMNT PROGRAM

**THE ROLE OF SELECTED PUBLIC INSTITUTIONS IN THE
PROMOTION OF ETHIOPIAN TOURISM**

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A Thesis Submitted to Addis Ababa University as a Partial Fulfillment to
the Award of MA Degree in Tourism Development and Management

June, 2022

Addis Ababa

CERTIFICATE

This is to certify that the thesis entitled “The Role of Selected Public Institutions in the Development of Ethiopian Tourism”, submitted to Addis Ababa University for the award of the MA Degree in Tourism Development and Management and is a record of research work carried out by Mr. Mekonnen Adugna under my guidance and supervision. Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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I hereby declare that this thesis entitled “The Role of Selected Public Institutions in the Development of Ethiopian Tourism”, has been carried out by me under the guidance and supervision of **Professor Feyera Senbeta**.

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APPROVAL SHEET

This is to certify that the thesis prepared by Mekonnen Adugna entitled the role of selected public institutions in the promotion of Ethiopian tourism `was submitted in partial fulfillment of the requirements for the degree of masters of arts in tourism development and management complies with regulations of the university and meets the accepted standards with respect to quality.

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Acknowledgements

Above all, I glorify the Almighty God for the strength, courage, wisdom and inspiration throughout the period of my study.

I would like to thank to my advisor **Professor Feyera Senbeta** for his unreserved and timely support in checking, commenting and giving constructive advice all along my activities. Without his contribution and advice, I would have never been able to progress with the work in the project. Words cannot express enough my appreciation to my family for their love, patience and support during the entire period. Again, I would like to thank the respondents of the questionnaires and interviews to their support in the process of collecting the necessary data.

The last, but not the least, big thank goes to **Tesfaye Zeleke (PhD)** for his all rounded support in all my works throughout my time as a masters student at Addis Ababa University. I would also like to thank all my teachers and the university communities helping me complete my master's degree passing a series of difficulties.

Abstract

The role of public institutions in the promotion of sustainable tourism is immense. This study assessed the role of public institutions to the development of the tourism sector in Ethiopia. A total of 120 respondents drawn from public institutions were selected as the sample of the study. Questionnaires were distributed to the selected respondents. Additionally, interviews were carried out with different personnel and institution leaders. Qualitative research method was used. The study findings indicated that the selected public institutions had a very limited involvement in promoting the Ethiopian tourism sector. The Ministry of Culture and Tourism, Ethiopian Tourism Organization and Authority for Research and Conservation of Cultural Heritages, were found to be the major publication institutions merely established to promote tourism activities in Ethiopia. Other public institutions considered for this study such as Ethiopian Biodiversity Institute, Ethiopian Airline, Ethiopian Road Authority, Ministry of Transport, Authority for Environmental Protection and Ministry of Agriculture had minimal role/participation in tourism promotion and development.

Most of these public institutions had limited collaboration, lack finance, and proper institutional set up to promote tourism agendas; and the initiative taken to minimize such problems was very limited. The study has clearly showed that the role of public institutions towards tourism development agendas of the country was at an infant stage. This calls for the need to develop integrated policy which can use the composite resources of the selected public institutions for the development of tourism sector. The government need also design tourism policy frameworks which can enforce the selected public institutions work in coordination to promote the country's tourism in an organized manner.

Key words: Development, Government, Promotion, Public institution, Tourism

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Acronyms/Abbreviations

ARCCH= Authority for Research and Conservation of Cultural Heritages

EBI= Ethiopian Biodiversity Institute

ERA= Ethiopian Roads Authority

ETO= Ethiopian Tourism Organization

EWCA= Ethiopian Wildlife Conservation Authority

MoCT= Ministry of Culture and Tourism

MoSHE= Ministry of Science and Higher Education

EWCA= Ethiopian Wildlife Conservation Authority

TTC =Tourism Transformation Council

NTDP =National Tourism Development Policy

IGAD = Inter-Governmental Authority

ATMP = Sustainable Tourism Master Plan

UNECA = UN Economic commission for Africa

MICE = Meeting Incentive Convention And Exhibition

EMA = Ethiopian Mapping Agency

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

Tourism is a people-oriented industry. It is a significant source of employment, accounting for one out of every ten jobs worldwide. The industry is also notable for employing a higher percentage of women and young people than the global workforce as a whole (UNWTO, 2014). It provides accessible and flexible chances for inclusive involvement, as well as socioeconomic benefits for a diverse set of people, including the poor and vulnerable. Tourism is particularly well-positioned to support local economic activities. The appeal of rich natural and cultural assets is linked to a booming tourism business in many developing countries. As a result, tourism has been shown to benefit local communities, especially those in rural areas, by providing new opportunities to supplement or diversify their incomes (UNWTO, 2014).

In the 1990s, there was a focus on both economic and environmental sustainability. Integration, community involvement, and environmental care are essential to build a sustainable tourist partnership. Many countries' experience has shown that tourism development planning may generate benefits and maintain tourist market contentment (Gorica, 2013). The concept of sustainable tourism development has given great emphasis on fulfilling the requirements of today's generation without jeopardizing the ability of future generations to satisfy them (Bakiu, 2011). This calls for the need to focus on economic, socio-cultural and environmental aspects of life.

Ethiopia's tourist sector, according to Abdibeshir and Engdawork (2015), has developed through three stages during the last three regimes. The industry had to deal with other challenges as well, such as incorporation and separation from other industries. Tourism is a multifaceted industry that requires coordinated efforts from the public, private, and local communities in order to plan and promote it. Tourism is still being developed without any planning, and its potential is still being utilized outside of the natural flow of true tourism development.

Despite the fact that tourist arrivals in Ethiopia is at an increasing mode because of policy measures , the sector in general is underperforming compare to neighbouring destinations.

Various domestic and international challenges are attributed to the low performance of the sector. Though the tourism development policy was designed well, the proper implementation of it is easier said than done (Yimer Ali, 2016).

1.2 STATEMENT OF THE PROBLEM

Tourism is the result of a collision of numerous aspects – material and imaginative, subjective and social – as well as multiple perspectives, ranging from joyful economic perspectives to more critical local and ecological perspectives. We need to go beyond a rudimentary grasp of tourist moments, experiences, and activities to contextualize them and their progression. There are still significant questions to be resolved in terms of the meanings, movement, and ramifications that frame and characterize the tourist phenomenon. The goal of this issue is to try to situate tourism within global processes and to develop a multidisciplinary, flexible understanding based on overlapping and interrelated views. Can we imagine a trans-cultural repertoire that considers reciprocity – both in terms of content and regulation – as well as possible political structures in order to rearticulate, reinterpret, and recodify the many interconnections and their multidimensional realities? To develop new questions and direct fresh insights were commend combining viewpoints from several fields (Onghena, Yolanda, 2016).

Each stakeholder group has a different set of needs and expectations relating to a destination's performance and its sustainability goals. These different expectations may cause conflicts to arise among stakeholders, and conflicts can be extremely detrimental to the destination's competitiveness. A process of stakeholder management is therefore needed to reduce or solve conflicts, and invariably the issue of achieving a balanced perspective among stakeholder voices will have to be faced (Donald Getz and Seldjan Timur , 2005).

The tourism industry in Ethiopia has a number of challenges and opportunities. The lack of promotion, lack of physical infrastructure, misperceptions the images of Ethiopia and shortage of trained human power are major challenges of tourism industry in Ethiopia (Yezihalem SisayTakele, 2019). So, public participation in decision-making processes is regarded as important for successful tourism planning. The participation of public institutions has a strong implication to improve tourism services and the sector. However, the country lacks a national tourism strategy that guide tourism growth trajectory and implementation of strong public and private sector joint effort to establish the legal framework for the development of the tourism (Yezihalem SisayTakele, 2019). Being the main enforcement

body of public service, public institutions are required to have a strong involvement in the development of tourism at the city. But, there is no recognized channel of public sector involvement towards tourism development at the city (Deresse Eshetu, 2018). This was the underlying concept that drew the attention of the researcher to undergo this study.

1.3 Research Questions

The research, specifically, attempted to answer the following questions:

1. What were the involvements of public institutions to the Ethiopian tourism development?
2. What were the challenges of public institutions in helping the development of tourism industry?
3. Did the local community involved in decision making for the development of tourism in Ethiopia?

1.4 Objectives of the study

1.4.1 General Objective:

The main objective of this study was to assess the challenges of public institutions towards sustainable tourism development in Ethiopia.

1.4.2 Specific objectives

The research had the following specific objectives:

- To describe major public institutions involved in the development of tourism.
- To describe the synergy among different public institutions towards the development of sustainable tourism.
- To identify the sources of challenges for that public institution participation in tourism sector.

1.5 Significance of the study

This study, which analyzed the role of selected public institutions towards tourism development in Ethiopia, has an important contribution for academicians, the local community, and policy-makers. The research findings can be used as an input for policy makers in devising mechanisms, the participation of the local community in the tourism decision making practice and the educational practice of academicians and other researchers. The coordination of these bodies will have a significant impact on public institutions towards involving in tourism promotion.

1.6 Scope and delimitation of the study

The study was limited to the analysis of public institutions' role in sustainable tourism development in Ethiopia. It involved some selected federal public institutions that work in the country, and could have significances to local and federal tourism authorities, other researchers and academicians.

In its thematic frame, the research focused on assessing the involvements of public institutions to the Ethiopian tourism development, the challenges that public institutions face in helping the development of tourism industry, and the involvement of the local community in decision making for the development of tourism in Ethiopia, and Addis Ababa in particular.

The data gathering employed the use of questionnaire, and interviews with different experts, managers and some focal subjects. The study focused on the proposed subject only. Findings of the study, therefore, reflected the analysis of public institution's role in sustainable tourism development in Ethiopia.

The study can also help academicians and other researchers find related literature on the challenges of public institutions in helping the promotion of tourism in Ethiopia. Therefore, adding relevant information on the subject matter was another significance of this study. Because, further (advanced) researches are expected on the subject matter as the involvement of public institutions is highly significant to promote tourism at different levels.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Concepts and definitions

Tourism is defined by Hunziker and Krampf (1942) as the sum of all relationships and phenomena originating from strangers' travel and stay, provided that the stay does not imply the establishment of a permanent abode and is not associated with a remunerated activity. Tourism is defined as leisure or commercial travel. It also includes the idea and practice of attracting, accommodating, and entertaining tourists, as well as the tour business. The tourism business is a segment of the service sector and a significant source of revenue for many countries throughout the world. Many economies throughout the world rely on tourism to thrive. Tourism has a number of advantages for host destinations. Tourism increases the economy's revenue, produces thousands of employment, improves a country's infrastructure, and fosters cultural interchange between outsiders and natives.

Institutions are the official and informal rules that organize social, political, and economic relations, according to a widely accepted definition (North, 1990). Social interactions are structured by established institutions and widely accepted social conventions (Hodgson, 2006).

Institutions and organizations are sometimes confused. The distinctions between them might be thought of as follows: 'If institutions are the "rules of the game," organizations are how we build ourselves to participate'' (DFID, 2003). Institutions shape organizations, which in turn shape institutional change. Organizations are the physical manifestations of institutions defined by 'groups of people who have a common goal' (North, 1990 & Harper et al., 2012).

Formal and informal institutions exist. Informal institutions are the (typically unwritten) norms, procedures, customs, and traditions that are often embedded in culture, whereas formal institutions are the (written) laws, rules, legal agreements, contracts, and constitutions that are enforced by third parties (Leftwich & Sen, 2010). Informal institutions can work in tandem with formal institutions, compete with them, or overlap with them (Jutting et al., 2007 & Leftwich and Sen, 2010). They are hidden and can only be discovered by looking into the incentives and conventions that influence actors' actions. The setting in which institutions

operate determines whether they are comparatively strong or weak, inclusive or discriminatory (Unsworth, 2010).

2.2 Evolution of Tourism

Leisure travel has developed from an experience reserved for a select few to something enjoyed by a large number of individuals. Historically, only kings and the higher classes had the opportunity to travel. Young men of high standing were encouraged to travel over Europe on a "grand tour" from ancient Rome through the 17th century, according to Chaney (2000). Many societies promoted the practice of religious pilgrimage during the middle ages.

The term "hospitality" was originally used in the 14th century, long before the term "tourist" was coined. It comes from the Latin word *hospes*, which means "guest," "host," and "foreigner" (Latdict, 2014). The term "tourist" first appeared in print in 1772 (Griffiths and Griffiths, 1772). According to William Theobald, the word *tour* is derived from the Greek and Latin meanings for circle and turn, and tourism and tourist are associated with the actions of circling away from home and then returning (1998).

Tourism as a Business

Richard Cox became the official travel agent of the British Royal Armed Forces in 1758, and Cox & Kings was the earliest known travel firm (Cox & Kings, 2014). In June 1841, over a century later, Thomas Cook established the first leisure travel agency, with the goal of helping Britons improve their lives by traveling around the world and engaging in the temperance movement. In 1845, he launched his first commercially packaged tour, which included low-cost train tickets and a printed guide (Thomas Cook, 2014).

The rise of the vehicle and the continuous popularity of rail travel were both significant turning points in the history of tourism. In reality, Karl Benz's wife's long voyage in 1886 sparked interest in automobile travel and helped to popularize his fledgling automobile company, which would later become Mercedes Benz (Auer, 2006). Later in this chapter, we'll look at the relevance of car travel and transportation in the tourism business.

Fast forward to 1952, when the first commercial air flights were launched from London, England, to Johannesburg, South Africa, and Colombo, Sri Lanka (Flight global, 2002), marking the beginning of the jet age and, for many, the contemporary tourism business. In the

1950s, Club Méditerranée (Gyr, 2010) and other club vacation locations arose, forerunners of today's all-inclusive resorts.

The decade that followed is regarded a watershed point in tourism expansion as more travel businesses joined the market, increasing competition for customers and pushing toward "mass tourism, offering new places and forms of holidaying" (Gyr, 2010, p. 32).

Throughout history, industry expansion has been hampered by major events such as World War I, the Great Depression, and World War II. Global events such as the September 11, 2001, attack on the World Trade Center in New York City (known as 9/11), the war in Iraq, the perceived threat of future terrorist attacks, and health scares such as SARS, BSE (bovine spongiform encephalopathy), and West Nile virus all contributed to a decline in international travel at the turn of the century (Government of Canada, 2006).

At the same time, the business saw a major technological transformation as the usage of the internet changed travel services. Online travel bookings exploded in popularity during the 2000s, and by 2014, worldwide leader Expedia had expanded to encompass brands including Hotels.com, the Hotwire Group, trivago, and Expedia Cruise Ship Centers, bringing in over \$4.7 million in sales (Expedia Inc., 2013).

2.3 Sustainable Tourism

Sustainable tourism encompasses all types of tourism activities, management, and development that conserve natural, economic, and social integrity while also ensuring the preservation of natural and cultural resources. The expansion and upkeep of the tourism sector in a certain location is referred to as tourism development. Tourism planning is, of course, a critical component of this. Developing and managing private-public partnerships, assessing competitors to gain competitive advantage, ensuring responsible and sustainable development, viewing tourism as an interconnected system and a demand-driven sector, assessing private sector investment and international cooperation, tourism clustering, and government involvement are just a few of the elements that go into tourism development. Many governments throughout the world have recognized the importance of sustainable tourism development and have adopted it as a policy and planning approach since the 1990s. Wahab&Pigram (1997). Over the recent decade, academic literature has given more attention to sustainable tourist development studies. However, it is necessary to understand what is

meant by sustainable tourism development. From the early 1990s, the term 'sustainable tourism', as well as words like 'natural tourism' (Durst & Ingram, 1988), 'responsible tourism' (Wheeler, 1991; WTO, 1989), 'green tourism' (Bramwell, 1991), 'eco-tourism' (Boo, 1990), and 'alternative tourism,' became much more widely used (Butler, 1999a; Clarke, 1997). Nonetheless, they all share a concern for small-scale tourism as well as the adoption and marketing of a clean and green image (Butler, 1999a). The notion of sustainable tourism is to visit a location as a tourist while attempting to have only a beneficial impact on the environment, society, and economy. Respect for the people who live there, the area's culture and customs, and the socioeconomic system are all important factors. While ecotourism is sometimes confused with sustainable tourism, ecotourism is simply one facet of sustainable tourism.

2.4 The role of Public institutions in tourism promotion

The tourism industry has a considerable impact on the economy of the country. Because most of the lodgings, transportation services, tour operations, and financial intermediaries are owned and operated by nationals, the sector's broader socioeconomic advantages are especially essential. On the other hand, importing many of the inputs from outside the country results in considerable leakages. On the social level, tourism has facilitated cultural exchange by allowing visitors to learn about Ethiopian history and culture. In order to package the tourist experience more adequately, the level of development of tour firms, hotel chains, and promotional services in the industry must be greatly increased. Since 2002, the tourism industry has grown at a rate of 13% per year on average. In 2005, 150,000 incoming tourists brought in around US\$ 132 million to the country. The number of visitors increased from 81,581 in 1997 to 227,256 in 2005.

Tourism infrastructure development necessitates significant investment in a wide range of activities. Many of these activities are provided by public utilities such as electricity, water, gas, and transportation. These services are so important to society that even countries with "free market" policies regard government intervention to be unavoidable.

Tourism has to interact with a variety of different economic sectors due to its diversity. The government must play a key role in directing funding to various Federal and Provincial ministries for the development and maintenance of roads, highways, highways, highways, bus terminals, railways, air services, and seaports, among other things. It is also critical to provide land at reduced prices and to provide utilities in tourism priority locations. Private

sector projects would not sprout, let alone develop, if these essential requirements were not met. As a result, the government must identify, coordinate, and implement comprehensive long and short term plans for the development of the tourist superstructure.

Apart from investing in basic services, the government also recognizes tourism products and protects heritage, the environment, and the ecosystem. It is unrealistic to expect market forces to prevent environmental damage. Public monies will be used to start awareness campaigns and to carry out necessary preservation initiatives.

Public sector tourism organizations at the federal and provincial levels will continue to play a leading and catalyst role in the development of tourism infrastructure (e.g., hotels, restaurants, roadside facilities, resorts, amusement parks, theme parks, and so on) in areas where the private sector is hesitant to invest or where the government wants to bring the benefits of tourism development to the local population.

Encourage foreign and domestic investors by enabling and incentivizing them while also regulating them to protect the country's ecology, environment, religious and cultural traditions, and ideological boundaries, as well as ensuring that residents benefit from such investment. The public sector may help with taxes and land policies in the tourism sector in all federating units, as well as the implementation of legislation that ensure social, cultural, and environmental sustainability, as well as tourist safety and security.

The tourism industry's contribution to Ethiopia's socioeconomic development has always been lauded throughout the country. In particular, since the national development plan in 1965, when the importance of the tourism industry in economic growth and development was emphasized, the number of international tourist arrivals in Ethiopia has increased by leaps and bounds, with an average of 63,833 arrivals in the early 1970s (ETC, 1990). The Ethiopian Tourist Organization was founded in 1961 with the goal of promoting tourism and encouraging the construction and upkeep of appropriate tourist facilities. The popular tourist attractions were recognized as the historic route with the foundation of an Ethiopian tourist organization.

When it comes to the origins of tourism in Ethiopia, EMA (1988) claims that the presence of tourism in Ethiopia dates back only three decades. The Ethiopian Tourist Organization was founded in 1964, giving the business formal recognition. This was done to meet the need for a central administration to organize and administer programs, encourage the creation and

upkeep of tourism facilities, and promote touring. The organization has done a lot to attract tourists based on the policy tasks.

Following the fall of the Derg regime, Ethiopia's current regime followed free market principles by changing ETC to MoCT, with broad objectives and principles with the vision of seeing Ethiopia's tourism development led responsibly and sustainably, contributing its share to the country's development by aligning itself with poverty elimination (2016).

Hotels, tour operators, car rental companies, online travel agents, airlines, tourism offices, tourist information centers, souvenir shops, loges, tourist guide associations, tourism professional associations, accommodation and catering facilities, and other public and private tourism sectors have sprung up as a result of free market policies. Ethiopia has good institutional foundations for the tourist sector's development. This approach is based on leading and transforming the tourist sector into a "pivotal component of Ethiopia's economic development," as well as excellent public-private sector collaboration arguing for tourism to be recognized as a significant economic sector. Today, Ethiopia's tourism and hospitality sector is viewed as a source of many types of jobs for millions of residents who are interested in and mostly employed in the service industry. The total contribution of travel and tourism to employment in 2014 was 8.5 percent of total employment (2291,500 jobs), including jobs indirectly supported by the industry (MoCT, 2017).

However, Ethiopia still needs a national tourism strategy to lead its tourist growth trajectory and to direct the implementation of a robust public-private sector partnership to provide the legislative framework for the sector's development. Furthermore, legislative tools can combine responsible and sustainable tourist growth while also contributing to the country's development by aligning with broad engagement by all stakeholders for poverty reduction, (Yezihalem Sisay Takele, 2019).

2.5 Tourism Practices in Ethiopia

It's worth mentioning that this isn't the first time the tourism sector's contribution to the country's economic growth and development has been acknowledged. Indeed, the country's first national development plan, published in the 1960s, emphasized the sector's importance as a means for the country to expand and develop, owing to the existing potential. In order to facilitate the sector's role, the country created the first National Tourism Master Plan in 1966, which pushed for strong government involvement and investment, as well as providing a

framework for tourism and supporting infrastructure development. The Ethiopian Airlines might also help with access to and from the Historic Route sites, according to the Master Plan. The tourism industry saw significant growth rates of 12 percent per year in the 1960s and early 1970s as a result of its prioritization. During the 17 years of Derg administration, however, this amazing progress was severely hampered, and the industry, like many other productive sectors, nearly disintegrated.

Nonetheless, since the 1990s, the tourism industry has been steadily recovering, albeit slowly, despite a number of problems, including a lack of sufficient tourism and support infrastructure, as well as a shortage of human resource capacity, to mention a few. The establishment of the Ministry of Culture and Tourism (MoCT) in 2005, the formulation of the National Tourism Development Policy (NTDP) in 2009, and the formation of the Tourism Transformation Council (TTC) and the Ethiopia Tourism Organisation (ETO) in 2014 were all significant institutional developments in the country's tourism sector. Though issues remain, this may be seen as evidence of a higher priority for the tourism sector (MoCT, 2009).

The NTDP recognizes that the industry has both internal and external obstacles, such as limited basic tourism supply and a general lack of capacity (such as poor national image and instability in the Horn of Africa region). To that purpose, the NTDP aims to provide a favourable environment for the sector's development in a responsible and long-term way, in line with the country's overall development goals, which include poverty reduction.

The policy aims to guarantee that Ethiopia benefits completely by maintaining competitiveness in the international tourism industry, transforming Ethiopia into a preferred African destination, and maximizing direct and indirect benefits. Building a tourism business that contributes significantly to the earning and conservation of foreign exchange, as well as to economic growth and development. It also aims to provide a wide range of job prospects for communities as tourist destinations, as well as to assure community benefits through a more equitable distribution of money and increased community engagement in development decision-making. Realizing a tourism industry that promotes a favourable image of the country, continues to expand the sector in a responsible and sustainable manner, is capable of growing without upsetting people's culture and lives, and places a strong emphasis on the natural environment. The NTDP emphasizes developing an industry that can extend tourists'

stays by addressing noted service limits in the sector and providing for progressive capacity growth in tourism facilities deployed in the field (MoCT, 2009).

Furthermore, recent events in the East African region, particularly in the Inter-Governmental Authority on Growth (IGAD) region, have highlighted the tourist sector's strategic importance in driving regional countries' social-economic development. In acknowledgement of this, the region has created a ten-year Sustainable Tourism Master Plan for the years 2013-2023. In addition to intergovernmental activities, the IGAD Master Plan actively encourages the establishment of Sustainable Tourism Master Plans in each of the member nations to steer the sector's development.

Despite the enormous prospects for tourist development that exist in Ethiopia in terms of both cultural and natural resources, the country continues to lag behind other economies in the region in terms of growth and development. This can be attributed to a number of issues confronting the country's tourism industry, such as a limited range of existing tourism products, a lack of effective marketing strategies, a scarcity of human resource capacity, a lack of research to inform tourism growth and development, weak institutional and legislative frameworks, industry quality and standards issues, insufficient tourism and support infrastructure, and uncoordinated and fragmented tourism planning and development.

In keeping with the NTDP, the GTP, and the recommendations of the IGAD regional STMP, this Sustainable Tourist Master Plan (STMP) (2015-2025) is aimed at tackling the aforementioned difficulties in order to facilitate the country's tourism industry development goals. Furthermore, it is expected that, if properly executed, the tourism industry will contribute significantly to the realization of the country's long-term broad development objective, which includes achieving, among other things, middle-income country status within a decade.

In a 10-year implementation framework, the STMP lays out a vision for sustainable tourism growth and contains strategic programs and actions. The STMP was developed between November 2013 and November 2014 with technical and financial support from the UNECA Sub-Regional Office for Eastern Africa. It included a situational analysis, extensive stakeholder consultations, and a review of internationally accepted best practice for tourism planning and development.

The STMP starts with an overview of global tourism trends and the tourist business in Ethiopia. Following that, a full situational analysis of the country's tourist industry is presented, followed by a comparison of the country's relative competitiveness against

selected regional locations. The STMP establishes the country's tourist industry's Vision, Mission, and Ambition, as well as the Shared Values to be sought in the sector's development, based on the situational analysis. It also provides projections for foreign visitor arrivals, tourist receipts, and employment for the short, intermediate, and long term.

Section III outlines the strategic programs and actions required to realize the Master Plan's vision. Section IV explains the implementation and monitoring procedures, as well as the roles and duties of the various public and private stakeholders. The implementation framework is offered, with predicted outputs and milestones in terms of Objectively Verifiable Indicators (OVIs), indicative costs, and the underlying assumptions, grouped into three time horizons: short term (1-3 years), medium term (4-6 years), and long term (7-10 years).

The Federal Democratic Republic of Ethiopia has experienced exceptional tourism growth in recent years as a result of major economic changes. This sustainable tourism master plan lays forth a ten-year strategy for achieving long-term growth in this small but growing industry. The Sustainable Tourism Master Plan (STMP) was developed with financial and technical assistance from the UN Economic Commission for Africa (UNECA) Sub-Regional Office for Eastern Africa, the agency mandated by the Federal Democratic Republic of Ethiopia to oversee the systematic development of tourism.

2.6 Conceptual Framework

Tourism is known to be a multi-disciplinary area of managerial concept. The development of the sector is highly dependent on the involvement and interaction of other sectors. Its relationship with natural environment, geography, history, culture, finance and management, airlines, education agriculture, biodiversity and heritage conservation and management has made the sector to be influenced by many actors of nature and human life. The interdependence of the sectors is highly required for the existence and development of tourism in a certain area. The deterioration and mal practices experienced by other sectors impacts tourism either directly or indirectly. On the other hand, the development of other sectors brings about positive influence on the tourism sector. Therefore, the institutions created or established to lead and manage the aforementioned sector will be influential in the level of tourism promotion at a certain area or country. The following diagram depicts this fact.

Relationship of tourism and public institutions

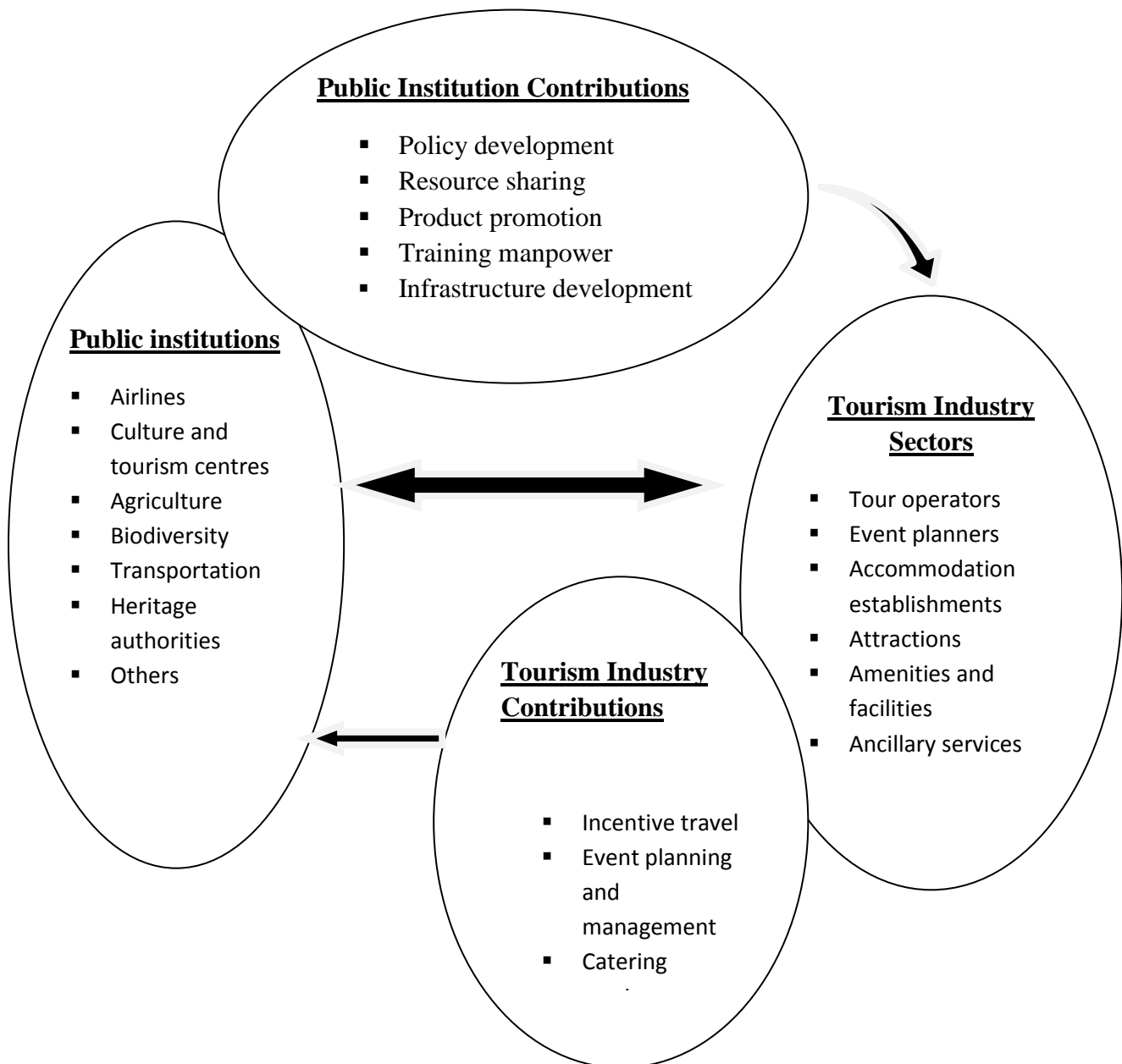


Figure1: interdependence of tourism with public institutions (Own modification)

The above diagram depicts that public institutions that contribute to promotion of tourism include Airlines, Culture and Tourism Centers, Agriculture, Biodiversity, Transportation, Heritage Authorities and others. These institutions contribute to tourism promotion through policy development, resource sharing, product promotion, training manpower, and infrastructure development.

On the other hand, the sectors of the tourism industry includes tour operators, event planners, accommodation establishments, attractions, amenities & facilities and other extra ancillary

service provider enterprises like banks, health centers, entertainment facilities. These sectors can contribute a lot to different public institutions in a number of ways. Organizing incentive travels to public institutions, planning events that could host these institutions and provision of catering services to the aforementioned institutions through opening cafes and restaurants, gaming centers and banquet services at the offices of different public institutions.

Generally, public institutions and tourism sectors can have roles to share each other so as to promote tourism in the country.

CHAPTER THREE

METHODOLOGY

3.1 Description of the study area

Ethiopia, officially the Federal Democratic Republic of Ethiopia, is a country in the Horn of Africa, and is the most populous landlocked country in the world. Ethiopia has a total area of 1,100,000 square kilometers (420,000 sq. miles) and over 117 million inhabitants and is the 12th most populous country in the world and the 2nd most populous in Africa. The national capital and largest city, Addis Ababa, lies several kilometers west of the East African Rift that splits the country into the African and Somali tectonic plates.

The study was conducted on the role of selected public institutions the in promotion of tourism in Ethiopia. Hence, the respondents of the study were selected from public institutions that work in the capital, Addis Ababa.

3.2 Research Design

The researcher used a qualitative research method. Because, the nature of the data collected needed to make detail investigation of the topic using ‘how’ and ‘why’ questions. Such types of data cannot be quantified using statistical techniques. Having qualitative research design was believed to be the best mechanism to understand the level of understanding among public institutions, tourism authorities and other stakeholders of tourism promotion.

3.3 Sampling techniques

The researcher used purposive sampling technique, involving choosing the subjects of the study who were thought to be representatives and good sources of data.

The study used 120 respondents (sample size) from different public institutions such as Ministry of Agriculture, Ministry of Culture and Tourism, Ministry of Transport, Ethiopian Roads Authority, Ministry of Science and Higher Education, Ethiopian Airlines, Wild Life Conservation & Environmental Protection Authority, and Authority for Research and Conservation of Cultural Heritages (Table 3.1). This was deliberately made as the selected institutions nature of relation with tourism is believed to be very high than other public institutions operating in the country. The main reason for determining the number of respondents from each selected public institution was pre-test survey. The researcher tried to assess the number of workers in each institution and determined to collect data from 5

respondents in each department of the selected institutions. In this respect, the following table outlines the number of respondents used in each institution.

Table 3.1: Number of respondents per institution considered for the study

No	Public Institution	Number of respondents
1	Ministry of Culture and Tourism (MoCT)	17
2	Ethiopian Tourism Organization (ETO)	14
3	Authority for Research and Conservation of Cultural Heritages	10
4	Ministry of Transport	9
5	Ministry of Agriculture	8
6	Ethiopian Road Authority	7
7	Ministry of Science and Higher Education	10
8	Ethiopian wildlife conservation authority	14
9	Ethiopian Biodiversity Institute	11
10	Ethiopian Airline	20
Total		120

3.4 Data Collection

The research instruments used by the researcher were questionnaire and interview. The questionnaire designed included relevant items from books, journals, magazines and other publications. It also consisted of two parts: the first part aiming at gathering information on the respondent's personal information and the second one on the intended topic of study in a way respondents provide qualitative data.

The research data was collected from both primary and secondary data sources. The secondary source contributed towards the information of the institutions from the website and books in selected government institutions such as Ministry of Agriculture, Ministry of Culture and Tourism, Ministry of Transport, Ethiopian Road Authority, Ministry of Science and Higher Education, Ethiopian airlines, Wild Life Conservation, Environmental Protection Authority and Heritage Conservation Authority. Primary data was collected in two ways. Firstly, a questionnaire survey was conducted with the experts, managers and focal subjects of the sectors of selected institutions. Secondly, interviews was also carried out with the purposely selected data sources.

3.6 Data analysis

After the retrieval of questionnaire the investigator processed the collected data manually. Data that was gained through questionnaires was processed qualitatively, as data that was collected through reference of documented & recorded sources. Qualitative summary was used to analyze, organize, and summarize the data on different matters.

The collected data was analyzed by the researcher through the use of descriptive analysis method. In the analysis, the findings of the study were given interpretations with respect to sources from different publications and credible sources. Different theories were used for the interpretation.

In simple terms, the data was collected from respondents in two ways; questionnaire and interview. The answers collected from the respondents were organized and interview questions were directed towards collecting data on some related questionnaires. Finally, the answers collected in a cross-sectional way were analyzed qualitatively.

CHAPTER FOUR

FINDINGS OF THE STUDY

4.1 Demographic characteristics of the respondents

This section describes the frequency distribution of respondents' personal or demographic characteristics. It covers the demographic characteristics (age, educational level and experience) of respondents by using frequency and percentage.

The data sources for the study were taken from Ministry of Culture and Tourism (MoCT), Ethiopian Tourism Organization (ETO), Authority for Research and Conservation of Cultural Heritage, Ministry of Transport, Ministry of Agriculture, Ethiopian Roads Authority, Ministry of Science and Higher Education, Ethiopian Wildlife Conservation Authority, Ethiopian Biodiversity Institute and the Ethiopian Airlines.

Firstly, a questionnaire survey was conducted with the experts and focal subjects of the sectors of the selected institutions. Secondly, interviews were also carried out with the purposely selected data sources of the study. Besides the questionnaire distributed to experts of the aforementioned institutions, 8 were intensive interviews with purposely selected respondents.

4.1.1 Educational level

Table 4.1 illustrates that 67.83% of the respondents were degree holders working at different institutions and different responsibilities. Master's degree (13.91%) and diploma (13.04%) holders took the next shares respectively. 4.35% of the respondents are PhD and above holders, while only 0.87% are qualified in certificate level.

The table has implications on the academic status of the respondents to analyze and provide reasonable answers for questions presented by the researcher. Most of the respondents are believed to be mature enough to provide accurate answers for questionnaires and interviews undertaken. This implies that the questions presented to the respondents of the study were given reasonable answers.

Table 4.1: Educational level of respondents

No	Educational level	Frequency	Percentage
1	12 th complete	-	-
2	Certificate	1	0.87%
3	Diploma	15	13.04%
4	First degree	78	67.83%
5	Master's degree	16	13.91%
6	PhD and above	5	4.35%
Total		115	100%

Source: own survey, 2021

4.1.2 Work experience

Table 4.2 outlined that most of the respondents used as the sources of data for this study were experienced in enough in their respective institutions. More than half (51.3%) of the respondents who dominated in providing responses to questions presented by the researcher had an experience of 6 to 10 years in public institutions. The next big number in providing responses to questions were those with an experience level of more than ten years.

This shows that the experience level of respondents in working with public institutions is adequate to answer research questions that emphasized on the years of the study. And the researcher believed that the experience level of respondents had been a good input to the validity of the research undertaken.

Table 4.2: Experience of working in public institutions

Item	Frequency	Percent
More than ten years	32	27.83%
Six to ten years	59	51.3%
One to five years	24	20.87%
Less than one year	-	-
Total	115	100%

Source: Own survey, 2021

4.1.3 Age of the respondents

As we can see from Table 4.3, 43.48% of respondent customers were found between 30 up to 39 age years. 35.65% of are found between ages of 20 up to 29 years, 13.9% of are found between ages 40-50 year, and unfortunately there were no respondents who are above 50 years, but it is understandable that majority of the respondents are in an age category who can evaluate and provide reasonable responses to research questions presented to them.

Table 4.3: Age of study respondents

Age category of the respondent	Frequency	Percentage
20-29	41	35.65%
30-39	50	43.48%
40-50	16	13.9%
> 50	8	6.95%
Total	115	100%

Source: survey, 2021

4.2 Public institution awareness of Ethiopian tourism

Development of tourism requires heavy investment in wide-ranging and diverse activities. Many of these activities are in the form of public utilities like power, water, gas and transport etc. These services are so vital for tourism development.

Due to its diversity, tourism has to inter-face with several other sectors of the economy. The government has to play a major role in channeling of funds to various federal and regional institutions for undertaking tourism development. Building and maintenance of roads, provision of land for investment at reasonable rates and supply of utilities in the tourism priority areas is also essential. In the absence of these basic requisites, private sector initiatives would not support such a development. Therefore, comprehensive plans for development of tourism super-

structure need to be identified, coordinated and implemented by the government as an umbrella to different public institutions.

Apart from investing in provision of basic services, the government identifies tourism products, preserves heritage, environment and ecology. Market forces are expected to ensure that environmental degradation will not occur. Public funds need to be provided for launching awareness programs, and for undertaking requisite preservation efforts.

Public sector tourism organizations shall continue to play leading and catalyst role in development of tourism infrastructure such as hotels, restaurants, road-side facilities, resorts, amusement parks, theme parks, etc. in the areas where private sector is either shy to invest or where government desires to bring the benefits of tourism development to local population. Encouraging foreign and domestic investors by facilitating and providing incentives but at the same time by regulating them to save ecology, environment, religious & cultural traditions of the country need to be implemented in an appropriate standard.

The responses provided from respondents about tourism indicated that most of the public institutions are aware of tourism importance although their level of understanding and coordination with tourism bodies is different. According to some respondents, the establishment of the Ethiopian Tourist Trading Enterprise in 1964 has created a good image of tourism in Ethiopia. It has resulted in a positive trend in enhancing the number of tourist arrivals and foreign currency earnings from time to time. It has also created job opportunities in hotels, car rental and local guide services and other tourism services. This even has widened its scope to the establishment of different tourism enterprises to host tourists.

Nowadays, tourism is seen as a major development sector for the country and there has been an increased awareness among various stakeholders. The awareness creation has also progressed to the development of strategic tourism plan (2015) and national tourism policy. Currently, different public institutions are taking tourism as a means to the development of the national economy. All respondents stated that their institution have taken tourism as a complementary responsibility to achieve the country's transformation pan set.

However, the involvement of public institutions in tourism development is not being practiced at optimum proportion across different sectors. Ministry of Culture and Tourism, Authority for Research and Conservation of Cultural Heritages, and Ethiopian Tourism Organization have taken the full responsibility of developing the tourism industry in the country. The Ethiopian Airline, Ministry of Science and Higher Education, Ethiopian Biodiversity Institute, Ethiopian

Environmental Protection Agency, Ministry of Agriculture has also taken their responsibilities to promote tourism. This indicates that although the level of participation varies across different public institutions, the practice is there as a means to overall development of the country.

4.3 Role of public institutions in Ethiopian Tourism

The sources of data for this research outlined different roles that they played to the development of tourism in the country. Ministry of Culture and Tourism, Authority for Research and Conservation of Cultural Heritages and Ethiopian Tourism Organization (ETO) are fully engaged in the development of Ethiopian tourism industry as their main roles and cause of establishment. These institutions plan, coordinate and control tourism activities of the country with some varied roles among them. The Ministry of Culture and Tourism took a leading role in policy formulation that encompasses the development of Ethiopian tourism in a broad view direction. Authority for Research and Conservation of Cultural Heritages is playing a great role in preserving, conserving and protecting heritages of the country as a public institution. Ethiopian Tourism Organization (ETO) has taken the responsibility of destination development, marketing tourist destinations, funding tourism projects and coordinating different tourism authorities across the country.

4.3.1 Ministry of Culture and Tourism

Data collected from respondents from the Ministry of Culture and Tourism showed that the ministry was responsible for researching, preserving, developing, and promoting the culture and tourist attractions of the country. To achieve such objective, the Ministry closely worked together with different national and international stakeholders of the tourism industry. Studying, preserving, developing and promoting the cultural wealth and the national tourism attractions of Ethiopia had a significant effect in building the positive images of the country.

One of the respondents outlined that Authority for Research and Conservation of Cultural Heritage (ARCCH), Ethiopian Wildlife Conservation Authority (EWCA), National Archives and Library Agency, and Ethiopian National Theatre are the pillars of the ministry; and helping to meet its objectives.

The other interviewee said that the Ministry publicized the country's tourist attractions and encouraged the development of tourist facilities across the country for the years. The respondent stated that the role of the ministry had had been licensing and supervision of tourist facility

establishments such as hotels and tour operators, and setting the standards with strong emphasis to share responsibilities of tourism development both government and private.

Another respondent from the ministry said that the ministry was highly involved in creating link of tourism stakeholders as a means to develop tourism in a broad direction. In his response, this activity was done knowingly to comply with country's tourism policy, which has broad view direction of tourism development as one of the pillars to the policy. Overall, the ministry had a wide range of plans and efforts to manage the country's tourism sector although the intended outcome was not achieved due to the sensitivity nature of tourism. The emergence of Covid 19 and different conflicts at different parts of the country were mentioned as reasons for the drawbacks.

4.3.2 Ethiopian Tourism Organization

The study findings indicated that the Ethiopian Tourism Organization (ETO) played a great role in the development of tourism in the country. It manages its activities with a well-organized tourism plan. The institution was engaged in developing Ethiopian tourism as its main responsibility as a public institution. It organized different departments that can comply with the requirements of tourism development in the country. Destination development, marketing tourism products, Meeting, Incentive, Convention and Exhibition (MICE) development and fund mobilization projects are used as the bases to develop the country's tourism in a broad direction.

Building tourist facilities at different destinations, working together with an important public institutions that provide a good emphasis to tourism development such MoCT, wildlife and biodiversity institute, putting informative sign boards at different routes, training local guides to be more compliant with tourism industry requirements and organizing MICE programs at different destinations of the country was practiced over the years. ETO has also undergone different activities associated with marketing tourism products. Making an assessment or market research for both domestic and international markets, capacity building program setting for private owned marketing agents of the country, networking essential business entities in the tourism value chain, promoting the country's tourism products using different media outlets, and creating conducive environment to provide easy access to visitors for tourism information were implemented intensively. Competitor analysis practices were also carried out in some cases.

With respect to MICE, the organization had a number of activities done to increase the number of tourists, create job opportunities, generating foreign currency earning mechanisms, increasing the number and quality of local event organizers and the establishment of tourism event associations such as the Ethiopian Event & Exhibition Organization Association, and Addis Ababa Hotel Trade Association were important developments that took place in the years of this study.

Fund mobilization project of the organization had the initiation of building partnerships with domestic and international agencies working within the tourism industry. Different actors were involved in the fund mobilization activities carried out by the organization. More importantly, the organization has organized a fund mobilization department as a core unit to achieve its objectives of Ethiopian tourism development. It was a big decision made to finance tourism projects of the country.

However, ETO faced a number of challenges in its way. The first most important challenge was that there is no clear distinction and division of responsibility between the Ministry of Culture and Tourism and ETO as public institutions that are taking the leading role to plan, organize and manage tourism activities of the country. There was no clear proclamation that separates the two leading tourism organs to have their own roles as a public institution working to develop tourism. Most of the activities each institution is similar and redundant in their nature. The other challenge experienced over the years of this study was lack of budget and poor infrastructure of the country. There is no genuine budget allocation for ETO to accomplish different tourism projects that have a great significance to the development of tourism. More importantly, Covid 19 epidemic, security challenges at different parts of the country, relative price competition with other nearby countries and destinations, poor destination images, lack of highly qualified and skilled manpower, lack of professionalism from private tourism enterprises and absence of a clearly identified long run market corridor were seen as serious challenges to the performance of the organization.

4.3.3 Authority for Research and Conservation of Cultural Heritages (ARCCH)

ARCCH is a public institution within the Ministry of Culture and Tourism and responsible for the preservation of cultural heritages. It mainly supervises the National Museum and has the duty to preserve and present the collection, as well as to accomplish an inventory of the

manuscripts preserved in the churches. On the other hand, the Museum preserved a collection of manuscripts.

The Authority carried out a scientific registration and supervision of cultural heritage as bearing witnesses to history that will be transferred from generation to generation. Protection of cultural heritages against man-made and natural disasters, enhancing the benefits of cultural heritages to assist the economic and social development of the country and discovering and studying cultural heritage were intensively accomplished by the authority over the years.

One of the respondents from the authority said that the study, registration and protection of cultural heritages played a great role in the development of tourism for almost two decades after the authority came in to legal existence with proclamation. It has undertaken a wide range of researches, collected and organized cultural heritages to be included in different museums and cultural centers across the country.

The other respondent from the authority explained that the ARCCH had a well-defined role provided and was striving to develop tourism in the country. He stated that the authority played a great role in studying and collecting cultural heritages across different parts of the country although its result is to be seen with tangible evidences yet. Because, the main responsibility of the authority lies on building the future of Ethiopian tourism development rather than generating income for current consumption only. According to the respondent, the authority had plans and appropriate working methods devised under the supervision and guidance of Ministry of Culture and Tourism. And its main intention was accumulating resources for future tourism development.

4.3.4 Ethiopian Airlines

The Ethiopian airline has come a long way aspiring to become the leading aviation group in Africa, having its full-fledged business centers and in house academies accepting students from all over Africa. The airline has been expanding, purchasing latest technology aircrafts; being the first in Africa to buy the luxurious and fuel efficient crafts. Ethiopian has the lion's share of the pan-African passenger and cargo network operating in 92 international destinations across five continents. Its massive fleet includes ultra-modern and environmentally friendly aircraft such as Boeing.

Such expansion of transportation facilities has not only become the key development focus but also a strategic facility to promote destinations along with introducing new flight routes, even to remote and previously inaccessible destinations. In an effort to revolutionize and expand airport

facilities to meet international standards Africa's most profitable airline, Ethiopian Airline, continues to heavily invest in improving infrastructure and buying latest technology aircrafts to entice several number of tourism and business travelers.

Keeping its high record, it has registered an average growth of 25% in the past seven years being the first choice of travelers. The tourism growth not only reflects the breakneck step of the country's efforts to earn a middle income status, but also plays a role in changing how the world perceives Ethiopia. The airline has had an immense effect on changing the poor image of the country. This shows that besides transporting passengers in to and out of the country, the airline is working to promote the country's tourism with purpose.

The country's focus on the importance of travel and tourism sector has an important impact on its global competitiveness. The government has been allocating funds to develop the tourism sector, while hospitality sector investors coordinate among each other to bring both tourists and corporate travelers into the country via using the famous Ethiopian Airline.

Realizing the high return of the tourism sector, service providers have been perfecting what they offer to increase the number of visitors in the country, and the Ethiopian Airline has increased the country attractiveness for many travelers, as well as for investors in the sector. Comparative cheaper transport charges, hotel accommodation and cost of living also continue to motivate visitors to travel to Ethiopia.

4.3.5 Ethiopian Biodiversity Institute

The Ethiopian Biodiversity Institute has been conserving wildlife and habitats for years although its first mission was not directly related to tourism. Its main mission was to protect natural areas and wildlife to keep the natural set up of the earth and its habitats. In its real practice is protecting and developing biodiversity.

Although it has no tourism-led plan, the Ethiopian Biodiversity Institute has a practice of developing the country's tourism in a number of ways. The first activity of the institute was directed towards studying and identifying different species available at different parts of the country. After having a well identified list of species, the institute tried to develop eco-friendly investments. Ecologies and zoos are built in different areas of the country with the intension of conserving biodiversity and generating income from visitors of each site. Facility development and encouraging eco-friendly motivated investors was used as a strategy to achieve the intended objective. Paid film production of biodiversity by different media was practiced to promote both the resources of each site and attract tourists to the area. National geography and BBC have taken the leading roles in doing so.

The sources of data have also outlined the challenges of developing tourism via biodiversity management. Of these challenges lack of integrated plan with tourism organizations of the country has led to underutilization of biodiversity for tourism development. The other challenges faced by the institute as a public institution was manmade and natural factors. Lack of awareness, illegal hunting and deforestation practices by the local community, agricultural land expansion, poor infrastructural development, global warming and erosion are some of the challenges faced over the years under study.

Ethiopian Biodiversity Institute has recently employed different events to promote tourism in its way to conserve biodiversity. Different activities such as exhibitions, visiting forests and conducting a workshops were implemented. In doing so, it is noted that biodiversity is part of ecology; and it is a base for tourism development too. So, the government and public have to work hard to preserve biodiversity through carrying out awareness creations and conservations activities in a well-organized manner. A number of students from different elementary, high school and university have visited exhibitions, and most students appreciated the activities that are being done by institute as a public institution.

Another most important activity implemented by the institute was encouraging community participation to conserve forest parks, and stakeholders were recommended to focus on conservation and sustainable utilization for the benefit of present and future generation.

4.3.6 Ministry of Science and Higher Education (MoSHE)

Respondents outlined that the Ministry of Science and Higher Education had a well-documented contribution to the development of tourism in the country. The ministry focused on the provision of training in hospitality and tourism fields after conducting market researches. These market surveys have indicated that tourism was one of the most important sectors that the country needs to develop its economic development. Finally, demand driven curricula were devised and universities produced manpower with under and post graduate programs. University of Gondar, Hawassa University, Mekelle, Aksum, Bahir Dar, Debre Tabor, Injibara, Debarq, Ambo, MadaWallabu, Jimma, Assosa, Arba Minch and Addis Ababa Universities are some of the institutions providing training in the tourism fields of study.

Another important role that MoSHE played in the development of Ethiopian tourism is taking acknowledged participation in tourism policy and plan formulation. This was highly practiced to incorporate knowledge power in development agendas of the country.

The data sources have also emphasized that MoSHE had challenges to fully engage in tourism development of the country. One of the challenges was reported to be lack of experienced home

grown teachers both in quality and number. The other important challenge was lack of willingness from tourism enterprises to take responsibility in provision of cooperative training.

4.3.7 Ethiopian Road Authority

Over the years, the Ethiopian Road Authority has focused on developing road networks connecting the country's tourist destinations. The Ethiopian Roads Authority (ERA) was given priority in the second GTP for the construction of roads in tourist-friendly parts of the country. One such example is a 79-kilometer route that connects Berhale and Dalol (Afar area) and was one of the tourist attractions' road projects. The roads being built around and in tourist destinations have helped to alleviate some of the challenges.

According to survey respondents, the Ethiopian Road Authority has placed a strong priority on road improvement, which could help the country's tourism development. The development of the Bahir Dar to TissIsat Fall route and the Entoto tourist destination project are two significant examples of the authority's involvement in tourism operations as a public entity.

However, the authority faced difficulties in carrying out its projected contribution to the country's tourism development. One of the obstacles was the lack of an integrated plan among the country's many industries and public organizations. As a result, ERA is unable to establish a well-organized tourism infrastructure development strategy. Another issue was that roads built for one purpose were either reconstructed owing to unanticipated government enforcement or there were other projects developed for different purposes. The Ethiopian Road Authority's low tourism performance was a result of this.

4.3.8 Ministry of Agriculture

Data collected outlined that agriculture being the economic base of the country was under intense pressure to perform its responsibilities with the intended plan of action. Rapid population growth, change in climatic conditions, land degradation and erosion, loss of natural resources through natural and manmade factors has forced the sector to be at intensive food security programs. The ministry has also practiced the development of cash crop production to help the country's economy as it can be exported abroad to generate foreign currency.

Although the ministry was at such challenges of operation, it never forgot to take part in helping tourism development of the country. Zoning and land use planning, protecting wildlife and wetland areas were practiced in different parts of the country for dual purpose; one is for agricultural reasons and the other was for tourism sector. Whatever the challenges were the ministry had participation in the development of the tourism sector over the years under study.

But, its level of participation was seen by respondents as inadequate to the development of broad based tourism in Ethiopia.

4.3.9 Ministry of Transport

Data collected from respondents outlined that the ministry as a public institution initiated policies and laws, prepared plans and budgets, undertook study and research, compile and disseminate relevant information, provided assistance and advice to stakeholders as a public institution of the country. The ministry of transport have been directing and coordinating the performance of their organizational structures, working programs, and budgets, and approve their submission to the appropriate government organs so as to provide modernized transport service to its customers. It promoted the expansion of transport services, tried to ensure that provisions of transport services in line with the country's development strategy and have equitable regional distribution and integrated provision of transport services, cause the formation and implementation of regulatory frameworks to ensure the provision of reliable transport services and make sure that transport infrastructures are constructed, upgraded and maintained regularly.

As a stakeholder in the country's tourism sector, the ministry had efforts directed towards helping tourism development in a number of ways. It employed the allocation of sign boards at different roads with an intention of providing information to travelers, allowing and regulating the importing, development and execution of modern transport vehicles and facilities across the country. It also organized different special flight and transport services to different destinations across the country. Aksum, Lalibela, Harar and Gondar are some of the destinations that got such a benefit for their festivals and other religious ceremonies that attract mass tourist flow to the areas. This was done for the intention of helping tourism sector in the country.

However, the ministry faced difficulties in helping the development of tourism in the country. The first challenge was the absence of integrated plan with tourism stakeholders and lack of budget for tourism reasons. The budget and transport service designed to the public was utilized for tourism reasons in peak seasons of tour operation. This has resulted in overcrowding at different transport stations across the country. Fight for transport access also forced the ministry to receive strong complaints from the public at different times of service.

4.4 Partnerships built among public institutions to develop tourism

Ethiopia designed a ten year Sustainable Tourism Master Plan (2015 – 2025) with ten key objectives for the strategic plans. Policy, Regulation and Institutional Framework, Tourism Product Development, Tourism Marketing, Branding and Promotion, Investment in Tourism

Facilities and Services, Human Resource Development, Tourism Research and Development, Tourist Safety and Security, Tourism Support Infrastructure and Services, Conservation and Preservation of Natural and Cultural Resources, and Tourism Development Financing were taken as the main pillars of the master plan to implement the tourism policy. Public institutions involvement is also highly required. Accordingly, public institution cooperation was seen as a means of achieving the strategic dimension of the master plan, and the study outlined the facts in focus.

Respondents from different public institution outlined that some efforts were made to create cooperation among public institutions. However, the intended cooperation was not met due to various reasons. One of the interviewees from MoCT emphasized that the ministry tried to distribute the responsibility of tourism development to different public institutions and private enterprises. But, the plan did not go as intended since the level of understanding among public institutions was poor and also private enterprises seemed to be short term profit seekers. Another respondent also tried to provide his honest answer about the cooperation among public institutions. He explained that the cooperation among stakeholders was very poor than public-private partnerships in this respect.

An interview made with a focal respondent from Ethiopian Tourism Organization outlined that the organization and the ministry had efforts to share tourism development responsibilities to different public institutions. One of the mechanisms was having a clear memorandum of understanding with different public institutions. Accordingly, there was memorandum of understandings signed among few public institutions although they failed to have concrete results. Other institutions were participating in tourism development through producing tourism resources informally. Provision of training in hotel and tourism occupations, creating awareness to the host community, participating in tourism planning, building roads and other infrastructures around tourist attractions, providing training to tourism stakeholders and promoting, conserving and preserving tourist attractions were practiced at a certain level. But, it was very low to have sound effects on the plan.

Findings indicated that different public institutions had plans to help the development of the tourism sector even though it is not integrated to have sound effect in real life. Participation in the provision of quality tourism services in types and capacities was practiced by some public institutions only. The respondents from the Ethiopian Air Line and Ethiopian Biodiversity

Institute have emphasized that the two institutions involved in the development of tourism as their main responsibility over the years. The respondents said that the two public institutions had tourism development plans along with providing transport service and keeping biodiversity in a healthy system.

The Ethiopian Air Line had plans of tourism development and accomplished a wide range of activities ranging from planning, budgeting, promoting and working in collaboration with MoCT, other public institutions including different media and private tourism enterprises. The biggest contribution of the airline was in the promotion of the country as a tourist destination. *Selamta* magazine had been one of the biggest weapons of the airline to promote tourist attractions and tourism service providers such as hotels and other hospitality establishments. The airline had a clear mission given to it from MoCT and a clear memorandum of understanding between the two public institutions.

The Ethiopian Biodiversity Institute had also a clear memorandum of understanding with MoCT to work together on tourism development. One of these plans was demonstrated practically when the Entoto Tourist Destination Project built a tourist destination at the Entoto Mountain in Addis Ababa. The project had consistent and detail discussions with the institute on each deliverable built. The land use plan which included buffer zone, walk ways, game and children amusement parks and exterior designs preferable and compatible to the local biodiversity of the project was done in collaboration with the Ethiopian Biodiversity Institute and Environmental Protection Authority to some extent. The reforestation practices made to keep the natural beauty and health of the environment in around the Entoto Park were applied after detail assessment of the area in focus. Different environment science experts from the Ethiopian Biodiversity Institute and Ethiopian Mapping Agency (EMA) had efforts to produce a sustainable tourist destination at the site.

The other public institution, Authority for Research and Conservation of Cultural Heritages (ARCCCH), had plans and clear instruction from MoCT as a public institution working under the ministry. The authority had also the practice of working in coordination with other public, private, non-governmental, civic associations and religious institutions. But, the effort in doing so is not well organized with proper documentation and clear memorandum of understanding except with religious institutions such as the Ethiopian Orthodox Church.

However, the nature of collaboration among different public institutions in tourism development agenda is not organized in a certain way. The only institution which had a strong focus to work with public institution was Ministry of Culture and Tourism although there were some efforts from Ethiopian Tourism Organization (ETO) and Authority for Research and Conservation of Cultural Heritages (ARCCH). Other collaborations among different public institutions were more of conditional and unplanned. The Ethiopian Environmental Protection Authority had most engagement in tourism projects whenever there is a call from tourism organs in an attempt to help the development of tourism. This has indications that the cooperation among different public institutions was very weak and unplanned. It was almost nonexistent unless institutions which were merely established to plan and manage tourism make calls to institutions that could have significant effects to projects having unique characteristics.

4.5 Challenges faced in engagement

Respondents of this study outlined that the role of public institutions in helping the development of the Ethiopian tourism had different challenges over the years. The major challenges mentioned from the respondents were lack of budget, poor coordination and conflict of interest among different stakeholders. Lack of awareness on the importance tourism to public institutions in promoting the institution to gain recognition, sharing institutional experience, taking public responsibility was also explained to be another challenge practiced by public institutions.

4.5.1 Lack of budget

Respondents from public institutions used as references to study highlighted that there were no appropriate budget allocated to help the country's tourism development as a complementary activity to meet the transformation and development plan. Institutions which were merely established to plan and manage the country's tourism even did not have adequate budget allocated to achieve their objectives. This had even forced them to organize departments that work to search for different fund raising. Ethiopian Tourism Organization was mentioned to have a strong effort in doing so. The fund mobilization section of the organization had been involved in different fund raising activities both domestically and internationally.

On the other hand, other public institutions which were not merely established to manage the tourism industry of Ethiopia did not have budgets allocated to fund tourism projects under the years of the assessment. They sometimes engaged in tourism activities when there is unplanned funding of tourism events from the government and other lenders. Tourism

authorities were not encouraging these institutions through funding different efforts made towards tourism development and management.

4.5.2 Poor coordination

Interviews made with different respondents for this study explained that the selected public institutions had very poor plans and efforts to work together in an attempt to promote Ethiopian tourism as a tool for economic development. They were interacting each other in some time periods to discuss and have common tourism plan but failed to materialize it in practice. The Ministry of Culture and Tourism (MoCT), Ethiopian Tourism Organization (ETO) and Authority for Research and Conservation of Cultural Heritages (ARCCH) had a better coordination among them than the rest public institutions. These three public institutions even had a very poor coordination to work with public institutions which were thought to be out of direct tourism contributions. They even had a very poor coordination to work with tourism organs working as subordinates under the ministry. Different zonal and woreda level tourism bodies had minimal support from the ministry and similar authorities of tourism to achieve their objectives.

4.5.3 Conflict of interest among different stakeholders

Findings indicated clearly that the public institutions in focus were having unwanted completions in tourism projects. There were experiences of making themselves superior and seeing others as secondary or subordinates in tourism development projects. The conflict among Addis Ababa Culture and Tourism Bureau, Ministry of Culture and Tourism and Ethiopian Tourism Organization was mentioned as an example. This was even reflected when Addis Ababa City Administration and Office of the Prime Minister had disputes over managing the development and management of the project in 2020.

The conflict of interest between Ministry of Culture and Tourism and Ethiopian Tourism Organization was seen as a big challenge in the development of tourism under the years of this study. Both of these institutions did not had separated roles other than competing for similar and redundant tourism activities. They were competing for superiority of their names and roles other than real tourism development ambitions.

4.6 Measures taken to fight against difficulties

Respondents of this study explained that there were attempts to fight against difficulties of public institution cooperation for tourism development reasons. One of such practices was directed towards organizing awareness creation forums with the community and other stakeholders of tourism. This was done in an attempt to build smooth relationships with

stakeholders across the sector. In some cases, there were poor responses for the problem as public institutions tried to solve it in waiting for positive work environment to prevail and focused on reporting the difficulties to relevant government organs.

One of the key respondents emphasized that although the measures taken were not satisfactory enough, efforts to have a common tourism development plan, creating partnerships of working together and sharing responsibilities was in progress to the date of this assessment. There was an attempt to separate the roles and responsibilities of the Ministry of Culture and Tourism and Ethiopian Tourism Organization in a formal structure. The Ethiopian Tourism Council was also given the authority to coordinate activities of the two institutions in an attempt to bring them in to practical functionality.

However, the measures taken to bring about coordinated public institution participation in tourism was at an infant stage of development under the years of this assessment. It was limited to plan development and not beyond that in practice.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The main objective of this study was to assess the role of selected public institutions to the promotion of tourism in Ethiopia. The main respondents were taken from Addis Ababa as the main offices of federal public institutions are placed at the city. This shows that the study was geographically delimited to some selected public institutions working in Addis Ababa geographically. The research used qualitative approach for acquiring the intended research theme. Target population of the study were some purposely selected public institutions. The total population of the study were 120 experts and managers/leaders of the aforementioned public institutions. The research instruments were questionnaires and interview. The data was finally analysed using a qualitative approach. It mainly addressed the main findings with respect to the role of public institutions in Ethiopian tourism, collaboration among public institutions, challenges faced, and the measures taken to fight against the problem.

The major findings of the study were summarized as follows:

5.1.1 Role of public institutions in Ethiopian tourism

One of the pillars of Ethiopian tourism development policy is that of strengthening the collaborative relationship among the actors participating in tourism development. This describes the need for public and private sector partnership to carry out the development of the tourism sector in Ethiopia. In an attempt of overcoming the high degree of capacity limitation affecting the industry, this strategic issue addresses the establishment of institutions, offering training to high, middle and all the employees in tourism and related establishments and the community for the betterment of service in the sector.

Public institutions selected for this study had different roles in the development of tourism for the years in focus. Namely, Ministry of Culture and Tourism (MoCT), Ethiopian Tourism Organization (ETO), Authority for Research and Conservation of Cultural Heritages, Ministry of Transport, Ministry of Agriculture, Ethiopian Road Authority, Ministry of Science and Higher Education, Ethiopian wildlife conservation authority, Ethiopian Biodiversity Institute and the Ethiopian Airline were involved in the development of tourism although their level of participation not at a similar level.

Among the institutions used for this study, Ministry of Culture and Tourism, Ethiopian Tourism Organization and Authority for Research and Conservation of Cultural Heritages had direct involvement in the development of Ethiopian tourism. They highly engaged in planning, organizing and managing the sector at their full potential although there were some limitations to meet the objectives set. They had plans, budget allocation practices, forming partnerships with different public institutions and private tourism enterprises under the years of the study. Destination development, registering and conserving heritages, marketing destinations and fund raising programs for tourism projects were implemented by these institutions. This was a great effort exerted to promote the country's tourism in its sectoral way of operation.

However, other institutions used in this study were not actively engaging in tourism development other than having casual and unplanned participation at times. They did not have clear plans of tourism development, and as a result they had no budget allocated for tourism intentionally. They even were not participating in tourism projects after calls from concerned tourism bodies were presented to them. They had, of course, some efforts in promoting tourism projects through consulting to provide expert knowledge, fund raising and promotional activities. But, their level of participation was reported to be minimal in helping the country's tourism development.

From the above result, it is understood that the role of public institutions in promoting Ethiopian tourism is at an infant stage and the tourism development policy is in need of being implemented by all stakeholders if the intended development goal is to be achieved. The policy formulated need to be supported with enforcement practices.

5.1.2 Collaboration among public institutions

The most commonly used method of international cooperation has traditionally been to define specific projects designed to cover needs or improve specific aspects, but not focused on consolidating LPPs or on institutional strengthening. This concept of cooperation has tended to be accompanied by a strong asymmetry between the actors involved in it, as it clearly distinguishes between the party providing the resources (known as the 'donor') and the party receiving these resources (known as the 'counterpart' or 'receiving' cooperation partner (Jean-Pierre Malé, 2013).

The cooperation built among public institutions of this study was very poor and at times there were competitions to establish their names than taking a responsibility of helping tourism

development. The fierce competition between Ministry of Culture and Tourism and Ethiopian Tourism Organization was one of the biggest challenges for actors in the tourism sector. The two public institutions were reported to be competing for superior-subordinate roles although they were predominantly helping the country's tourism development under the years of study. Other public institutions had participation in Ethiopian tourism development with a very limited scope. They mostly engaged in tourism projects whenever calls from the ministry and similar authorities were presented to them. Their effort to work with other public institutions on tourism agenda was almost non-existent. They were reactive to calls from the tourism authorities of the country with limited effort.

Generally, the level of cooperation among public institutions to the development of Ethiopian tourism was reported to be poor. The efforts of working on tourism development were highly practiced by some public institutions which were established for such a reason. Whereas, other public institutions used for this study were not involved in tourism projects in cooperation with each other unless casual calls from the ministry and other tourism authorities presented to them.

5.1.3 Challenges

Over the last two decades, there has been increasing scientific interest in studying tourism governance which have contributed to a greater understanding of modern social organizations. These social organizations were reinforced by the participation and articulation of stakeholders responsible for regional tourism development processes. The concept of tourism governance is not new, despite a lack of consensus on how to define it, which is perhaps why it is often mistaken for government. It emerged in the 1970s during the governability crisis to understand whether the new administrative structures, through their processes, could establish consensus and solve conflicts. Tourism governance also brings benefits such as efficiency, fairness, transparency, accountability, cooperation, and legitimacy, given that it involves collective decision-making through political democracy with social participation represented by diverse interests. These benefits have been widely discussed and have formed the basis of political, social, and business discourses. Although tourism governance provides a series of benefits based on cooperation, it is not exempt of power relations. Given the current debate on destination sustainability, it is important to reflect upon planning and management tools, considering process participants' collective interests (Coutinho and Wilker Nóbrega, 2019).

The selected public institutions faced different challenges to have sound participation in Ethiopian tourism development. The first challenge faced was the administrative structure of the government, which was not supportive of cooperative set up other than empowering each institution with specific institutional objectives. Tourism authorities were given the full responsibility of developing the country's tourism, and they have practiced it with some limitations. Other public institutions had, hence, to focus on their main objectives set, and could not plan, allocate budgets and perform in tourism projects. On the other hand, tourism authorities were not open enough to entertain such initiations of other public institutions.

Another challenge of the selected public institutions in helping Ethiopian tourism development was lack of finance. It was reported that most of the public institutions did not have adequate budget allocated to their main mission let alone budgeting for tourism projects at will. It was a big challenge of tourism initiated public institutions too.

5.1.4 Measures taken to fight against challenges

The measures that need to be taken to fight against public institution participation in tourism is associated with the development of policy and strategic frames and intending to enforce it with strong commitment. Jorge Cornick (2013) outlined that public sector should do three things, at the very minimum. The first one is organizing an internal process of consultation and consensus building between key public sector players, including representatives of the executive, the congress, a legal advisory board, and entities that can provide independent and reliable estimates of costs and benefits. The second recommendation was obtaining relevant expertise, including local and international private sectors. The third one was engaging in a consultation process with relevant stakeholders.

The challenges of public institution participation in Ethiopian tourism development was highlighted earlier in this chapter. Lack of cooperation among public institutions on tourism agendas and inadequate finance for tourism projects were explained to be the biggest challenges of the country's tourism development plans under the topic of study. There were no significant measures taken to fight against the problem.

5.2 Conclusion

Based on the findings of the study, the conclusions were drawn;

The role of public institutions selected for the study in promoting the Ethiopian tourism was highly varied; meaning that Ministry of Culture and Tourism, Ethiopian Tourism Organization and Authority for Research and Conservation of Cultural Heritages had direct involvement in the development of Ethiopian tourism whereas the other public institutions selected for the study had limited efforts in helping the country's tourism development. This clearly indicates that most of the public institutions selected for the study were having very poor involvement in promoting Ethiopian tourism during the years of this study.

There was also poor collaboration among the selected public institutions in the tourism development agenda, and more importantly a fierce competition between Ministry of Culture and Tourism and Ethiopian Tourism Organization was one of the biggest challenges for actors in the tourism sector. The two organizations needed to have a well structured line of command between them and work closely for the promotion of tourism.

The public institutions had serious challenges of involving in Ethiopian tourism promotion. Participating in tourism projects was somehow limited and the budget constraints could not allow each institution to think of additional involvements out of its own cause of establishment. The later, lack of finance, was the biggest challenge of many public institutions and the government needed to have positive response towards minimizing such a challenge. Therefore, the budget constraint should have been solved by the government and other stakeholders of the tourism system.

There were no significant measures taken so as to involve the selected public institutions in Ethiopian tourism promotion agendas even though the tourism policy of the country had given relevant coverage in documentation. This shows that the policy was not implemented to promote the country's tourism with full package, and there needed to be a certain measure to solve such a big problem from all concerned tourism stakeholders.

5.3 Recommendation

The study clearly outlined that the role of the selected public institutions in the promotion of Ethiopian tourism was reported to be poor under the years of this study. The reasons and challenges were also presented with appropriate analysis in association with relevant concepts and policies. Therefore, measures to fight against the aforementioned challenges need to be implemented. The biggest weapon to solve such a problem would be formulating policy frames that help public institutions play their role to promote tourism as a means of achieving the country's development goal. The policy and strategies need to point out the need for cooperation among public institutions along with the mechanisms of implementation. Enforcing the policy frames need also be done with great effort.

The researcher has presented the following recommendations to help the promotion of Ethiopian tourism industry through public institution participation;

- The government needs to initiate public institution cooperation so that tourism can have actors from each public institution. The framework need also incorporate enforcement mechanisms too. Incentive travel and domestic tourism can be handled by these parts of the institutions so as to contribute some in promoting tourism.
- Tourism, being one of the sectors believed to be a tool for the country's development, should have departments that focus on tourism promotion in each public institution such as; Ethiopian Airline, Ethiopian Biodiversity Institute, Ministry of Transport, Road Authority and Environmental Protection.
- There need to be private sector involvement to solve the financial constraints of public institutions working under tourism initiative establishments through Public-Private Partnership (PPP). The combined effort could solve the problem significantly so that the tourism sector can be promoted to a better level.

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Appendixes

Addis Ababa University
College of Development Studies
Center for Environment and Development
Tourism Development and Management Program

Appendix 1:

A questionnaire to be filled by experts and officials of selected public institutions.

Dear Respondents;

The aim of this questionnaire is to enable the researcher to carry out a research for partial fulfillment of Master's Degree (MA), and the research focuses on assessing “the role of public institutions in the development of tourism in Addis Ababa”. The questionnaire is used to collect data from relevant people regarding public sector involvement to help the development of tourism at the capital city, Addis Ababa. To ensure the success of the research, I would like to seek your support and cooperation in answering the questionnaire by providing your honest and most accurate response. The information that you give in this questionnaire is only for academic purposes and will be kept strictly confidential. The findings from this questionnaire will be reported only on aggregate level and anonymity of individuals that respond to this questionnaire is guaranteed. *Thank you in advance for your kind cooperation and valuable contribution!*

Note that:

- ✓ Please (circle) or make a “√” mark on the space provided for choice type questions.
- ✓ You can give more than one answer for a single question if it is required.
- ✓ If you have any query, you can contact the researcher via mobile phone number:

Section 1: A Questionnaire to be filed by employees and leaders of selected public institutions based in Addis Ababa.

Part –I: Demographic Information

Direction: Please select the appropriate response category by making a “√” mark on the space provided against each question.

1. **Age:** 18 – 30 years 30-40 years 40-50 years above 50 years

2. **Educational level:** 1-8 grades complete 9-10 or 12th grades complete

Certificate Diploma Degree Master’s degree and above

3. **Work experience:** 1-5 years 5-10 years 10-20 years above 20 years

Part II: Choice type questions.

Direction: Encircle the letter of your choice. Having more than one choice is acceptable.

1. What are the areas of tourism development that your institution is taking part?

- A. Plan and policy formulation
- B. Allocating budget to tourism activities
- C. Promoting tourist destinations
- D. Building tourist infrastructures

2. Does your institution plan to promote tourism development at the city?

- A. Yes
- B. No
- C. I don’t know

3. If your response for question number (1) is yes, what are the ways employed to promote tourism development of the city.

- A. Budgeting for developing and marketing destinations
 - B. Participating employees in educational and familiarization tours
 - C. Consulting and training tourism stakeholders
 - D. Other (if any) please specify
-
-

4. How does your institution participate in tourism activities?

- A. With having a clear memorandum of understanding with tourism bureaus and authorities
- C. Informally through producing tourism resources
- C. Provision of training in hotel and tourism occupations
- D. Creating awareness to the host community
- E. Mention if you have other options

5. What are the practices of working together with tourism authorities and enterprises so as to promote tourism development?

- A. Participating in tourism planning
- B. Building roads and other infrastructures around tourist attractions
- C. Providing training to tourism stakeholders
- E. Promoting, conserving and preserving tourist attractions
- F. Specify other practices (if any other)

10. If your answer for question number 4 is “yes”, what are the difficulties you faced?

- A. Conflict of interest among different public and private institutions
- B. Lack of recognition and permission from tourism organs
- C. Lack of budget
- D. Poor coordination among different public institutions
- E. Specify other reasons

12. What are the measures that your institution is taking to fight against difficulties in helping the development of tourism at the city?

- A. Creating awareness creation forums with the community and other institutions
- B. Building smooth relationships with stakeholders
- C. Waiting for positive work environment to prevail

D. Reporting the difficulties to relevant authorities

E. Specify other measures (if any)

Appendix 2:

INTERVIEW QUESTIONS FOR KEY INFORMANTS

Direction: Provide honest answers to the following questions.

1. How does your institution plan to help the development of tourism at the city?

2. What are the roles that your institution play to help tourism development in Addis Ababa?

3. How long have you been engaged in tourism development activities in Addis Ababa as a tourism destination?

4. Are there problems hindering your institution's involvement in tourism development?

5. What are the mechanisms that your institution uses to address the problem?
