



**ADDIS ABABA UNIVERSITY**

**CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES**

**TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM**

**PROMOTING ETHIOPIA AS A TOURIST DESTINATION: A QUALITATIVE  
STUDY ON THE ROLE AND PARTNERSHIPS OF STAKEHOLDERS IN THE  
TOURISM SECTOR**

**BY:**

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**JUNE, 2018**

**ADDIS ABABA, ETHIOPIA**

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STUDY ON THE ROLE AND PARTNERSHIPS OF STAKEHOLDERS IN THE  
TOURISM SECTOR**

**A Thesis Submitted to Graduate Studies of Addis Ababa University in Partial  
Fulfillment of Master's Degree in Tourism Development and  
Management Program**

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# Addis Ababa University

## College of Development Studies

This is to certify that the thesis prepared by DeresseEshetu; entitled “*Promoting Ethiopia as a tourist destination: A qualitative study on the role and partnerships of stakeholders in the tourism sector*” is a product of my work and that all sources of materials used for my thesis have been appropriately acknowledged. It was submitted to partial fulfillment of the requirements for the Degree of Master of Arts in Tourism Development and Management compiles in accordance of the regulations of the University and meets the accepted standards with respect to originality and quality.

### Approval of Board of Examiners

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## DECLARATION

The thesis undersigned, I declare that this is my own original work and has not been presented in this or any other university, and all sources of materials used in this research has been fully acknowledged.

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## ACRONYM

A R C C H Authority for Research and Conservation of Cultural Heritage

C B A Commercial Bank of Ethiopia

E C C Ethiopia Camper of Commerce

E I C Ethiopia Investment Commission

E O C Ethiopian Orthodox Tewahdo Church

E T O A Ethiopia Tour Operators Association

E T T O Ethiopia Tourist Trading Organization

E T V Ethiopia Television

E T O Ethiopia Travel Organization

E T O Ethiopia Tourism Organization

G T P 2 The second growth and transformation plan

M O C T Ministry of Culture and Tourism

S M E Small and Medium Enterprise

U N C A United Nation Economic Commission for Africa

U N E S C O United Nation Educational Science and cultural organization

U N W T O United Nation World Tourism Organization

## ABSTRACT

*The aim of the study is to investigate the role and collaboration of stakeholders in the tourism sector of Ethiopia to promote as a tourist destination. The research question is developing to attempt to identify different stakeholders and partners. The scope of the research was only to promotional activities on Ethiopian destination. This study draws on qualitative research methods. The data collection tools used in this research include interview and secondary data was collected from different organization, local research documents and journals were collected. my finding from there research one stakeholders in the tourism sector of Ethiopia at different levels, there effort to promote Ethiopia as a tourist destinations, there success of promotional strategies in there promotional department activities undertaken to enhance institutional capacity for promotion with progress in attractive foreign and domestic tourist in relation with the major challenges faced in promoting Ethiopia as a tourist destination and the possible solution by established conductive rules and regulation of the tourism sector for stakeholders and partners at the end institutional guideline developed by ministry of culture and tourism to create good and positive relation among government and non-government bodies a line with the 2<sup>nd</sup> GTP on going promotional plan of Ethiopia. Therefore as the study reveals different stakeholders who involved in Tourism to promote Ethiopia as a Tourist Destination are not working together to achieve their common goals.*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1. Background of the Study**

Tourism provides new job opportunities through the establishment of small and medium enterprises (SMEs); lead to skills development in tourism and support services; contribute to rural development; improve infrastructure; and ultimately contribute to foreign exchange earnings (Madsen, 2014). Therefore, tourism can be a powerful stimulant for economic growth and achieving development. This is especially true for economies with limited resources, where on a macro level; economic growth can be fostered through foreign exchange earnings and increased state revenue. On a micro level, it can lead to an improvement in individual's well-being through job creation, better revenue or income distribution, and balanced regional development (Dieke, 2003). By the same token, tourism can be considered as a valuable development vehicle for Ethiopia.

The growth of the tourism sector globally is registering great success stories. , Nonetheless, there have been increasing warning signs of over-saturation and deterioration in some destinations, transport bottlenecks, and leading to a growing resentment by residents in some destinations (UN Agenda 21, 1996). While this has been a challenge in many places, scholars agree that destination marketing can be a solution (Morrison 2012). Destination marketing is an integral part of developing and retaining a particular location's popularity. Too often, however, tourism planners focus only on destination developments without paying

attention to retaining and preserving the attributes that attracted travelers to the destination in the first place (Kotler *et al.*, 2006).

Tourism has been described as a dynamic, multi-sector and socio-economic process of development, which requires responsible use of natural resources based on cooperation and collaboration with different stakeholders, such as government, transportation and accommodation service providers, local residents, private sector entrepreneurs and others for a sustainable tourism development (McCool & Moisey, 2008; Sharpley & Telfer, 2002).

It is widely agreed that stakeholder involvement is essential for such multi-faceted ventures such as tourism. For instance, the United Nations' "Practical Manual for World Heritage Site Managers" stipulates that "Any sustainable tourism program must work in concert with stakeholders, or interested parties, including government agencies, conservation and other non-governmental organizations, developers and local communities." (Pedersen, 2002). In this manual, it is also stated that the participation of stakeholders in the planning and management process is of paramount importance (Pedersen, 2002). This, therefore, necessitates a study on the role and collaboration of stakeholders in the tourism sector. This study is an attempt in this regard.

While this paper focuses on many of the issues highlighted in many other similar its emphasis is on the governance and stakeholder collaboration of the tourism sector.

## **1.2. Statement of the problem**

The Ethiopian government launched its second Growth and Transformation Plan, referred as GTP II, as a road map to achieve economic development in 2015. Under the current GTP II (2015-2020), the emphasis given for the tourism sector is quite high. The GTP II aims at doubling the tourist arrivals from 500,000 to 1 million, and a twelve-fold increase in tourist expenditures from 250 million USD in 2010 to 3 billion in 2020 (MoFED 2015). In addition the country also aims to be “One of the Five Top Destinations in Africa in 2025”. (MoCT, 2015 UNECA 2015) Notwithstanding such ambitious targets, the focus given to stakeholder involvement in the implementation of the plan in the tourism sector is not discussed in detail. Hence, it is imperative to study the role of stakeholders in the tourism sector for a sustainable tourism development in Ethiopia.

In the Ethiopian tourism master plan, which was launched in 2015, product development is afforded an emphasis as one of the pillars of the plan. Strategies under this program focus on sustaining or enhancing the quality of the existing tourist products and the development of new products to enhance the scope of visitors’ experience in the country. (MoCT 2015, UNECA 2015) While most researchers agree that product development is essential for successful tourism development, collaboration of stakeholders has not received much emphasis. But collaboration of stakeholders has been shown to be an effective and essential tool in any country’s tourism development process. For example, in the Indonesian island of GiliTrawangan collaboration of stakeholders has significantly contributed to the development of the tourism sector (Graci, 2013). Hence, it is important to study the

collaboration of stakeholders in the tourism sector of Ethiopia for sustainable tourism development. This study is an attempt in this regard. Especially the tourism governance structure that puts forward the plan and leads the implementation process, collaboration of stakeholders needs to be studied in depth. Hence, a more detailed analysis of the stakeholders' involvement and their respective roles in advancing the tourism sector of Ethiopia through such kinds of studies is important.

However, this is an area that hasn't received the focus it deserves, especially from Ethiopian researchers. Even, many of the few studies conducted on this subject have hardly focused on the governance structure in the tourism sector of Ethiopia and lack the kind of focus on the collaboration of stakeholders and their roles in the tourism sector. For instance, Nigussu (2016), focused on stakeholders' participation even though it is limited in its scope to the National Museum of Ethiopia. On the other hand, while exhaustively identifying the stakeholders involved, (Asres, 2016) failed short when it comes to describing the relationships between the stakeholders. Besides, Asres' research area is limited at a zonal level (i.e. Bale zone). Naila's PhD thesis focused on stakeholder perspectives and strikes the proper balance in the study of stakeholders in the tourism sector. Its treatment of collaboration between stakeholders is the kind of deep analysis the field deserves (Naila 2013).

While this study shares several research areas with Naila's study, there are gaps in some areas that this study will attempt to fill in. Therefore, This study which aims at investigating the roles and collaboration of stakeholders in promoting Ethiopia as a tourist destination and conducted at a country level, fills in these gaps in prior studies. By doing so, this study contributes for a sustainable tourism development in Ethiopia by providing practical

implications to develop Ethiopia as a tourist destination through collaboration among all stakeholders in the sector the Ethiopian tourism industry work

### **1.3. Objective of the study**

#### **1.3.1. General objective of the study**

The main aim of this study is to investigate the roles and collaboration among stakeholders to promote Ethiopia as a tourist destination.

#### **1.3.2. Specific Objectives of the Study**

The specific objectives of the study include:

1. To identify the stakeholders in the tourism sector of Ethiopia.
2. To examine the efforts made to promote Ethiopia as tourism destination
3. To examine the major challenges faced in promoting Ethiopia as tourism destination through collaboration

### **1.4. Research Questions**

Here are presented the basic research questions of the research.

- 1) Who are the stakeholders in the Ethiopian tourism sector at different levels?
- 2) What are the efforts made to promote Ethiopia as a tourism destination?

- 3) What are the major challenges faced in promoting Ethiopia as a tourism destination through collaboration?

### **1.5. Scope of the Study**

This study mainly focuses on the roles and partnership among stakeholders in promoting Ethiopia as a tourist destination. Hence, the scope of this research will be limited to the major stakeholders in the tourism sector of Ethiopia at different levels.

### **1.6. Significance of the Study**

This study will contribute to the existing body of work and to further studies in the field related with the roles and collaborations among stakeholders in the tourism industry of Ethiopia. It will also suggest methods on how to create better relationship among partners and stakeholders in the Ethiopian tourism industry. This research will also show ways to adopt best practices from the rest of the world. In addition to identifying problems the ways to promote Ethiopia as a tourist destination to the rest of the world, it will also provide relevant information and link between knowledge and understanding for tourism promotion in Ethiopia.

### **1.7. Limitation of the Study**

Research work cannot be totally free from limitation. To this end limitations are also observed in this research. The study is limited to Promotional Activities of Tourism in Ethiopia. Lack of Promotion Study in Tourism is another limitation of this research.

The other limitation in performing this research is lack of fund and financial constraints and I already mentioned above lack of reputable literature on this specific subject. Therefore readers of this study shall recognize the possible impacts of these limitations on the overall result of the research.

## **1.8. Organization of the Study**

The study organized into five chapters. Chapter one presents the introduction part which comprises the Background, Statement of the problem, Objectives of the study, Research questions, Significance of the study, Limitation of the study and Scope of the study. Chapter Two provides a detailed review of related literature.

Chapter Three constitutes the methodology of the research. Chapter Four covers finding and discussion of the research. Finally conclusion and recommendation of the study will be discussed in Chapter Five.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1. Tourism in Ethiopia: an Overview**

According to the Ministry of Tourism and Culture (MoCT, 2015), tourism as an economic sector came into being in Ethiopia very recently. It was around 1960, that the potential of tourism drew the attention of the imperial government authorities. The first tourism office was established in 1962. However, a setback in international tourism demand had been seen during the military regime. From 1974 for two decades the industry was suffering from various adverse effects such as prolonged civil war, recurrent drought and restrictions on entry and free movement of tourists (World Bank, 2006).

The magnificent material iconographies of Ethiopian culture were relayed to the visitor through the timeless architectural wonders of Axum's stele, Labella's rock hewn churches, Gondar's Castles, Harare's medieval walled city and archeological sites that traced the origin of homo-sapiens to the Rift valley where the skeletal remains of Dinkinesh (Lucy) and Selam were discovered. (Yimer, 2016)

Marketing and promoting have been, however, the weakest areas of tourism development. The negative imageries that framed the country following the famines and political strife of the 1970 -1990 period defined tourist perceptions of the country to a considerable extent. Some tour promoters have even gone further by proposing that the tourist gaze in Ethiopia was a moralistic experience. Such perspective was suggested by "Lonely

Planet” in the following introduction of the tourist experience in Ethiopia as “testing, inspiring and heart breaking a journey you will never forget. You do not explore Ethiopia for a relaxing getaway, you venture here to be moved and moved you should be” (<http://www.lonelyplanet.com/Ethiopia>). (Kidane-Mariam, 2015)

Ethiopia’s possession of varied attractions regarded as an opportunity for the tourism sector policy. However at present the Ministry identified the following major challenges also confronting the sector:

- Heritages of the country has not been adequately protected, developed and used as a tourist attraction.
- There is a serious shortage in number and type of tourist facilities. Moreover, the quality of service is poor and unsatisfactory to tourists.
- Performing arts, entertainment services and other local creative products, which could have helped to lengthen the stay of visitors, are not offered in sufficient variety.
- There is a shortage of trained manpower that is crucial to the development of the sector.
- Weak mutual support and coordination among tourism stakeholders.
- Ethiopia’s image on the international scene is widely associated with drought, famine and war.
- The horn of Africa is regarded as a region of instability and terrorism.(Yimer, 2016)

## **2.2. A Tourism Destination**

Destinations are amalgams of tourism products offering an integrated experience to consumers' (Buhalis, 2000,), i. e. a conglomerate of several elements that make up a place visited by non-residents for holiday, leisure or business purposes. This definition, on the other hand, can be regarded from two different points of view. One is supply-driven; the other is determined by the demand for a tourism destination (Javalgi et al., 1992; Pearce, 1989; Staler, 1990). As the region's view from what is part of the destination may differ greatly from the visitor's view of the area s/he visits, a gap of perception often can be identified. For example, the tourist may perceive an island as a single destination, whereas there may be several administrative units on the island that each has an interest in attracting tourists to their particular area, thus breaking the destination as perceived by the visitors into smaller destinations, defined by the supply side.

## **2.3. Tourist Destination Image and Local Culture**

Choosing a travel destination in times like these is not simply a choice, it is moreover a statement of lifestyle. What kind of journey is worth investing one's hard-earned money and relatively little leisure time into? The key to success for tourist destinations is to create a product that attracts potential consumers in an emotional way (Morgan, 2004,).

The tourist destination needs to offer something exceptional, otherwise the potential tourists will not be attracted (Howie, 2003). Therefore, a positive image development as well as a tourist destination branding is inevitable to classify and differentiate one destination from

another. As a result, the tourist should be attracted by a motivating communication strategy in order to select a specific tourist destination (D’Hauteserre, 2001).

“Images of destinations are in the ‘mind’s eye’ whether these places have been visited or not” (Howie, 2003). To develop an assertive and coherent image, a country and therewith its marketing strategies need to be well positioned in the world’s competing marketplace (Harrison-Walker 2011). In general, people have specific perceptions of tourism destinations all over the world, so-called country images. These images occur independently and often without influence of the countries’ conscious development of a brand image. This is the outcome of different characteristics like the countries’ culture, natural environment, traditions, artworks, music or celebrities, having their origin in this specific country. Consequently, country images affect the process of choosing a travelling destination (Morgan et al. 2004,).

Furthermore, the image of a destination is the outcome of different factors such as the recommendations and views of previous visitors, advertising campaigns like media statements in leaflets and newspapers or visible on television and the actual day-to-day life and local culture of the destination (Echtner and Ritchie 2003). In addition to that, potential customers have individually formed images about a tourist destination based on their own experiences. Nevertheless, this perceived image often does not match the tourist destination’s reality (Andreu et al. 2001, p. 50). The observed cultural disparity of a country plays a part in the travellers’ selection of a tourist destination as well as the visitor’s loyalty. Therefore, destination managers need to have a general understanding of their potential guests and their individual manners (Chen and Gursoy 2001, p. 82f), since the overall development as well as

continuous control of the TDI components is the responsibility of the destination's management (Howie, 2003).

In general, tourist destinations are specific areas where elements such as the local culture, the social system, the ecologic and economic situation as well as the political background can influence the public appearance in a positive, as well as negative way. Furthermore, the phenomenon of tourism in the respective country emerged unplanned or has been consciously Ekinci (2003,)

Jenkins (1999,) agree that the most often quoted definition of a destination's image has been developed by Crompton (1979) and is formulated as "the sum of beliefs, ideas and impressions that a person has of a destination." Destinations all over the world have specific characteristics at their disposal, like the countries' cultures and historical backgrounds as well as its natural resources and landscapes. For a successful tourist destination it is essential to add an emotional component to the offered experiences, in order to attract potential customers and to transfer as well as provide a sustainable promise and therewith product claim (Morgan et al. 2004,).

## **2.4. Types of Images**

In order to develop a basic understanding of the various types and image terms referring to tourist destinations, the author subsequently provides a detailed insight into the differences between an induced and organic image, as well as a transferred and perceived image.

### **2.4.1. Induced and Organic Image**

Generally a tourist destination image can be distinguished between the induced image and the organic image. An induced image is the result of overall advertising campaigns and marketing efforts that the management of a tourist destination actively undertakes. Printed materials like leaflets and tourist booklets are part of these marketing campaigns. Furthermore, the induced image should result in a successful position in the competing marketplace. The second image, the so-called organic image, is the result of informal as well as passive information obtained about a specific destination. This knowledge is gained over a longer period in life by talking to people in the surrounding environment such as relatives and the family as well as the memories created by tourist booklets and media publications (Howie,2003).

The organic image of a tourist destination includes a broad range of components such as the history, local culture, traditions and beliefs of a country. Therefore, tourist destination managers cannot be in full control or affect these elements in their entirety.

Nevertheless, these components in particular should be seen as the foundation for the development of advertising campaigns for a tourist destination. The organic image plays an important role when developing successful strategies and marketing activities. Furthermore, the promotion of a country itself starts at a previously developed level, as many individual tourist destinations have a historical background that leads to an organic image, fully loaded with positive attributes. These attributes need to be well sustained in order to keep up the positive image. Conversely, there are destinations with a negative historical background, such as an economic downturn that might end up with a negatively charged organic image. Moving

away from a negative image necessitates a transformation of the tourist destination's goods and therewith demands high amounts of financial resources. To summarize, the organic image of a tourist destination can also be defined as the main image of a destination as well as what potential customers have in their minds about a destination before actually visiting the country (Hankinson, 2004).

### **2.4.2. Transferred and Perceived Image**

Besides the differentiation of an induced and organic image, it is necessary to clearly distinguish the transferred and the perceived image of a tourist destination as well. The transferred image can also be categorized as the element "pull" in the overall decision-making process of a tourist destination. The image is transferred through various means of communication and promotion campaigns by tourism organizations like the local and regional tourism boards or travel companies, as well as the information available in various media channels. In contrast, the element "push" is part of the perceived image and refers to the individual needs and expectations, as well as the motivational factors of the potential customer. Each individual has different pieces of information available and therewith the images of various tourist destinations are formed through this information existing in the customer's mind (Andreu et al. 2001). However, to stay unique as a tourist destination, the image needs to be transferable and meet consumers' needs. Furthermore, the transferred message has to be trustworthy and sustainable in the long-term (Morgan et al. 2004).

The image of a tourist destination needs to be closely related to the real and currently-lived culture in the day-to-day life and characteristics of the individual country (Govers et al.

2007). Once tourists travel to the destination, the promoted destination image will be confirmed or overthrown through tourists' perceptions and experiences on-site (Echtner and Ritchie, 2003). Nevertheless, if the promoted image of a destination and the real culture do not match, so-called gaps might arise referring to the image formation of a tourist destination (Govers et al., op. cit.), that for tourist destination boards and therewith tourism organizations, the actually transferred image of a tourist destination is of particular importance. The image development of a tourist destination needs to be seen as a framework of multiple data and information available, rather than a single process (Govers et al).

The overall development and communication of a specific image of a tourist destination can generally be seen as a benefit to other competitors (Frías et al. 2012, p. 437). The image that tourists have about a specific tourist destination is strongly linked to its success (Morgan et al.2004). Clearly defined positioning strategies can lead to the emergence of a specific Image potential customers have in mind about a tourist destination, both in a positive and negative way. Therefore, it is vital for tourist destination managers to develop positively charged brands in order to be attractive to tourists in the long-term (Gertner,2010). As a result, destination managers need to develop and actively maintain the image of a tourist destination as well as the respective personalities, including the emotional aspect of this respective destination, in order to be successful in the long-term and effectively place the product on the competing marketplace (Hosany et al. 2006, p. 12). On the one hand, destination managers need to develop an attractive destination image. On the other hand a destination (in other words a positively charged product) that stands out from the competing marketplace needs to be provided (Harrison-Walker 2011, p. 137). The image of a tourist destination cannot be seen

as one single aspect, but rather as a holistic process that requires the integration of all parties concerned as well as making use of the positive factors of this entire system (Howie 2003, p. 1). The overall strategies of a destination need to be coherent as well as up-to-date and in keeping with the changing trends in the market (Morgan et al. 2004 p. 64). Summing up, destination managers need to have a holistic perspective when developing the branding strategies and therewith a tourist destination in general.

### **2.4.3. Development of a TDI**

As destinations have different promotional channels to develop their brand and image, including marketing campaigns, direct promotional activities, Internet presence, printed informational material and public relations campaigns (Morgan et al. 2004, p. 59) and the strategies of a destination have to be coherent in its transmission (Howie 2003, p. 1), the following subchapter should provide a detailed overview about possibilities of how to develop a TDI as well as the elements that need to be taken into consideration for the branding of a tourist destination. Basically, there are four main elements to consider when developing a tourist destination in general. First of all, the available, accessible and adequate resources need to be used for the formation of tourist attractions. As a next step, suitable hotels and lodging facilities have to be set up.

The third element is the availability of a well-performing transportation network. This is necessary to provide the potential travelers a tourist destination with easy access from the individual home countries. The fourth and last element covers the overall development of the

tourist destination in a holistic view, including the factor of sustainability and the performance according to the changing marketplace in a long term view (Howie 2003, p. 73).

According to Ekinici (2003, p. 21), the development of a successful and appealing destination image includes a three-step procedure including first the overall destination image, second the destination branding and as a third step the brand personality itself. These elements are directly interrelated with the tourist's self-image, including individual, essential needs on an emotional basis.

#### **2.4.4. The Early History and the Concept of Stakeholders**

The early history and the concept of stakeholder is dated back to the 1963 in relation to the efforts of Stanford Research Institute (hereafter, SRI). The man who is behind of its development was Richard Edward Freeman. Due to his immense contribution for the birth and development of the concept of stakeholder in many academic literatures, Freeman is nicknamed as the "Father of stakeholder theory (Fontaine, Haarman and Schmid, 2006; Bourne (2015). At the same time, Freeman gave a brief history for the advancement of the theory of stakeholder (Fontaine et al, 2006). In my opinion, credit should be give to Freeman's contribution for the development of the field of stakeholder theory; because he laid a fertile ground for the development of the concept of stakeholder and become one of the most popular schools of thought in the entire world.

In light of this, (Drienikova and Sakal, 2012) stressed that the stakeholder theory's primary focus is giving opportunities to all stakeholder groups of the particular institution to

have the right of participating in the decision- making process. Similarly, (Davies, 2008) has the same opinion with that of Drienkova and Sakal who stated that the stakeholders of any organization should have the privilege to involve in the decision- making process of the organization without any pre condition.

## **2.5. Categories of Stakeholders**

A commonly method of distinguishing the various kinds of stakeholder groups of the particular organization is relied on the type of the relationship they have either by being employees, customers, suppliers, founders of the organization, have share in the organization and etc (Fontaine et al, 2006 ). On their part clearly stated that and identified the presence of a strong relationship with that of stakeholders definition and the techniques which are used to identify them as the best constituencies of the given institution in general and their efforts of striving to bring common benefits for both parties.

On his part, (Davies, 2008) has argued that to be considered as a stakeholder of the given organization, stakeholders need to invest something worth for the benefit of the institutions in terms of finance, human, time, expertise, knowledge etc. Otherwise, without losing, something valuable for the case of the institution there is no right to claim to be stakeholder, he reasons. Similarly, (Drienikova and Sakal, 2012) clearly stated that stakeholders are those individuals or group of people who have properly recognizable interaction with institution. This is because the concept of legitimacy is the pillar of the stakeholder engagement process. The stakeholder groups are always regarded as those who have the right to claim in order to get a stake in the organization including any one (Itanyi and

Ukpere, 2014). At the same time, (Collins et al , 2015) have reflected similar opinion. In addition to this, the stakeholder groups of the institutions could be defining in many ways: those groups of individuals with implicit or explicit relationships with institution and those who have the right to claim on the institution in one way or another.

## **2.6. Tourism Partnership**

Weaver and Lawton (2002) posit that the tourism sector includes accommodation, transportation, food and beverage, tour operators, travel agencies, commercial attractions and merchandising of souvenirs, and the sum of industrial and commercial activities that produce goods and services mainly for tourist consumption. Broad categories of a tourism destination comprise of different complementary and competing organizations, multiple sectors, infrastructure and an array of public/private linkages creating a diverse and fragmented supply structure (Pavlovich, 2003).

UNEP (2005) posits that stakeholder participation in tourism development requires harmonized development that is ecologically responsible, socially compatible and economically viable. However, to achieve this triple bottom line in a fast changing tourism sector, fragmented with diversity of stakeholder interests, multitude of regulations, varied levels of authority, and competition, is daunting.

For participation to be empowering, stakeholders need to be involved throughout the process and know that their participation has the potential to influence decisions (Carmin, Darnall& Mil-Homens, 2003). Gunn (1994) states that stakeholders must be involved

throughout the entire planning and management process, not just the initial stages. Susskind and Cruikshank (1987) recommend that for stakeholder involvement to be successful the involvement must be fair, efficient, provide knowledge, wisdom and stability. They posit that if stakeholders perceive these five elements to be present in the decision making process they are more likely to be involved. Collaboration, cross-sector partnerships, participation of the local people, the definition of long-term strategies, a carefully designed tourism plan, intensive capacity building and training of both national public officials and management in the destination and infrastructure support. Graci (2013, p. 28) further elaborates on the idea of partnerships to collectively address concerns and determine mutually agreed upon objectives that will benefit all stakeholders involved to improve sustainable tourism.

The key elements of a partnership are that all:

- Stakeholders are interdependent;
- Solutions emerge by dealing constructively with difference;
- Joint ownership of decisions is involved;
- Stakeholders assume collective responsibility for the future direction of the domain; and
- Partnerships remain a dynamic, emergent process (Graci).2013

These elements all emphasize that stakeholders need to be actively involved in the decision-making process and feel responsible for the process and results. These values will help find a common goal among partners and stakeholder, especially if they are involved early in the process.

## **2.7. Stakeholder Collaboration in Tourism Partnerships**

Recent tourism research has assessed the characteristics of successful and failed partnership efforts, identified barriers to partnership development, established motives for participation, and evaluated the accomplishments of partnerships (Bramwell& Lane 2000). In addition, some conceptual models have been developed to help describe tourism partnerships (Jamal & Getz 1995; Selin 1993; Selin& Chavez 1995), and a preliminary typology of sustainable tourism partnerships has been developed (Selin 1999). Member satisfaction and effectiveness attributes of regional tourism planning partnerships (Selin& Myers 1998) has also been assessed. The following section explores some of this literature in order to provide an introduction to the current understanding of tourism's stakeholder based collaborations or partnerships as they are now widely known.

There are a number of reasons why collaborative approaches appear to sit well with the principles of sustainable development and therefore with attempts to make tourism sustainable (Bramwell& Lane 2000:4):

- Collaboration among a range of stakeholders including non-economic interests might promote more consideration of the varied natural, built and human resources that need to be sustained.
- By involving stakeholders from several fields and with diverse interests, there may be greater potential for integrative/holistic approaches to policy development, which may advance sustainability (Jamal & Getz 1995).

- If multiple stakeholders affected by tourism development were involved in the policymaking process, then this might lead to a more equitable distribution of the resulting benefits and costs. The idea is that participation would raise awareness of tourism impacts on all stakeholders, and this heightened awareness should lead to fairer policies.
- Broad participation in policy-making could help democratize decision-making, empower participants and lead to capacity building and skill acquisition amongst participants.

As well as providing the widest possible safeguards for success, it is believed that broad-based ownership of tourism policies can bring democratic empowerment and equity, operational advantages and an enhanced tourism product (Jamal & Getz 1995; Joppe 1996). Indeed, it is argued that sustainable tourism development actually requires that “the planning, development and operation of tourism should be cross-sectional and integrated, involving various governmental departments, public and private sector companies, community groups and experts” (Wahab&Pigram 1998:283). Further, At the Millennium Conference of tourism leaders held in Osaka, Japan, in 2001, it was declared that sustainable tourism development could only succeed if support and participation at the ground level can be obtained, recognizing that the understanding, support and participation of local communities has become a key development principle.

It is expected that working together towards a common objective can potentially benefit everyone, as each stakeholder is unlikely to possess all the different resources that are

required to achieve their goal independently. When stakeholders in a destination collaborate together and attempt to build a consensus about tourism policies (Bramwell& Sharman 1999):

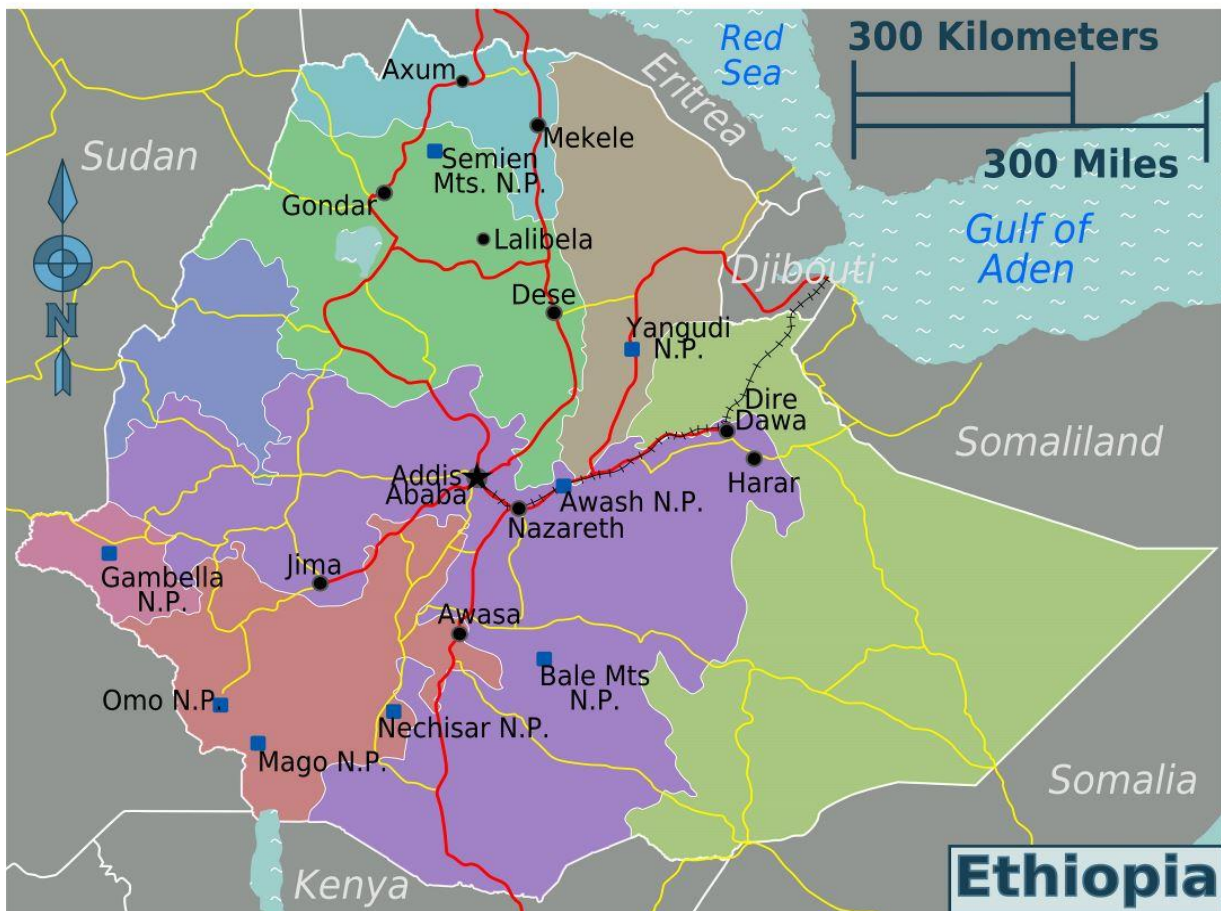
Collaboration potentially avoids the cost of resolving conflicts in the long term (Healey1998).Collaborative relationships may be more politically legitimate if they give stakeholders a greater influence in the decision-making that affects their lives (Benveniste 1989).Collaboration improves the coordination of policies and related actions, and promotes consideration of the economic, environmental and social impacts of tourism, with potentially more sustainable outcomes (Lane 1994).Collaboration adds value by building on the store of knowledge, insights and capabilities of stakeholders in the destination (Bramwell& Broom 1989).Joint working may also promote a shared ownership of the resulting policies, and thereby channel energies into joint implementation or co-production (Susskind and Elliot 1983).Participation in tourism planning by many stakeholders is also seen to help promote sustainable development by increasing efficiency, equity and harmony (Timothy 1998).

# CHAPTER THREE

## METHODOLOGY

### 3.1 Study Area of the Research

Figure 0.1: Map of Ethiopia



Source: Ministry of Culture and Tourism, 2018

Ethiopia has a rich history, which is amazingly extended to the prehistoric period. Due to its rich heritages, Ethiopia has registered 12 cultural and natural heritages by UNESCO as the world's heritages (<http://whc.unesco.org/en/statesparties/et>, January, 2018).

In its cultural diversity, Ethiopia is the home of more than eighty nations, nationalities and peoples who lived in a peaceful manner. The country is the source of the Blue Nile which is the longest river in the world. The biggest mountain in Ethiopia is RasDashen thus Ethiopia is the fourth highest peak in the continent of Africa. The rift valley crossed the country diagonally. Ethiopia is an ancient and independent country in Africa.

Ethiopia has a conducive environment and climate in addition to this it has a magnificent landscape which is used to different tourism activities such as climbing of mountain, watching of birds, etc. Furthermore, it has a number of national parks, sanctuaries, and reserves are found in different part of the country. Ertale is also one of the most significant tourist attraction actively volcanic erupted areas in in the country. Likewise, there are cultural and natural heritage which is registered in the waiting list of UNESCO to become the world heritage and suited potential tourism development. These whole tourists potential make it Ethiopia the first and richest nation in Africa. However, the linkage and partnership among stakeholders in promoting Ethiopia as a tourist destination is not yet explored properly.

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## **3.2 Data Sources**

The Data collection process of the research was based on both primary and secondary data. The primary data collected through in depth interview and questioner. Secondary data was used in this research through books, magazines, journals, brochers and web pages for the use of Ethiopian tourism history, experience of linkage, partnership, stakeholder, and promotion, communicate the potential of Ethiopian tourist destination

### **3.3 Research Design and Data Gathering Instrument**

This research used a qualitative approach. The following data gathering tools used in this study: In depth Interview questionnaire, used to collect the primary data from the target population for this study. Using purposive sampling method (16 stakeholders) for this research totally 16 relevant officials from each stakeholders was selected purposely and in-depth interview was conducted. In-depth interview will be conducted with the stakeholders listed in the conceptual framework

### **3.4 Subjects of the Study and Sampling Techniques**

Using purposive sampling method, 16 stakeholders was selected. The stakeholders and was selected from among those listed in the Conceptual framework. Relevant officials from each stakeholder were selected. The selection of the officials will depend on the depth of information on stakeholders, participation and collaboration they can provide. For instance, public relation officers were preferred over other experts due to the scope of their responsibilities which encompass the whole organization. In depth interviews was conducted with the selected officials.

## **CHAPTER FOUR**

### **4 RESULTS AND DISCUSSION**

This chapter presents the major results of the study with discussion. As presented under Chapter 3, in-depth interview was conducted with 16 key informants (see Appendix II on the lists and responsibilities of the interviewee). The qualitative data were analyzed thematically and presented by taking the major themes in parallel to the specific objectives of the study. In the following four sections, therefore, the major findings of the study are presented accordingly. The first section presents the major stakeholders in the tourism sector of Ethiopia. The second section presents the major efforts made to promote Ethiopia as a tourist destination. The third section focuses on the challenges faced by the stakeholders to promote Ethiopia as a tourist destination in a collaboration way.

#### **4.1. Major Stakeholders in Tourism Sector of Ethiopia**

It is remembered that the major stakeholders in the tourism sector of Ethiopia are presented under Chapter 2. To verify the identified stakeholders in literature, this study begins with a visit to the Ministry of Culture and Tourism (MoCT). The document obtained from the Directorate of Tourism Stakeholders at MoCT listed 16 stakeholders in the tourism sector of Ethiopia. Table 4.1 below presents the list of these stakeholders, followed by a brief discussion of the role of each of them in promoting tourism in Ethiopia.

The offices from which the interview was not held with Ethiopian airlines, and ministry of foreign affairs. Both of them were not willing to give interviews. As a result, data

could not be obtained from these two stakeholders. The findings of this study presented in this chapter are, therefore, based on an in-depth interview conducted with the experts and officials from 16 stakeholders. The names of the interviewed individuals with their respective organizations is attached under Appendix II.

The development of tourism destinations through the collaborative effort of stakeholders at all levels including those that are closest to the destinations themselves is very important, according to (interview conducted with respondent 14).

Tourism professionals, whose specific professions range from tour guides to tour operators, work closely with almost all stakeholders in the Ethiopian tourism sector (interview held with interview 15)

The stakeholders in the Ethiopian tourism sector are, according to informant respondent 16 the Ministry of Foreign Affairs, Ethiopian Airlines and Hotels and Hotel Associations and the Ministry of Culture and Tourism.

Table 1; Major Stakeholders in Tourism Sector of Ethiopia listed out by the MoCT  
Interviewed

No.	Name of Stakeholders
1.	Addis Ababa Culture and Tourism Bureau
2.	Ethiopian Tourist Trade Organization
3.	Ethiopian Chamber of Commerce
4.	Ethiopian Orthodox Church
5.	Ethiopian Travel Organization
6.	Addis Ababa Hotel Owners Association.
7.	Comercial Bank of Ethiopian
8.	Authority for Research and Conservation of Cultural Heritage
9.	Ethiopian Investment Commission.
10.	Tourism and Hotel College Association
11.	Ethiopian Tourism organization
12.	Ethiopian Tourism Professional Association
13.	Ethiopian Transeformation Council
14.	Ministry of Culture and Tourism
15.	Ethiopian Heritage Conservation Association
16.	Ethiopian Tour Oprator Association

Source: MoCT, Directorate of Tourism Stakeholders (2017)

Addis Ababa Culture and Tourism Bureau (AACTB): Addis Ababa Culture and Tourism Bureau has been established since 2001 EC (2008/2009) which makes it a young Bureau. The interviewed person (respondent 01) argued that the AACTB has been effective in promoting the tourism products of the city in particular, even though there have been some gaps on promotional activities, which are still lingering.

Ethiopian Tourist Trade Organization (ETTO): is an organization mainly concerned about facilitating the tourism industry in Ethiopia by providing duty free shopping services. The key informant at ETTO (respondent 02) explained how ETTO has been taking part in promoting tourism of Ethiopia as follows: First the ministry of foreign affairs notifies the customers as

they have duty free legal rights and then ministry of Ethiopian Revenue and Customs Authority assures that the customers are using their rights properly. According to this informant, since the organization is under the ministry of culture and tourism, all individuals or organization working with tourist are stakeholders and partners for the Ethiopian Tourist Trade Organization because the major task of ETTO is provision of duty free items, which is the responsibility given by the ministry of foreign affairs (respondent 02)

Ethiopian Chamber of Commerce; according to one of the informants (respondent 03) Ethiopian Chamber of Commerce is an organization working on promoting products and services, capacity building and advocacy. It is also concerned with research on quality of tourism and culture products and services such as hotels. It also works on promoting investment and then tourism and culture (respondent 03).

Ethiopian Orthodox Church: according to one of the informants from Ethiopian Orthodox Church (respondent 04) it is the partner that the minister chose to do its task with since the church is full of heritages.

Authority for Research and Conservation of Cultural Heritage: According to (interview conducted with respondent 08) there are different sectors for the Authority for Research and Conservation of Cultural Heritage such as mass media, print media, electronic media, travel and tour associations, and governmental bodies. The media are the biggest partners to promote Ethiopia as a tourist destination. And at a federal level the ministry has about 6 responding institutions in which all of them are working cooperatively (respondent 08) . UNISCO is also the partner for preserving and promoting Ethiopia as a tourist destination.

Ethiopian Heritage Conservation Association: Ethiopian Heritage Conservation Association is working on natural resources such as planting only “hagerbekel” plants, conserving the land, conserving buildings, conserving the natural water resources and the like (interview with respondent 15).

Ethiopian Hotel and Tourism College Association: (interview conducted with respondent 10) is a college association which teaches and sells tickets. It is a wide range of teaching institution. The training is given to students who can pay but it gives a sponsorship for those who can't pay and very crucial potential and international certification. The stakeholders are the hotels and tour operators, the students.

Ethiopian Tourism Organization: There are three entities working together with the Ethiopian Tourism organization since the establishment transformation council, the national transformation council led by the prime-minister office, Ethiopian Tourism board and the third one is Ethiopian Tourism Organization in which the three of them are working together (respondent 11).

Ethiopian Travel Organization: Ethiopian Travel Organization arranges travels for tours and tour operators and it also solves problems related to tour travel and has stake holders such as airlines. Culture and tourism sector are its other stake holders (respondent 05).

According to one of the (respondent 02) there are different organizational hierarchical bodies as a stake holders such as hotels associations, airlines, culture and tourism, trade and tourism, business branding offices abroad and travel and trade fares, embassies, and tourism related organization. According to informant (respondent 03) the bold stake holders to promote

Ethiopia as a tourist destinations are embassies, tour operators. The media is also the third in place. The hotel associations are also partly participating (respondent 13). According to an interview with informant (respondents 01) the stakeholders are the Media (ETv, Addis Ababa Mass Media Associations), Addis Ababa Culture and Tourism Bureau under ministry of culture and tourism, tourism taxi associations, Ethiopian Airports Organization, Tour organization, Hotel Associations, Tourism Associations, Know your country clubs. According to one of the informants (respondent 06) stockholders in the tourism sectors are both governmental and non-governmental organizations (respondent 06).

The first stake holders working together with commercial bank of Ethiopia in promoting Ethiopia as a tourist destination are the customers themselves who are the direct participants in the promotion and the participants in hotel and tourism sector. And the second stake holders working together with commercial bank of Ethiopia in promoting Ethiopia as a tourist destination are governmental bodies along the tourist destinations of the country. And the third ones are Culture and tourism bureau (respondent 07).

## **4.2. Major Activities of Stakeholders in Promoting Ethiopia as Tourism Destination**

### **4.2.1. Budget Allocation to Promote Ethiopia as a Tourism Destination**

Budget allocation has direct impact on the promotion of Ethiopian Tourism. Different stakeholders responded differently about the allocation of budget for only promotion purpose. While asked whether or the budget allocated by MoCT to promote tourism in Ethiopia is enough, the key informant (respondent 16) Director of the Directorate of Stakeholders at MoCT, replied that "the budget for what we are thinking and planning to do every year or

every time is enough. It depends on what we are thinking to do to say it is enough or not. What the institutions are thinking and/or planning to do is what matters after all. If the institutions had been collaborating and went the furthest distance possible the budget would be very small"

The budget for transformation council has no any budget for coordinating all the stakeholders to Ethiopia as tourist destination. Interactive promotion is not employed and this is not budgeted. There are different tasks to be employed which are not even thought to be budgeted. The budget should be seen with respect to effectiveness and efficiency. There is no domestic promotion section and hence there is the traditional promotion, in which it is well budgeted (respondent 13).

According to one of the interviewees (respondent 04) there is a working budget for Ethiopian Tourist Trade Organization and it has its own working offices for facilitating in Bole airlines for the duty free service provision.

According to one of the informants (respondents 08) Ethiopian heritage authority is budget orient authority since it has no any means of income generation. It only protects and preserves heritage, researches about anything around heritage and hence it needs a budget since it doesn't do anything to generate income (respondent 08). Since it is preservation the budget is not enough and now a days the government is minimizing costs which included some print media and this affects its task.

One of the informants (respondent 04) Said that the Ethiopian Orthodox Church doesn't get any budget from the government instead the budget is from the

“SinodosMesriabet”. And this budget is not with respect of the technology that the world has reach.

Since Ethiopian Travel Organization arranges travels for tours and tour operators and it also solves problems related to tour travel and has stake holders it has its own budget sourced from the annual fare from the members and it is not budgeted by the government and there is no any budget for promotion since there is not any promotion department in the association for promoting only (respondent 05).

#### **4.2.2. Promotion Strategies of stakeholders**

There are strategies on how to promote Ethiopia as a tourist destination. But when it comes to its success, it is very limited and it is not successful. As many informants argued, the promotional strategies need collaboration. However, in the case of Ethiopia, the collaborations are made only for a particular issue not for the grand purpose of promoting Ethiopia as a tourist destination. That is, the different institutions collaborate only for specific issues, which may need a collaboration of only two or three institutions. However the grand purpose of promoting Ethiopia as a tourist destination needs a grand collaboration of all the institutions in which case the institutions are not doing it and this is a failure not a success (interview conducted with respondent 01). Another informant (respondent 06) argued that the promotions strategies are rather better referred as failures so far since there are gaps on collaboration. For instance, the provision of hospitality and job fair trainings could have made the promotion strategies successful. While asked about the role of banks in promoting Ethiopia, it was argued that the commercial bank of Ethiopia is doing its best in promoting tourism in collaboration

with Tourism Bureau (interview conducted with respondent 07). According to this informant, the CBE is trying to address the issues of finance for the tourists and giving ultimate services for the customers in the tourism sector. The bank not only promotes but also helps the ones who promotes, according to this informant. He added that the failure of the tourism sector is becoming the failure of the bank too.

Another informant also argued that there is no successful way of promoting with coordination among different stakeholders. For instance, there is no digital promoting technology employed (interview conducted with respondent 08)

While asked about the successes achieved by the Authority for Research and Conservation of Cultural Heritage (ARCCH) it was argued that the EHA is excelling its activities by preserving the heritages. There was a manual registration of heritages in which it is being changed to electronic database system. For instance, with the efforts of the UNESCO has registered two cultural heritages of Ethiopia, namely such as “Fiche-chamballa”, and “Makeover the last three years.(interview conducted with respondent 08).

Awareness creation is the first thing the Hotel owners did and the association is in good progress (interview conducted with respondent 06). There were no any progress in promoting Attracting Foreign and Domestic Tourism through Promotional Strategies which specifically was done for promoting tourism only by the Ethiopian Commercial Bank of Ethiopia. And there never will, unless the bank is asked for its part in promoting through the financial progress only. But it has a due to make it perfect for its customers (interview conducted with respondent 07). From a learning and growth perspective, success factors are

infrastructure development, people development, and systems development. The lack of adequate infrastructure in Ethiopia has been described a number of times before, and severely limits the ability of tourism to flourish, and poor infrastructural resources negatively impact tourist satisfaction levels. Chinese investment infrastructure has alleviated some of these problems and continues to do so, yet these infrastructural projects have not been integrated from a tourism perspective. The importance of having the correct skills and capacity in the Ethiopian Tourism Organization and other tourism institutions cannot be underestimated. Some of these skills may be readily available, while others may need to be brought in from outside the country. Some critical skills that are needed include electronic marketing and destination marketing. As most people search online for tourist destinations, it is critical to have someone with the technical skills, who understands how social media and search optimization works(interview conducted with respondent 13). There are different activities performed under Ethiopian Chamber of Commerce on capacity building, standardizing hotels (interview conducted with respondent 03).

Country image and place branding has been the main marketing tool for tourism business especially in the current time. Brand gives a distinctive nature, value and unique feature to a product that distinguish from its competitors in the usual business. Likewise, place can be branded with its unique natural, historical, cultural, and environmental assets to give an identity for itself. Country image is an idea; value and judgments of a target audience in a specific country or nation based on the existing information handles through different media for the public. And this was not done yet in Ethiopia (interview conducted with respondent 03).

Moreover, it is how the audience shape the publicity in their mind depends on the information provided by the media. Tourism product cannot be tested or experienced in order to find out if the product is worthy enough to buy. Rather tourists mostly decide depend on the information they acquire from different media, tv and internet about the specific destination. Therefore, the information what they gather have a decisive factor on their decision to choose which destination to travel for holidays.

#### **4.2.3. Functions of Promotional Departments in Stakeholder Organizations**

There is a promotional department in culture office not in the tourism office (interview conducted with respondent 01). There is a marketing and operations department in Hotel Owners Association. However there is no any promotional department for only the purpose of promoting Ethiopia as a tourist destination (interview conducted with respondent 06).

There exists promotion department in commercial bank of Ethiopia for promoting the bank not for the tourism sector. It might be promoted together with the services given to the customers in tourism sector but there is not any department for promoting tourism only (interview conducted with respondent 08). According to one of the informants (interview conducted with respondent 11) the Ethiopian Tourism created a platform for the success of the promotion of Ethiopia as a tourism destination.

The transformation council is more of a coordinating staff not specifically for promoting, instead it works on facilitating some of the stake holders of the tourism sector (interview conducted with respondent 11). There is a more of reporting task of the problems.

And hence there is not any department for promoting Ethiopia as a tourist destination as one of the informants said (interview conducted with respondent 13).

According to (interview conducted with respondent 08) the public and international relations department of Authority for Research and Conservation of Cultural Heritage is responsible for the promotion part of heritages. There is no any specific promotion department in the sector. But everybody does it by any means since it is the characteristics of the job to research and make it open to all and to the world (interview conducted with respondent 08). There is no any department for promotion in Tourism College Association said (interview conducted with respondent 10).

#### **4.2.4. Major activities in capacity building among stakeholder organizations**

The kinds of activities undertaken to enhance the institutions capacity in promoting Ethiopia as a tourism destination are giving trainings especially for waiters of the different star hotels. It has been done in collaborating with TVETs and COC centers (interview conducted with respondent 01).

There are trainings given to hotel management students by building infrastructures needed for bed making up to luxury and in making them confident. There is a training given to shefs, hotel and tourism students, appantees, TVET teachers. And the capacity building is not such a committed activity which was done in every aspect (interview conducted with respondent 13). According to (interview conducted with respondent 08) there has been a lot done in Ethiopia by the Authority for Research and Conservation of Cultural Heritage especially in recording and understanding of intangible heritages. The heritages were

considered to be only the tangible once but now it is being changed because of what the authority has done (interview conducted with respondent 08).

#### **4.2.5. The Impact the Institutions Made in Promoting Ethiopia as a Tourist Destination**

Despite Ethiopia has an abundant tourism potential small effort has been put in order to utilize the tourism industry adequately. However there are different factors that constitute for slow development of tourism in Ethiopia, the negative image of the country towards world has a huge effect on the tourism development of the country even recently when the country is in a better place. Most international and even national media focus on negative side of the country and past history (interview conducted with respondent 03).

The Addis Ababa tourism bureau didn't make any impact as compared to what it had to do especially in coordinating the stakeholders as if it is the just vertical manager of all. It had to be the one which talks about being together of the stakeholders in promotion (interview conducted with respondent 01).

The Addis Ababa Hotel Owners Association however is bringing impact serving being as a bridge among different governmental and nongovernmental organizations. It works on promoting foreign tourists through embassies by letting them know the current status of the country. And it had a very good impact on promoting the country as a tourist destination. However this was done not in collaboration which may made the impact impulsive (interview conducted with 06).

There have been different efforts made by different stakeholders. The Addis Ababa tourism Bureau tried to promote own its own by putting direction maps on public congested areas and tourist accessible areas, giving trainings for tour operators, and trainings for hotels (interview conducted with respondent 01). This was done in collaboration with different organizations which are the nearby related. Addis Ababa Hotel Owners Association has done promoting through embassies and this was without collaborating with any of the stakeholders (interview conducted with 06).

### **4.3. Major Challenges Faced in Promoting Ethiopia as Tourism Destination through Collaboration**

#### **4.3.1. Challenges related with lack of platform**

Ethiopia's potential for tourism and the importance of the sector in the process to realize sustainable development is understood. Nevertheless, the performance of the tourism industry in Ethiopia is still far behind the neighboring tourist receiving African countries like Kenya and Tanzania which possess less natural and cultural heritages as compared to Ethiopia. If the country has to exploit its resources to the maximum of its extent, means of mitigating obstacles for developing tourism, sustainably and strategically should be found out. In this regard, it is obvious that the development of tourism industry in one country presupposes certain conditions to be met. Among others progressive and reliable development policy, skilled manpower, transportation, accommodation and promotion facilities are of prime requirements.

There is not enough guide tours, no leaflets to promote, and lack of educated and skillful man power and there is no any promotional department, there is no internationally capable manpower. There are prospects though (interview conducted with respondent 01).

The effect of the lack of peace and security in the hotel tourism was the major problem especially from 2008 to 2010 were some of the challenges in major. The other challenges faced by the hotel tourism industry were lack of raw material such as food staff, lack of sugar, light off and on problems were some of the challenges in promoting the hotels as a tourist destination. As soon as the peace came back the association notified the embassies abroad that the peace is back and anyone can come to Ethiopia. The other problems are TV and Networking problems (interview conducted with 06). And the hotels are focused on international customers in which created effect.

The challenges faced by the Ethiopian Commercial Bank of Ethiopia to promote Ethiopia as a tourist destination are infrastructure. The tourist destinations are mostly of business districts and it is not convenient to have ATMs, Pose machines there. Network problems are also the challenges in the bank to give ultimate service for the tourists. The working hours of the bank are also the constraints in which we are doing it up to 5PM in which case the customers especially the tourists may needed the services off these times (interview conducted with respondent 07).

There are also other challenges such as: stakeholders are not well informed about their responsibilities in the guideline; sources of the best practices are not cited in the guideline; References and the principles of ecotourism development are not outlined in the tourism

guideline; Medium-scale and big enterprises and services only are encouraged; Reliable financing mechanism for tourism development is not clearly stated; The policy and the guideline is not well communicated to the stakeholders through ICTs; and The policy, the strategies, and the guideline developed are not implemented with the desired pace (interview conducted with respondent 01).

Ethiopian Ministry of Culture and tourism doesn't have a very comprehensive and strong policy on how to deliver training programs either in-person or online - that addresses all aspects of managing tourism including: financial procedures (e.g. payments, financial documentation, basic accounting), Financial planning (e.g. annual budgeting, profit sharing), Human resources (e.g. job descriptions, staff training, checklists), tour procedures (e.g. emergency planning, equipment management), client management (e.g. reservations, client surveys, waivers), sustainability best practices and standards, Legal issues, policies and contracts, Communications. And the ministry also don't have the gut to coordinate other stake holders to work on these issues together (interview held with respondent 14).

There are people who still think as promotion is irrelevant which affects the promotion. The way of promoting is not competitive. This means we still employ "word of mouth" which may have been changed the impact. The repetitive tasks are being employed. And there is no any digital promoting technique and there is no any organized coordination (interview conducted with respondent 13).

According to an interview conducted with respondent 03 there are different challenges for promoting Ethiopia as a tourist destination. There is a challenge of image building from

poor hanger country to a good tourist destination country, no recent organized data, no internationalized hotels and cafeterias, tourist visa dalliance.

As of (interview conducted with respondent 03) there were different gaps of promoting Ethiopia as a tourist destination cooperation with stake holders. Among them are; less cooperation among the stake holders to promote Ethiopia as a tourist destination, there is a unskillful manpower in the sector; there is a problem of networking the stake holders and updating of each other's about the recent information of the country and the activities going among the stake holders. The third one is that there was a bad image about Ethiopia that it is a country of hanger.

Hence, country image has a huge consequence on the nation's foreign relations and tourism activities positively or negatively. It highly affects and shape relationship between the host countries and its own people. Most likely the type of connection and reaction determined by preconception of the image gathered from different public or private media, since one has never been in that country and discovered personally. Public image of one country or destination brand in tourism perspective it is similar with a brand of product in the normal business life. A particular product brand plays a vital role in the process of decision-making of the customer to buy a certain goods. Similarly, the image of destinations towards public observation will modify the customer decision. As a result; it influences the tourism situations of the area. Therefore, in one way or another branding the destinations image are inseparable from tourism industry. However, Ethiopia has a great tourism potential that could make her the best destination in Africa. But her current image has been a drawback for development of tourism in the country. This country has a lot to offer

with a variety of tourism destinations. Historical tourism could make her number one from Africa with more than 3000 years histories, which are very well documented. Comparing the potential of the country to be utilized the development of tourism the country reach at this point is not satisfying (interview conducted with respondent 03).

According to (interview conducted with respondent 08) the Ethiopia Heritage Authority is constrained by different factors such as budget, no any specific promotion department in the sector, skillful manpower and cooperation problems. The tasks are assumed to be for someone else (interview conducted with respondent 08).

#### **4.3.2. Challenges related with existing Rules and Regulations in the Tourism Sector**

There is a tourism policy of the 2006 EC. And this policy is good enough to be conductive and hence it is not the problem of the policy but it is the problem of integration. These are some networking which were not very conductive. There are only networking only for some issues not on promotion (interview conducted with respondent 01). There is no any collaboration rules and regulations on the grand promoting Ethiopia as a tourist destination. The hotels tourism didn't face rule related issues (interview conducted with 06).

There is no a rule for promotion of Ethiopia and the promotions are being done by the interested bodies. There are no guidelines for promoting, there are no guidelines for how to promote, when to promote, where to promote (interview conducted with respondent 13).

According to (interview conducted with 06) all the time the hotels and Addis Ababa are being promoted in every places and time found. And according to (interview conducted

with respondent 08) working in Ethiopia Heritage Authority said that the rules and regulations are enacted by one minister. The rules are a little bit conducive. The good thing is it can be changed by researches. It is affected by the desire of the government once giving a good attention once a no attention (interview conducted with respondent 08).

#### **4.3.3. Lack of Institutional Guideline to Create Partnerships among Stakeholders**

There is a standard (a standard that these stake holders can see themselves in line with) and a standard that specifies how the institutions could and should partner with as a guideline to create partnership. And each issues which are in need of collaboration are addressed only through that collaboration guideline. However there are no any promotional guidelines which addresses how to be together in collaboration to promote the country as a tourist destination

There is no any standard in culture and tourism office that the hotels do know (interview conducted with 06).The guidelines are simply chosen by the type of the activities in collaboration need was said by (interview conducted with 06). And stakeholder identification analysis was done by the commercial bank of Ethiopia to identify the stakeholders and they were identified based on their influence on the bank. Such organizations identified related to tourism sector were airlines, tourism bureau, customers.

#### **4.3.4. Lack of collaboration between Governmental and Non-Governmental Organizations**

The collaboration is very small and it is not the furthest possible distance that it should go. Its collaboration with governmental and non-governmental organizations is very not good. And

this affects the tourism sector, the prospect economy of the country. And the governmental and the non-governmental organizations are not collaborating with Ethiopian tourism sector for the grand purpose (interview conducted with respondent 01). And hence there is a poor relationship between Addis Ababa tourism Bureau and governmental and non-governmental organizations said (interview conducted with respondent 01). The Hotels owners Association and governmental and non-governmental organizations are cooperating by even sign some memos (interview conducted with 06).

#### **4.4. Opportunities of Stakeholders to promote Ethiopia as a Tourist Destination**

The opportunities during the peace lacking recent years by the stake holder of the Ethiopian Hotel Owners Associations was that the hotels were made to focus both on the international and national customers not only national or international markets only. According to interview with respondent 09 there are different opportunities created by Ethiopian Investment Commission.

#### **4.5. Tourism sector vis-a-vis GTP II**

The GTP is making it obligational to promote Ethiopia as tourist destination (interview conducted with respondent 01). It is not yet known and was made to be assessed by the sectors about the GTP 2 on the stakeholder part of Addis Ababa Hotel owners associations (interview conducted with 06). GTP 2 gives a very concern for the tourism sector to develop but it doesn't give how the promotion is done and how the stakeholders are cooperatively promote tourism. Because the government strictly believes in promoting Ethiopia as a tourism destination is a major part of ongoing plans by the ministry of culture and tourism. But the

sector is not completely understood (interview conducted with respondent 01). There is a tourism transformation bureau which is a potential sector. This assesses every dimensions which affects the tourism sector (interview conducted with respondent 01).

The government is now taking it seriously to work with different stakeholders of the tourism sectors to promote Ethiopia as a tourist destination. It is finely working with the Ethiopian Hotel Owners association in giving trainings for the service provider hotels especially in enabling them to be a good service providers(interview conducted with 06). The foreign currency is one of the primary problem of commercial bank of Ethiopia and this has to be done with bringing foreign exchange. The bank and tourism are not working in parallel in promoting tourism in which they could be effective if they do said (interview conducted with respondent 07).

The master plan, which is meant to guide tourism activities in Ethiopia for the next ten years, was developed by ECA in collaboration with Ethiopia's ministry of tourism and culture. Speaking at the event, Mrs. Biha applauded Ethiopia's efforts to boost tourism, which she described as a sector that could speed up the much-needed structural transformation in Africa. "In 2015, the value of the industry in Africa stood at over USD 180 billion, accounting for 8% of the continent's GDP," said Mrs. Biha. "This exceeds the contributions from manufacturing and the banking sector." The deputy executive secretary, however, deplored the fact that the global share of Africa's tourism was only 3% of USD 7.6 trillion in 2015. "That's why ECA is relentless in its efforts to address the impediments to regional tourism development, including connectivity across the continent," Mrs. Biha added.

In 2011, ECA commissioned a study to examine opportunities and challenges of tourism in Eastern Africa. The study concluded, among other things, that a regional framework to address challenges facing tourism in the region was needed. Based on this recommendation, IGAD developed a master plan with technical support from ECA. According to Geoffrey Manyara, an ECA Economic Affairs Officer who helped develop the master plan, member-states were spurred to action by IGAD's regional framework.

Uganda's tourism master plan was completed in 2014, and work is on-going on the Djibouti master plan. The handover ceremony took place during a UNWTO regional workshop on tourism in Addis Ababa. In her opening remarks, Mrs. Elcia Grandcourt, director of UNWTO's regional program for Africa, depicted Ethiopian Airlines as a key driving force for the sustainable development of travel and tourism in Africa.

“We commend Ethiopian Airlines for the work done in support of air liberalization in Africa,” said Mrs. Grandcourt. “This includes the recent open skies agreement signed between Ethiopia and Rwanda, which denotes the positive impact of regional integration on the tourism sector.

## **CHAPTER FIVE**

### **5 CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Conclusion**

The evidence from several sources has shown that tourism is a rapidly growing industry in Ethiopia. The industry is contributing to the development of the country by bringing in much needed foreign currency. This contribution is thought to increase due to the fact that the country is endowed with rich cultural and natural assets that can be developed into tourism destinations. However, promoting these tourism destinations and the country at large as a tourism destination hasn't been a major part of operations by stakeholders in the tourism industry and even when it is isn't effective enough. While many factors can be attributed as to why promotion isn't practiced at the level needed by the industry, the lackluster collaboration among the various stakeholders in the industry is found to be the major reason.

Efforts to promote Ethiopia as a tourism destination require quite a substantial resource. Promotional activities aren't cheap for organizations let alone whole countries. This brings the lack of adequate budgeting for promotional departments of the various stakeholders in the tourism industry into sharp focus. The lack of budget is adversely affecting any promotional activities the departments embark on as claimed by several informants who said that they didn't have the budget to pursue promotional activities or collaborate with different stakeholders who could.

The budget source is different for almost every institution which has led to a situation where some institutions give attention to promotional activities by creating an independent department for it, while others don't even mention promotion as one of the activities they are involved in. A few other institutions do work on promotion, but at a much lesser scale as compared to the ones with dedicated departments for promotion, leading to their activities being diluted in terms of resources allocated to them. This has created a tourism industry with various stakeholders that have different emphases on promotion.

As to issues with the promotional departments of the various stakeholders in the tourism industry, they have engaged in several activities to promote Ethiopia but due to lack of budget and expertise, they haven't been able to build their capacity as promoters for the country. While these issues on capacity still remain, the institutions do give trainings to their employees and facilitate other capacity building activities which points to their awareness on the issue of empowering themselves to be able to better promote the country and its tourism potential.

On the progress seen in attracting tourists, hotels and other stakeholders working in the service sector report stable increases while the other stakeholders said they felt the effect of their activities are limited. This speaks volumes as any increase in the tourist volume is bound to increase the traffic to the service providing stakeholders with or without promotion. But the claim that the planned increase in the tourist inflow as a result of the promotions hasn't materialized or, if it has, hasn't been that significant means that efforts in promoting Ethiopia as a tourism destination haven't had a significant, measurable effect in the actual numbers of tourists visiting the destinations.

The institutional media recognize the uphill battle in promoting Ethiopia as a tourism destination due to lingering negative perceptions of the country. Despite their recognition of the challenges, the media haven't been able to overcome them and change the perception of the country to one that could be marketed as a tourism destination. The institutional media are the one group of stakeholders who have the necessary resources, budget and expertise, to promote the country. But they haven't been able to seize the unique circumstances their very mission provides them with to do for the Ethiopian tourism industry what every institutional media of a country does for their tourism industry: promote it on the international stage.

Efforts in promoting Ethiopia as a tourism destination have been going on in an uncoordinated manner and without collaborations among the different stakeholders of the industry. The whole industry relies on the individual efforts of the various stakeholders in promoting Ethiopia as a tourist destination, which as seen above do not amount to much. The Ministry of Culture and Tourism claims that it is working on creating a system to help all the stakeholders collaborate for the benefit of the Ethiopian tourism industry and points out to agreements it has signed with those stakeholders. But these agreements haven't been implemented.

Most of the stakeholders expressed somewhat similar dissatisfactions as to the environment in which they are working. Among them are the lack of a good example of a workable policy, skilled man-power, and accommodation for promotional facilities, coordination, collaboration, budget, marketing, peace and stability. Most of these challenges can be solved through a protracted effort to make the tourism promotion environment in the

country more seamless. But so far, the efforts by either the ministry or other bodies working directly with the tourism sector haven't borne fruit.

The rules and regulations pertaining to the tourism sector, especially after the enactment of the tourism policy in 2006 E.C. did make it easy to establish relationships. The relationships that were supposed to have been created to kick-start integration among stakeholders didn't happen and if they did, didn't last long enough for the impact to be felt across the industry at large. Such failures in creating collaborative environments for the promotion of the country as a tourism destination have made the case for collaborations harder.

The framework to create partnerships between stakeholders is laid out in a guideline prepared by the ministry, but there is no such guideline to create the necessary partnerships between stakeholders and their promotional departments in promoting the country. Each stakeholder that has been involved in promotional activities has chosen its own method of creating the partnerships it seeks.

The lack of collaboration between stakeholders is magnified when the stakeholders are a governmental institution and a non-governmental one. Most institutions from either side don't have guidelines on how to create partnerships with institutions on the other side. This is reflected in the lackluster participation of the non-governmental organizations in the development and launching of the new tourism branding the ministry unveiled a few years back.

The GTP II has had an increasingly positive effect on the promotional environment of the country's tourism sector. However divided the efforts might be, they are at least happening. The lack of collaboration between stakeholders in the tourism sector to promote the country as a tourist destination has undercut the efforts of many of these same stakeholders to help the industry. Any results that have been seen as a result of promotion in the tourism sector have only come from collaborative efforts. If those efforts are scaled to a national level by creating partnerships between all the relevant stakeholders, it will help the country get the maximum profit that it can from the tourism sector.

## 5.2 Recommendation

- The efforts that are being made to promote Ethiopia as a tourism destination should have the full support of the government in terms of budget allocation and done so in a manner that recognizes all the stakeholders.
- Success for promotional strategies should be identified and shared to all of the stakeholders and partners as best practices.
- Stakeholders and partners this who involves in promotional activities in relation to tourism should have separate and independent promotional departments.
- In promoting Ethiopia as a tourist destination should work on activities undertaken to enhance institutional capacities.
- Progress in attracting foreign and domestic tourist should be identified by promotional strategies.
- The government should understand the impact of different Medias in promoting Ethiopia as a tourist destination.
- The effort made by different partners and stakeholders in promoting Ethiopia as a tourist destination should be appreciated.
- The government should tried their best to alleviate money several challenges which considered as a setback for the tourism sector as well as the promotional activities that parlay a central role promoting Ethiopia as a destination to be benefited from the existing tourism positional.

- Conductive rules and regulation that govern the relation among the stake and partners should be clear and workable at the same ways institutional guideline to create partners and stack in promoting Ethiopia should evaluate.
- The governmental and nongovernmental organization should work together to achieve their common goal. The government should take in to confederation the opportunities created by tourism sector G T P 2 has positive impact on the tourism sector but it should be carried out on the ongoing promotional activities.

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# APPENDICES

## Appendix I: Interview Questions

**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF DEVELOPMENT STUDIES**  
**TOURISM DEVELOPMENT AND MANAGEMENT**  
**PROGRAMME**  
**INTERVIEW QUESTION FOR KEY INFORMANTS**

- 1) What kind of mechanisms do you employ at your institution to promote Ethiopia as a tourist destination?
- 2) Do you collaborate with other partners and stakeholders in the tourism sector to promote Ethiopia as a tourism destination? If yes, who are these partners and stakeholders? Are the partnerships vertical or horizontal?
- 3) Is the budget for promotion enough?
- 4) How do you evaluate the success of your promotion strategies as a whole? Are you successful with your promotional ways?
- 5) Do you have a promotional department in your institution to promote destinations?  
*(For institutions that work in the tourism sector)*
- 6) What are the major challenges faced in your institution to promote Ethiopia as a tourist destination, especially related with collaboration with other stakeholders?
- 7) How conducive are the rules and regulations of the tourism sector to establish relationships among partners?

- 8) How long have you been engaged in activities that promote Ethiopia as a tourism destination?
- 9) What kinds of activities do you undertake to enhance your institution's capacity in promoting Ethiopia as a tourism destination?
- 10) How do you identify your potential partners?
- 11) Do you have an institutional policy that helps you to create partnerships with stakeholders to promote Ethiopia as a tourist destination?
- 12) What institutions are your key partners or stakeholders?
- 13) What progresses have been made in attracting foreign and domestic tourism through promotional strategies?
- 14) How do you evaluate the existing relationship among private and governmental bodies in the tourism sector?
- 15) How would you describe the impact you have had so far in promoting Ethiopia as a tourist destination?
- 16) What specific efforts has your organization made in promoting Ethiopia as a tourist destination?
- 17) What new opportunities to promote Ethiopia as a tourist destination have been created by various stakeholders?
- 18) How has the promotional environment changed ever since the launching of the second GTP?
- 19) Do you believe promoting Ethiopia as a tourism destination is a major part of ongoing government plans?

20) How do you see efforts to promote Ethiopia as a tourism destination will fare in the future?

## **Appendix II: Interviewees**

Code 01, I. A. (2018, Murch 26th). Head of Marketing group in Addis Ababa Culture and Tourism office. (Dresse, Interviewer)

Code 02, I. R. (2018, March). Ethiopian Tourist Trade Organization Public Relations Officer. (Deresse, Interviewer)

Code 03, I. D. (2018, March). Ethiopian Chamber of Commerce Cooperate and Public Relations Director. (Deresse, Interviewer)

Code 04, I. K. (2018, April). Ethiopian Orthodox Church. (Deresse, Interviewer)

Code 05, I. T. (2018, April). Ethiopian Travel Organization Manager. (Deresse, Interviewer)

Code 06, I. E. (2018, March). Coordinator of Human Resources and Trainings of Addis Ababa Hotel Owners Association. (Deresse, Interviewer)

Code 07, r. M. (2018, Murch). Ethiopian Comercial Bank Research and Anlysis Sub\_Process Manager. (Derese, Interviewer)

Code 08, I. E. (2018, April). Public Relations Officer of Authority for research and conservation of cultural heritage (Deresse, Interviewer)

Code 09, I. A. (2018, March). Directorate Director of Ethiopian investment Commission. (Deresse, Interviewer)

Code 10, I. A. (2018, April). President of Tourism and Hotel College Association. (Deresse, Interviewer)

Code 11, I. C. (2018, April). Ethiopian Tourism organization promotion director. (Deresse, Interviewer)

code 12 Dr. T (2018, April). Ethiopian Tourism professional association persidant.

Code 13, i. S. (2018, March 27th). Ethiopian transeformation council (Derese, Interviewer)

Code 14, N. (2018, March). Ministry of Culture and Tourist dirictor stak holder.

Code 15, I. M.-W. (2018, April). Presedent of Ethiopian Heritage Conservation Association. (Deresse, Interviewer)

Code 16 Roman Tua. (2018, March). Ethiopian Tourist Trade Organization Public Relations Officer. (Deresse, Interviewer)

## Appendix III: Stake Holders

### በባህልናቱሪዝምሚኒስቴርየቱሪዝምባለድርሻአካላትግንኙነትዳይሬክቶሬት


#### የህዝብከንፍአካላትመረጃ

ተ.ቁ	የማህበሩ/ፎረም ስም	የማህበሩ/ፎረም-አመራር/የበላይኃላፊ ስም	
1.	የአዲስአበባሆቴልባለቤቶችንግድዘርፍማህበር	አቶቢኒያምብሥራት ሉድ	ሲ.ኤም.ሲ.መንገድ፣ ሚ.ካኤልቤተክርስቲያንአጠገብኢኮኖሚክስአሰሰየሸንሕንጻ 2ኛ ፎቅ
2.	የኢትዮጵያቱርኦፕሬተርስአሰሰየሸን	አቶያዕቆብ አቶኪሮስ	ካዛንቺሽ  አናትባንክሕንጻ  5ኛ ፎቅ
3.	የኢትዮጵያየሆቴልባለሙያዎችማህበር	አቶባህሩ	የሆቴልናቱሪዝምማሰልጠኛማዕከልጊ.ቢ.ውስጥ
4.	የቱሪዝምባለሙያዎችማህበር	ዶ/ር ቴዎድሮስአጥላባቸው	ቢሮየላቸውም
5.	የአዲስአበባአስጎብኚድርጅቶችማህበር	አቶንጉጌታዬ	ከፍተኛ 24 አካባቢ
6.	የአዲስአበባግለሰብአስጎብኚዎች(ጋይዶች) ማህበር	አቶጀማልቢረጋ	ቢሮየላቸውም
7.	የቱሪስትናየጉዞወኪሎችአሰሪዎችማህበር  የኢትዮጵያየጉዞወኪሎችማህበር	ወ/ሮ ቤተልሂምበቀለ  አቶጥላሁን	መስቀልአደባባይአካባቢ፣ የኢትዮጵያሰራተኞችማህበርሕንጻ 6ኛ ፎቅ
8.	የኤርፖርትናሆቴሎችቋሚየቱሪስትታክሲዎችሰድስቱማህበራትጥምረት	አቶሳሙኤልአመነ አቶሀይሉ	አዲስአበባሌኤርፖርት
9.	የሆቴልናቱሪዝምማሰልጠኛተቋማትማህበር	አቶአብዱልፈታህ  አህመድ	ቢሮየላቸውም
10.	የቱሪዝምናባህልጋዜጠኞችክሊብ	አቶሄናክያሬድ	ቢሮየላቸውም
11.	የቱሪዝምሚዲያፎረም	አቶዘራንግርማ	

12.	የኢትዮጵያ የቅርስ ባለአዳራማህበር	ሊቀካህናት አባይነህአበበ ወ/ሮ መስበወርቅቅጣው	ቦሌ ማተሚያ ቤት ፊት ለፊት ሀሌሎ ያክሊኒክ አጠገብ
13.	የኢትዮጵያ ባለሙያ አሳዳጅ ችማህበር	አቶ ኤ.ኤን ረሶስ  አቶ ሲሳይ ሸዋአመነ	አሮጌ ፖስታ ቤት አራዳ ክ/ከ ቀበሌ 02 ቤ/ቁ 892 ካቴድራል ት/ቤት አካባቢ
14.	የታክሲ ደርግ ስራ አምራች ችማህበር	ወ/ሮ ፍቅረተኣያታ	ልደታ ክ/ከ ወረዳ 4 የቤት ቁጥር 522/አብነት ጀስቲስ ስራ ትለፊት/
15.	የኢኮ - ቱሪዝም ማህበር	ወ/ሮ ሳምራዊት ሞገስ	ቢሮ የላቸውም
16.	የኢትዮጵያ ሆቴሎች ፌዴሬሽን	ፍትህ ወልደሰንበት	
17.	በኢትዮጵያ አስሪዎች ፌዴሬሽን ፣	አቶ ታደሰ ይመር	ዋሪት ህንጻው ስጥ
18.	የኢትዮጵያ ሆቴሎች አሰሪዎች ማህበር	አቶ ታደሰ አያሱ	
19.	የኢትዮጵያ የአካል ጉዳተኞች በሐራዊ ማህበራት ፌዴሬሽን	ወ/ሮ ሸታየአስታወስ  አቶ በዙዳለም ዝምባላቸው	በስሩ ሰባት የተለያዩ ማህበራት አሉ
20.	የኢትዮጵያ ሴት አስጎብኚዎች ማህበር		

## Appendix IV: Clearance

የአድዳ አባባ ዩኒቨርሲቲ  
አድዳ አባባ ፣ ኢትዮጵያ



ADDIS ABABA UNIVERSITY  
Addis Ababa, ETHIOPIA

Centre for Environment and Development Studies  
College of Development Studies

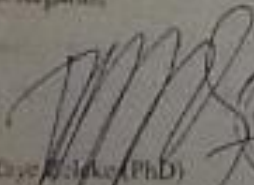
Date: 27/2/2010  
Ref. No. CED /154/2010/ 2010

To Whom Concerned

Subject: - Request for Cooperation

Deresse Eshetu is one of our MA students in Tourism Development and Management Program, College of Development Studies at Addis Ababa University. He has finished his course work and currently, he is conducting his MA thesis entitled "Promoting Ethiopia as a tourist Destination: a Qualitative Study on the Role and Partnerships of stakeholders in The Tourism Sector". Therefore, I kindly request your esteemed office to provide him the necessary support. We would like to thank in advance for all assistances rendered to him.

Best Regards,





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